

Leading with Joy

Building one of the world's fastest-growing restaurant companies



10,300+
Stores

33
Countries served

28,900+
Team members

 Serving joy around the world

 Sustained profitable growth

 Loved by millions every day

 Empowering talent

 Strong partnerships for the future

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CHAIRMAN'S MESSAGE

Growing Our Global Purpose of Joy





“As we move forward, what unites our efforts across brands and markets is our shared purpose as a Group: Spreading joy through Superior Taste. It is a simple statement, but it asks a lot from us—consistent quality, strong standards, and teams who care deeply about the customer experience.”

Dear Shareholders,

When I look back on our journey, I often return to a simple thought: people come back to a place where they feel happy and cared for. That belief guided us when we were still learning how to serve our first customers—and it continues to guide us today, even as the Jollibee Group grows across many markets and cultures.

In 2025, we took another meaningful step forward. We strengthened our brands, expanded our presence, and continued building the capabilities that support our long-term growth. It was also our fourth consecutive record year—an achievement we receive with gratitude and humility. But beyond the numbers, what matters most to me is the trust behind those results—the trust of customers who choose

our brands, franchisees and partners who build with us, and shareholders who continue to believe in what we are creating.

We marked the year with important milestones that signal the progress of our long term strategy—from reaching over 10,000 stores globally, to growing the international recognition of our brands with Jollibee's Chickenjoy voted #1 in USA Today's 10 Best Readers' Choice Awards for Best Fast Food Fried Chicken for the 2nd consecutive year, and integrating Tim Ho Wan into the Group with discipline and care.

Our performance in 2025 reflected the resilience of our organization. Growth was broad-based across markets,

supported by continued international expansion and contributions from emerging growth platforms. At the same time, we maintained discipline in execution—improving results while continuing to invest for the future.

As we move forward, what unites our efforts across brands and markets is our shared purpose as a Group: Spreading joy through Superior Taste. It is a simple statement, but it asks a lot from us—consistent quality, strong standards, and teams who care deeply about the customer experience.

We remain committed to delivering sustainable returns while preserving the financial strength and flexibility needed to support future growth. In 2025, we declared cash dividends of **Php3.44 per share**, while continuing to invest in the capabilities and expansion needed for the years ahead.

We also continue to strengthen leadership development and succession planning to ensure continuity and long-term organizational strength. I have strong confidence in our management team's strategy and execution, and I am grateful for how our leaders and teams have carried the work forward with discipline.



“Strong brands, disciplined expansion, and the dedication of our teams across many markets position the Jollibee Group to continue building a resilient and globally competitive organization.”

I would like to thank our Global President and CEO, Ernesto Tanmantiong, the Leadership Team, and all our employees for their dedication and commitment, which made these achievements possible.

For many of us who have been part of this journey for decades, it remains deeply meaningful to see our brands embraced across diverse markets. What began as a simple idea and a passion for serving great food has grown into a global organization supported by a strong ecosystem of team members, partners, and franchisees who share a common purpose.

As we grow, I remind myself that scale is a privilege—and with it comes responsibility. The values that guided us from the beginning continue to shape how we move forward: humility to listen and learn, speed with excellence, customer focus, spirit

of family and fun, and integrity. These are not just words to us—they are expectations we must live up to, especially as we become larger and more global.

As the Jollibee Group continues to grow globally, maintaining a strong shared passion for **Spreading joy through Superior Taste** becomes increasingly important. Our corporate brand helps bring together a diverse portfolio under one identity—aligning our teams and partners around a common vision while allowing each brand to maintain its unique connection with customers.

Our responsibility also extends beyond our restaurants. The Jollibee Group Foundation marked its **20th anniversary**, celebrating two decades of programs that support farmers, strengthen food systems, and help build sustainable livelihoods in the communities we serve. Through partnerships with farmers, institutions, and local organizations, JGF continues to demonstrate how responsible business practices can contribute to more inclusive and sustainable development.

In an increasingly dynamic global environment, we continue to pay close attention to key risks—including macroeconomic volatility, changing consumer conditions, cybersecurity, supply chain resilience, and geopolitical developments. We remain committed to pursuing growth responsibly, with the agility and discipline required in a rapidly changing world.



Looking ahead, I remain optimistic about the opportunities before us. Strong brands, disciplined expansion, and the dedication of our teams across many markets position the Jollibee Group to continue building a resilient and globally competitive organization.

I would like to thank our board of directors, franchisees, suppliers, shareholders, and customers for your continued trust and partnership.

Our journey has always been made possible by people who believe in what we are building together. With that shared commitment, I am confident that the Jollibee Group will continue to grow stronger—and continue spreading joy through superior taste to more communities around the world.

Dr. Tony Tan Caktiong
Founder and Chairman of the Board
Jollibee Group



CEO's MESSAGE

Powering Global Growth, Sustaining Joy





“Our performance is a testament to the resilience of our operating model and, more importantly, to the passion and dedication of our teams across markets.”

Dear Fellow Shareholders,

The year 2025 marked another defining chapter in the Jollibee Group's growth journey—one that reflected not only the strength of our financial performance, but also the clarity of our strategic direction and the depth of our commitment to building a business that creates enduring value.

In a dynamic environment shaped by evolving consumer preferences, ongoing cost pressures, and market challenges, we stayed focused on what matters most: staying passionate about superior taste, serving customers with joy, empowering our people, strengthening our brands, and investing for the future. Our performance is a testament to the resilience of our operating model and, more importantly, to the passion and dedication of our teams across markets.

Sustained Growth with Financial Discipline



We recognized 2025 as our fourth consecutive record year, delivering solid, broad-based growth across our business. System wide sales reached PHP455.1 billion, representing a 16.6% increase year-on-year, supported by continued momentum in both the Philippines and our international markets. Consolidated revenues rose to PHP305.1 billion, while operating income reached PHP 20.2 billion, reflecting disciplined execution and improving operating leverage.

Based on our audited full year results, net income attributable to equity holders of the parent company amounted to PHP10.9 billion, translating to earnings per share of PHP9.39. Our strong finish to the year underscores the effectiveness of our operating strategies and the scalability of our platform.

Taken together, these results highlight our ability to deliver profitable growth while continuing to invest in the capabilities that will support our long-term ambitions.

Portfolio Strength and Organic Growth Drivers



Our multi-brand, multi-market portfolio remains a core strength of the Jollibee Group. In 2025, growth was driven by a balanced combination of established brands, emerging concepts, and expanding international operations.

Our brands continued to gain global recognition, with the multi-pillar strength of Jollibee, Mang Inasal, and Chowking, being ranked as the Top 3 most valuable restaurant brands in the ASEAN region by Brand Finance, and Jollibee being recognized as one of the strongest and fastest-growing restaurant brands in the world and Chickenjoy being voted #1 in USA Today's 10 Best Readers' Choice Awards for Best Fast Food Fried Chicken for the 2nd consecutive year. This momentum was reflected in the Philippines, where our

business grew by 9.6% in 2025, driven by Jollibee (+10.4%), Chowking (+6.1%), and Mang Inasal (+15.6%). Acquired in 2010, Mang Inasal has since become one of our most powerful domestic growth engines—our fastest-growing Philippine brand and a rising, increasingly significant contributor to the country's business.

The Coffee and Tea segment gained a strong trajectory during the year, growing SWS by 44.9%, supported by robust customer demand and accelerated store network expansion. It is increasingly becoming a meaningful contributor to overall performance and a key pillar of our long-term growth strategy.

Compose Coffee accelerated its growth just a year after the acquisition, with SWS rising 217.0%, more than tripling in 2025, fueled by an expanding store network, product innovation, and delightful marketing. This contributed to the expansion of the company's international segment performance to 27.0%. Internationally, our businesses delivered strong performance across several markets, led by Vietnam and North America, where Jollibee continues to demonstrate its scalability beyond the Philippines and strengthen its position as a market leader. This reflects the brand's growing relevance among local consumers and its strong market presence.

In our home market, we focused on sustaining brand relevance and operational excellence. Through menu innovation, value focused offerings, and consistent execution, our Philippine brands continued to provide a stable foundation for the Jollibee Group.

Strategic Investments and Portfolio Strengthening



Beyond organic growth, we continued to strengthen our platform through selective, strategic portfolio actions aligned with our long-term priorities.




In January 2025, the Group completed the acquisition of 100% ownership and management control of Tim Ho Wan, the internationally recognized Hong Kong–founded dim sum brand. Tim Ho Wan serves as the flagship brand of the Jollibee Group’s Chinese cuisine segment, adding a globally respected concept with strong culinary heritage to our portfolio.

With no clear category leader in dim sum, Tim Ho Wan is well positioned to define and lead the segment as a globally recognized, authentic dimsum specialist, backed by a proven, scalable playbook under the Jollibee Group. The brand doubled its business in Hong Kong within a year of acquisition, opened its first U.S. store, and improved Google ratings from 3.8 to 4.4 in Singapore and Hong Kong, with all company–operated stores trending at 4.0 and above—evidence that our operating systems can scale across markets.

We also continue to elevate our position in the robust Philippine market by introducing distinct world–class concepts. In January 2025, we launched Singapore–founded Tiong Bahru Bakery in the Philippines, bringing its handcrafted viennoiserie and specialty coffee to the local market.


Scaling the Business Responsibly

 Scale remains a critical enabler of long–term value creation. In 2025, we opened 1,126 new stores, the highest number of annual openings in the Jollibee Group’s history, which brought our total global footprint to 10,341, reflecting continued confidence in our brands, markets, and our ability to execute at scale.

Our expansion continues to be supported by a disciplined, asset–light approach, with our franchise partners playing a critical role in enabling scalable growth across markets. This model allows us to extend our reach while maintaining operational focus and capital efficiency.

We also recognize that scale brings greater responsibility. We continued to invest in supply chain resilience, digital capabilities, and organizational systems to ensure that growth is supported by a strong operational foundation. Our focus remains on building a business that is not only larger but also more resilient, efficient, and adaptable over the long term.


Advancing Sustainability Through Joy for Tomorrow

 Sustainability remains integral to how the Jollibee Group grows, anchored on our “Joy for Tomorrow” agenda that aligns business priorities with positive impact across people, communities, and the environment.

In 2025, this was reflected in our #1 ranking among all Philippine brands in the Brand Finance Sustainability Perceptions Index, our upgrade to a BBB MSCI ESG rating, and continued global recognition as one of TIME’s World’s Best Companies for the third consecutive year and a four–time Gallup Exceptional Workplace Awardee—being the only Filipino company on the list.

These recognitions were matched by tangible impact, including inclusive employment for over 1,000 senior citizens and persons with disabilities nationwide; strengthened, comprehensive training program partnerships with various institutions; sustained community programs and employee volunteerism under the leadership of the Jollibee Group Foundation; and measurable progress in environmental initiatives such as energy efficiency and waste–to–value. Supporting these efforts are robust governance, risk management, and data protection frameworks that promote accountability, transparency, and ethical conduct across the Jollibee Group.

Looking Forward

 As we move into 2026, our focus remains clear: to grow profitably, operate responsibly, and build a company that creates enduring value. The scale we have achieved, the strength and diversity of our portfolio, and the commitment of our teams give us confidence in our ability to navigate an increasingly complex global environment while continuing to capture opportunities for long–term growth.

We remain guided by our purpose of spreading joy through superior taste to everyone. This continues to shape how we grow our brands, invest in our people, and engage with the communities we serve.

We are equally focused on advancing our ambition to become one of the world’s leading restaurant companies—building a business that is globally competitive, operationally disciplined, and consistently delivers superior customer experiences across markets.

On behalf of the management, I extend our sincere appreciation to our employees, franchisees, suppliers, customers, and shareholders for their continued trust and support.

Together, we will continue to bring joy to everyone, everywhere—as we expand our reach and build a stronger, more resilient, and more sustainable Jollibee Group for the future.



Ernesto Tanmantiong
Global President and Chief Executive Officer
Jollibee Group



DIRECTORS & CORPORATE OFFICERS*

Directors

Dr. Tony Tan Caktiong
Chairman

Ernesto Tanmantiong
Director

William Tan Untiong
Director

Carl Brian Ang Tancaktiong
Director

Antonio Chua Poe Eng
Director

Artemio Panganiban
Director

Cesar Purisima
Lead Independent Director

Kevin Goh
Independent Director

Ee Rong Chong
Independent Director

Corporate Officers

Dr. Tony Tan Caktiong
Executive Chairman
Founder and Chief Taste Officer

Ernesto Tanmantiong
President and CEO

William Tan Untiong
Corporate Secretary

Atty. Valerie Amante
Compliance Officer and
Assistant Corporate Secretary

Don Alexander Lim
Treasurer

Richard Chong Woo Shin
Chief Financial Officer

*As of December 31, 2025



FINANCIAL HIGHLIGHTS

System Wide Sales

FY25

P455.1B

+16.6%

Same Store Sales Growth

FY25

+4.8%

TC +2.6%

AC +2.1%

Revenues

FY25

P305.1B

+13.0%

Gross Profit

FY25

P56.8B

+9.7%

18.6% Margin

Net Operating Income

FY25

P20.1B

+19.3%

6.6% Margin

NIAT

FY25

P10.9B

+5.4%

3.6% Margin

EBITDA

FY25

P41.8B

+13.8%

Earnings Per Share (Basic)

FY25

P9.386

+6.0%



CORPORATE MILESTONES AND RECOGNITIONS



Brand Finance ASEAN 500 2025 rankings

Jollibee, Mang Inasal, and Chowking hailed as the Top 3 Most Valuable ASEAN Restaurant Brands based on Brand Finance's ASEAN 500 2025 report

Jollibee also ranked 17th globally in the Restaurants 25 2025 report by Brand Finance



Fortune 500 Southeast Asia citation

Jumped to 79th from 86th in 2024



Milestone Store Opening

Opened the first Tiong Bahru Bakery and Milksha stand-alone stores in the Philippines



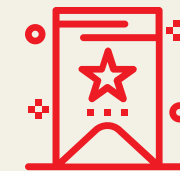
Opening of Danao Commissary

Opened the first state-of-the-art, multi-brand commissary in Danao, Cebu, Philippines



Evolution of Corporate Brand

Launched the New Jollibee Group Corporate Brand, aligning the Company's global strategy with its purpose and vision



TIME World's Best Companies recognition

Three-time awardee, ranked 211th in employee satisfaction, a significant improvement from its 425th ranking last year



Gallup Exceptional Workplace Award

Recognized for the fourth time for the Group's commitment to fostering a joyful workplace culture



Upgraded ESG Rating

Received an MSCI ESG Rating of BBB, indicating improved performance of ESG initiatives



Brand Finance Sustainability Perceptions Index Ranking

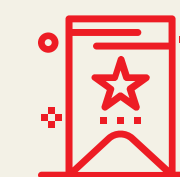
The Group has earned the top spot among Philippine brands in the 2025 Sustainability Perceptions Index released by Brand Finance

The Group is also the only Philippine restaurant brand in the country to break into the Top 10 of the global index



The Farmers Entrepreneurship Program received the Silver Award

The Farmers Entrepreneurship Program awarded the Silver Award for sustainable supply chain practices at A-EPIC Asia's inaugural Asia ESG Positive Impact Awards



Tambuli Award's Leaders of Corporate Purpose

The Jollibee Group Foundation received the Grand Prix in the Leaders for Corporate Purpose category for its Busog, Lusog, Talino School Feeding Program



Inclusive employment program for SCs and PWDs

More than 1,000 senior citizens and persons with disabilities across the country received gainful opportunities to remain active in the workforce as customer relations staff



The Jollibee Group Sustainability Agenda

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.

Learn more about the Jollibee Group Sustainability Agenda at

<https://tinyurl.com/JGSustainabilityReport2026>

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 2019

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 67% 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

99%
Renewable energy across our manufacturing sites in the Philippines

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 against the 2020 baseline

5,100
Mangrove propagules planted in 2025, increasing the total to 26,600 propagules since our initiative started in 2024



Reaching New Heights



Jollibee[®]



BUSINESS HIGHLIGHTS | Philippines

+10.4% System-wide Sales Growth

+5.3% Same Store Sales Growth

1,341 Total Store Network

92 New Stores Opened

BUSINESS HIGHLIGHTS | North America

+14.2% System-wide Sales Growth

+10.2% Same Store Sales Growth

107 Total Store Network

4 New Stores Opened

BUSINESS HIGHLIGHTS | Europe, Middle East, Asia and Australia

+24.2% System-wide Sales Growth

+10.0% Same Store Sales Growth

404 Total Store Network

59 New Stores Opened

BUSINESS HIGHLIGHTS | Hong Kong and Macau

+14.3% System-wide Sales Growth

+11.7% Same Store Sales Growth

25 Total Store Network

2 New Stores Opened





Delivering Joy in Our Biggest, Boldest, Bravest Year Yet

For nearly five decades, Jollibee has been woven into the fabric of Filipino life, marking milestones from joyful celebrations to memorable everyday moments of togetherness with loved ones.

With over 1,800 stores across 17 markets, the brand continues to bring the warmth of Filipino joy to more people around the world alongside a wide range of delicious, value-for-money offerings, made even more special by Jollibee’s signature brand of heartfelt service.

BUSINESS MILESTONES – Philippines



Jollibee opened its 1,300th Philippine store in Abulug, Cagayan.



Jollibee strengthened its core business by driving growth across its bestselling products, including Chickenjoy, Yumburger, and Burger Steak, while introducing new offerings such as the Special Cheesy Yum, Chicken Fillet Rice Meal, and Crunchy Chicken Sandwich flavors, Golden BBQ and Chili Cheese. The brand also expanded its beverage and dessert portfolio with new Coffee Blends variants, Iced Vanilla and Iced Caramel, as well as limited-time offerings such as the Mango Jelly Sundae and Rocky Road Sundae with KitKat.



Jollibee strengthened brand relevance and consumer engagement through impactful campaigns, strategic partnerships, and digital innovation. Key initiatives included the “Bida Best, Bida Pinoy” campaign; the Jollibee Value Meals program; youth-focused platforms such as GameJoy and JolliBINI; family partnerships with Kidzooona and Timezone; and the launch of the new Jollibee Delivery App, which enhanced customer convenience and accessibility.

BUSINESS MILESTONES – North America



Jollibee opened its first franchise store in Queens, New York City, expanding its store network in the United States.



Jollibee collaborated with pop girl group Katseye to launch the limited-time Korean BBQ Chicken.

BUSINESS MILESTONES – Europe, Middle East, Asia and Australia



Jollibee witnessed viral product launches, such as the Pistachio Kunafa (Dubai Chocolate) Sundae, Spicy Spaghetti, Ube White Chocolate Sundae, Spicy Chicken Tenders, Shrimp Burger, and Original and Spicy Nuggets.



Jollibee released product campaigns for the Chickenjoy, Spaghetti, and Chicken Sandwich to cater to the locals who now represent majority of our customers across the region.



BUSINESS AWARDS



Philippines

- Emerged as ASEAN's top Restaurant Brand in Brand Finance's ASEAN 500 2025 report.
- Jollibee Philippines secured 31 recognitions from leading award-giving bodies, including the Anvil Awards, Philippine Quill Awards, Araw Values Advertising Awards, Boomerang Awards, and Grab Platinum Fan Fave Awards.
- These honors reflect strong performance across PR, digital, influencer, and omnichannel marketing.

North America

- Recognized by USA Today as "America's best fast food fried chicken" for second year in a row

Europe, Middle East, Asia and Australia

- Ranked Number 1 in Fast Food Chain in Customer Service by The Straits Times (Singapore)
- Recognized as the most reputable food and beverage company in Vietnam
- Awarded as Restaurant Partner/Merchant of the Year by Grab Vietnam
- Awarded 592 scholarships to high school students as part of school tours

SUSTAINABILITY INITIATIVES



Philippines

- Continuously supported various LGUs, communities, schools, and organizations in the Philippines through sponsorships.
- Launched JolliSkwela, the first nationwide education-focused employee volunteerism program in partnership with the Department of Education (DepEd) and the Jollibee Group Foundation, by mobilizing more than 5,000 employees and partners.
- Partnered with the Department of Trade and Industry for the Bee Earth's Best Friend campaign to encourage customers in 280 Jollibee stores to lessen their environmental impact through plastic-free incentives

Europe, Middle East, Asia and Australia

- Helped 117,000 high schools students with career orientation assessments
- Donated 1 billion Vietnam Dong for typhoon victims
- Conducted Jolly Tours with high school and university students that visited 676 stores and engaged 1.5 million students



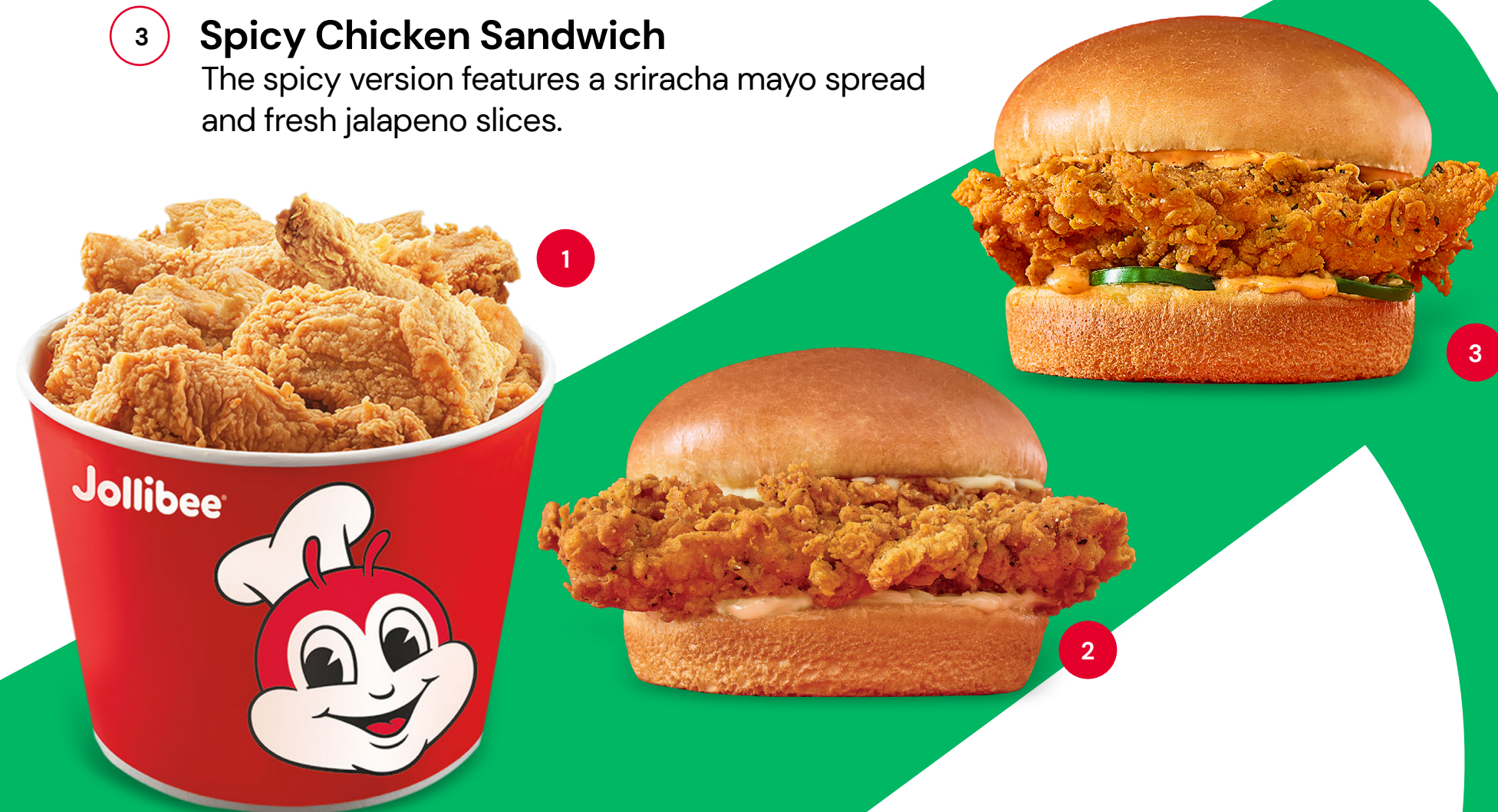
BESTSELLING PRODUCTS – Philippines

- 1 **Chickenjoy**
Our signature crispy fried chicken, served with a side of gravy and rice
- 2 **Jolly Spaghetti**
Spaghetti in a sweet-savory meat sauce topped with cheese
- 3 **Yumburger**
Beef patty and special dressing in between soft buns



BESTSELLING PRODUCTS – North America

- 1 **Chickenjoy**
Jollibee’s signature crispy and juicy bone-in fried chicken. Also available in a spicy version.
- 2 **Chicken Sandwich**
A crispy, juicy chicken breast fillet is spread with umami mayo, and sandwiched between a toasted brioche bun.
- 3 **Spicy Chicken Sandwich**
The spicy version features a sriracha mayo spread and fresh jalapeno slices.



BESTSELLING PRODUCTS – Europe, Middle East, Asia and Australia

- 1 **Chickenjoy**
Our signature crispy fried chicken, served with a side of gravy and rice
- 2 **Spaghetti**
Spaghetti in a sweet-savory meat sauce topped with cheese
- 3 **Chicken Sandwich**
Double hand-breaded breast fillet with peppery breading, garlic or sriracha mayo, fresh lettuce in a toasted brioche bun.





Fresh Look,
Same Smash[®]
Goodness

**SMASH
BURGER[®]**

BELIEF IS IN THE BITE™



Belief is in the bite™

Smashburger® strengthens the Group's North American presence by focusing on the premium fast-casual segment. The brand uses Certified Angus Beef® to maintain product integrity and flavor consistency. This year, the brand expanded its menu offerings to include new premium burgers, a \$4.99 All-day, Every-day value menu, and new revenue growth platforms."





BUSINESS HIGHLIGHTS

-13.2% System-wide Sales Growth

-8.2% Same Store Sales Growth

192 Total Store Network

4 New Stores Opened



2

BESTSELLING PRODUCTS

- 1 **Bacon Stack Smash®**
Certified Angus Beef® burger, layers of stacked applewood smoked bacon, American cheese, lettuce, tomatoes, mayo, butter-toasted bun
- 2 **BBQ Bacon Smash®**
Certified Angus Beef® burger, aged cheddar cheese, applewood smoked bacon, crispy fried onions, bbq sauce, butter-toasted bun
- 3 **Classic Smash®**
Certified Angus Beef® burger, American cheese, lettuce, tomatoes, red onions, pickles, Smash Sauce®, ketchup, buttermoasted bun

BUSINESS MILESTONES



Smashburger® enhanced its menu architecture with the launch of a \$4.99 "All Day, Every Day" value menu spanning burgers, chicken, and Big Dog offerings.



Smashburger® strengthened its brand foundation by repositioning around core values and partnering with new agencies to support sustainable growth.



1



3



Building a Global Standard of Excellence



TimHoWan



添好運 香港味道



BUSINESS HIGHLIGHTS

+534.7% System-wide Sales Growth

-6.8% Same Store Sales Growth (China)

83 Total Store Network

11 New Stores Opened

Bringing Authentic Hong Kong Dim Sum to the World

Tim Ho Wan is a Michelin recognized brand that proudly serves Hong Kong cuisine to people from all walks of life. Rooted in a mission to serve fresh, handcrafted, authentic dim sum, Tim Ho Wan creates moments of connection through the shared experience of enjoying dim sum together.





2



1

BESTSELLING PRODUCTS

- 1 BBQ Pork Bun**
A steamed bun reimagined with a baked crust filled with barbeque pork
- 2 Crispy Shrimp Red Rice Rolls**
Rice noodles wrapped in crispy dim sum filled with shrimp and topped with roselle sauce
- 3 Har Gow**
Shrimp dumplings featuring a delicate, translucent wrapper wrapped around a generous filling of whole shrimp



3



Brewing Greatness in New Places





BUSINESS HIGHLIGHTS

+10.0% System-wide Sales Growth

+3.2% Same Store Sales Growth

1,079 Total Store Network

118 New Stores Opened

Expanding Global Reach

The Coffee Bean & Tea Leaf is a global café chain recognized for its long history as a specialty coffee and tea roaster. The brand invented the Original Ice Blended® Drinks.

CBTL helps people find their flavor through uplifting experiences that make their day better.

BUSINESS MILESTONES

 New Store Openings

CBTL entered a new market, opening its first café in the Maldives. Fellow Asian counterparts celebrated expansion, with India kickstarting its new flagship café in Delhi, and Malaysia and Kuwait achieving their 225th and 100th store respectively.

 Marketing Campaigns

Malaysia launched the popular Tiramisu for Two campaign, while India launched its Love of Latte and Taste of Summer campaigns. Outside Asia, the US office developed their Tastemaker campaign for new, trendy drinks.





BUSINESS AWARDS



- Bronze Award, The Putra Brand Awards 2024 Malaysia's Peoples' Choice Awards, dedicating to recognizing brands that have significant influence and established a strong connection with Malaysian consumers.
- Best Hospitality Employee, Naran Group 35th Anniversary Awards Mr. Saindorj, from The Coffee Bean & Tea Leaf Mongolia
- Best Matcha in Kuwait Award, V-Thru Pickup Company, ranking first among the Top 10 cafés recognized for exceptional quality and customer satisfaction.
- Friendliest Dispatcher of the Year 2025, Ms. Banika, V-Thru Pickup Company, honoring her exceptional professionalism, courtesy, and unwavering dedication to service.

SUSTAINABILITY INITIATIVES



- Tunku Azizah Hospital Community Outreach | Kuala Lumpur, Malaysia
- Caring Cup Program | Brunei
- Relief and Donations for Victims of Wildfires | California, USA
- Americas Executive Team Volunteering in Regional Food Bank | Los Angeles, USA



1

BESTSELLING PRODUCTS

- Lattes**
Each drink is made with CBTL's signature 5 Bean espresso blend and hand-whisked for a creamy texture.
- The Original Mocha Ice Blended**
A blend of CBTL's signature cold coffee extract, powders, and pebble ice for a smooth and rich taste.
- Chai Latte**
Made with freshly pulled shots of concentrated tea leaves combined with steamed milk and French Deluxe™ vanilla powder.



2



3



Sustaining Growth

Chowking 超群



BUSINESS HIGHLIGHTS | Philippines

+6.1% System-wide Sales Growth

+1.6% Same Store Sales Growth

588 Total Store Network

35 New Stores Opened

BUSINESS HIGHLIGHTS | Middle East

-10.3% System-wide Sales Growth

-6.4% Same Store Sales Growth

33 Total Store Network

3 New Stores Opened

BUSINESS HIGHLIGHTS | North America

+1.4% System-wide Sales Growth

+1.4% Same Store Sales Growth

15 Total Store Network

Solidifying Market Position in the Chinese Fast-Food Space

Chowking continues to satisfy its growing customer base with delicious Chinese food that is rooted in passion. A leader in fast food, the brand aims to transform every dish and touchpoint into meaningful experiences through consistent quality and value across its store network.





BUSINESS MILESTONES



Beyond Wow

Chowking led CSR and nation-building initiatives across the Philippines in partnership with government agencies to provide support and relief to local communities.



Marketing Campaigns

Chowking launched two major marketing campaigns in the US, including the Chinese New Year Buy One, Get One and Chao Fan Fried Rice.

BUSINESS AWARDS



Brand Finance ASEAN

- Top 3 ASEAN Restaurant Brand

QSR Media Asia Awards 2025

- Best Restaurant Renovation
- Best Digital Initiative

NEXT Awards

- Marketing Team of the Year
- 14 Awards in total

Marketing Excellence Philippines Awards

- Marketing Team of the Year
- 2 Awards in total

IABC Quill

- 5 Excellence Awards in Brand Communications and Gaming
- 5 Merit Awards in Brand Communications, Social Media, and Events

Panata Awards

- 3 Gold Awards in Online Activation, Moment Marketing, and Tactical Campaign
- 5 Awards in Total

Grab Awards

- 2 Trailblazer Awards for Loyalty Innovation and Gamification of Chowking Mid-Autumn Festival
- 3 Fan Fave Products

FoodPanda Crave Awards

- Pau Pau's Top of Table Award

SUSTAINABILITY INITIATIVES – Philippines



- Held Regional Brigada Eskwela per Regional Business Units in partnership with local government units
- Conducted Christmas Pa Chowlamat drives to donate food and cash through the Jollibee Group Foundation
- Raised funds for Typhoon Victims in North Luzon
- Conducted the Annual Gift Giving for Orphans in North Luzon
- Partnered with the Department of Environment and Natural Resources for Environment Awareness in Mega Manila
- Conducted Bangon Cebu Relief Distribution for Typhoon & Earthquake Victims in Visayas and Mindanao
- Held Tree Planting & Coastal Clean Up Drives in South Luzon
- Held Service & Loyalty Awardings for exemplary employees
- Developed operational consistency in five key signals of change (Friendly, Clean, Fast, Accurate, Taste)





BESTSELLING PRODUCTS

- 1 **Siomai Chao Fan**
The Philippine's Best-Tasting Fried Rice with meat, egg, and kangkong leaves topped with siomai
- 2 **Chinese-Style Fried Chicken Lauriat**
Six Chowking favorites in one meal: Chinese-Style Fried Chicken, Pancit Canton, Siomai, Egg Fried Rice, Buchi and Chicharap
- 3 **Chunky Asado Siopao**
Steamed soft Chinese buns stuffed with seasoned pork filling.



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BESTSELLING PRODUCTS – North America

- 1 **Asado Siopao**
Steamed soft Chinese buns stuffed with seasoned pork filling.
- 2 **Chao Fan**
Chinese-inspired stir-fried rice with pork, egg, and veggies.
- 3 **Beef Wonton Noodles**
Flavorful Beef soup with al dente noodles, tender beef chunks, and wonton ball.



Accelerating Sweet Success





BUSINESS HIGHLIGHTS | Philippines

+5.3% System-wide Sales Growth

+6.2% Same Store Sales Growth

506 Total Store Network

21 New Stores Opened

BUSINESS HIGHLIGHTS | United States

-9.5% System-wide Sales Growth

-1.5% Same Store Sales Growth

33 Total Store Network

Celebrating Growth in Everyday Moments

Red Ribbon is one of the Philippines’ leading bakeshop brands that offers a wide range of high-quality baked products at great value. The brand plays a meaningful role in making celebrations and everyday moments more special, and is widely trusted with Filipino families. With an expanding presence in the United States, Red Ribbon continues to accelerate and achieve market leadership among Filipino-Americans in the baked goods market, reaching the highest growth since 2023.

BUSINESS MILESTONES

 **New Store Openings**

Red Ribbon Philippines opened three new stores in the provinces of Negros Oriental, Bukidnon and Davao Oriental, strengthening regional presence and bringing the brand closer to more communities.

 **New Menu Innovation**

Red Ribbon Philippines released nine new flavors for specialty round cakes, dedication cakes and roll cakes, including limited time offers such as Valentine Red Velvet and Chocolate Hazelnut Bliss.

Red Ribbon US also launched their Picture Perfect cakes, Tiramisu, and Ube Spanish Bread.

 **Marketing Campaigns**

Red Ribbon Philippines launched new celebration campaigns such as the Best-Tasting Chocolate Dedication Cake for birthdays, Specialty Petite Cakes for Life’s Little Moments, and various red-letter day campaigns.

Red Ribbon US introduced their Picture Perfect Cakes and the new Tiramisu and Ube Spanish bread.

BUSINESS AWARDS



- GrabFood Platinum FanFaves Winner-Cakes Category

SUSTAINABILITY INITIATIVES



- Shared love and special Red Ribbon sweet treats to less fortunate kids during the Christmas season
- Strengthened the brand’s digital learning ecosystem and Gold Standard Program for operational excellence.
- Promoted the 3Es of Learning program and formed teams as part of Jollibee Mission Team (JMT) Agile Projects for leadership development and store efficiency



BESTSELLING PRODUCTS – Philippines

- 1 **Black Forest**
Made with layers of delectable chocolate fudge cake, cream and cherry filling, covered with grated chocolate, topped with chocolate squares and Maraschino cherries
- 2 **Chocolate Dedication Cake**
Rich, moist chocolate cake filled and covered with chocolate icing for birthdays and celebrations
- 3 **Triple Chocolate Roll**
Chocolate chiffon coated with rich chocolate icing, adorned with 3 chocolate toppings and finished with milk chocolate drizzle



BESTSELLING PRODUCTS – US

- 1 **Mango Supreme Cake**
A homage to Philippine mangoes, featuring layers of chiffon cake filled with cream and topped with mango chunks.
- 2 **Butter Mamon**
An all-time favorite combination of soft chiffon and butter
- 3 **Chicken Empanada**
A savory deep-fried pastry filled with chicken and a unique mix of spices





Flavorful Legacy





BUSINESS HIGHLIGHTS

+19.1% System-wide Sales Growth

+8.2% Same Store Sales Growth

985 Total Store Network

174 New Stores Opened

Championing Local Heritage to the World

Highlands Coffee is a proud Vietnamese brand that specializes in robusta-based coffee products sourced from local farmers and roasted in-house. The brand aims to drive growth in global coffee exports as the flag carrier for heritage and culture. Highlands Coffee offers contemporary Vietnamese coffee experience that is authentic and accessible to local communities, coffee enthusiasts, and next coffee generation.

BUSINESS MILESTONES



Expansion and Franchising

Inaugurated the Highlands Cái Mép Coffee Roasting Plant – a LEED-certified, state-of-the-art facility focusing on roasting capacity and supply chain

Opened the first drive-thru store in Ho Chi Minh City



Digital Talent & Technology Transformation

Expanded capabilities in AI analytics, cloud-based POS, and CRM to support loyalty personalization and data-driven operations across 1,000+ stores.



Marketing Campaigns

Relaunched “PhinĐI” and repositioned “ĐI” as the emotional engine of the brand – a communal call to action and a symbol of purposeful progress.

Launched the Vietnamese Coffee Pride Campaign, commemorating the 50th anniversary of Vietnam’s reunification, celebrating Vietnamese identity and coffee culture.

Expanded the tea platform into boba milk tea to strengthen relevance among younger consumers.

Launched the new “Highlands ĐI!” loyalty ecosystem to deepen customer engagement and enable a more connected digital experience

BUSINESS AWARDS



- 2025 ACES Award – Industry Champion of the Year
- Top 100 Best Places to Work (#3 in Tourism/Hospitality)
- Employer of Choice for Vietnamese Students® 2025 (#7 in the Finance – Banking – Accounting category)
- Ranked 9th in the Fortune 100 Best Companies To Work For – Southeast Asia



SUSTAINABILITY INITIATIVES



- Strengthened partnerships to support and equip smallholder farmers
- Sourced coffee beans through traceable and regenagri-certified supply chains
- Embedded “Tân Tâm” culture of “Wholehearted Care” for employee development



BESTSELLING PRODUCTS

- 1 Highlands Phin Sua Da (Vietnamese Iced Milk Coffee)**
Signature traditional Vietnamese robusta coffee brewed through the iconic phin filter, blended with condensed milk, and served over ice
- 2 Tra Sen Vang (Golden Lotus Tea)**
A unique combination of Vietnamese fragrant oolong tea with lotus seeds & crunchy chestnut pearls
- 3 PhinDi Almond**
A Highlands flagship cup, made with Vietnamese phin-brewed coffee, milk, almond flavor & coffee jelly



Brewing Success Across Markets





BUSINESS HIGHLIGHTS

+7.7% System-wide Sales Growth

Growth is calculated based on Philippine Peso

+3.8% Same Store Sales Growth

359 Total Store Network

32 New Stores Opened

Reaching New Shores and Sustaining Growth

Milksha is a beloved Taiwan-born brand with 359 stores globally. Each cup of fine tea paired with a high-quality milk is a testament to the brand's position as the market pioneer and industry leader. With a growing presence in over six countries, Milksha remains fully dedicated to bringing quality beverages and its artisanal touch to customers worldwide.

BUSINESS MILESTONES



New Store Openings

Milksha successfully expanded in the US market with the inauguration of its first California store, while also opening its first standalone store in the Philippines. Milksha also rolled out self-order kiosks and automated dispensers to drive Taiwan's service modernization.



Marketing Campaigns

Milksha launched new products such as the Kimlan Co-Branded "Black Gold" Jelly, the Taiwanese-Style Cola limited edition Series, the Osmanthus Tea Realm Premium Collection, and the Honey Red Oolong Artisanal Series.

SUSTAINABILITY INITIATIVES



- Corporate Culture Integration
 - Embedded our core values into daily operations to boost employee engagement and strengthened cross-functional alignment.
- Organizational Flattening
 - Streamlined management layers to empower frontline teams to accelerated decision-making and overall operational agility.
- Key Talent Development
 - Executed structured evaluations to cultivate future leaders to build a robust leadership pipeline to support global expansion



BESTSELLING PRODUCTS

- 1 Honey Boba Tea Latte**
Black tea blended with fresh milk and Milksha's signature honey boba—the industry's first white pearls made without caramel coloring
- 2 Fresh Taro Milk**
A global signature of Milksha, freshly steamed taro paired with Milksha's Green Light Ranch fresh milk
- 3 Orange Green Tea**
Milksha's signature fruit tea, made with real Taiwanese orange juice paired with jasmine green tea.





Topping the Charts





BUSINESS HIGHLIGHTS

-1.0% System-wide Sales Growth

-2.8% Same Store Sales Growth

279 Total Store Network

16 New Stores Opened

Sustaining Leadership and Expanding Accessibility

Greenwich continues to be the local market leader in the pizza category, strengthening accessibility through expanded 24/7 stores while delivering great-tasting pizzas, outstanding value-for-money, and a feel-good experience.

BUSINESS MILESTONES



Greenwich launched its Flavor Loaded Thins pizza, alongside Super Cheesy Spaghetti and other pizza deal offerings, further strengthening its position as the most accessible pizza brand through competitive pricing across all channels.



Greenwich launched the Overdelicious Overload campaign, which generated over 150M cumulative views. The brand also welcomed new Greenwich endorsers led by new gen matinee idol Donny Pangilinan.





BUSINESS AWARDS



- Asia Pacific Tambuli Awards: Builders of Society – Youth Brand Category (Silver)
- Marketing Excellence Awards: Marketing Leader of the Year (Silver)
- Marketing Excellence Awards: Excellence in Location-Based Marketing (Bronze)
- Marketing Excellence Awards: Excellence in Ecommerce Marketing (Bronze)
- Marketing Excellence Awards: Excellence in Data-Driven Marketing (Silver)
- Marketing Excellence Awards: Excellence in Media Strategy (Silver)
- SMARTIES Award for Short or Long Form Video (Bronze)
- SMARTIES Award for Diversity & Inclusive Excellence (Bronze)
- Grab Best Creative Fan Faves Campaign

SUSTAINABILITY INITIATIVES



- Achieved the highest ever My Voice Matters score, reaching the 87th Mean Percentile
- Introduced new service standards to elevate speed, consistency, and overall customer experience



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BESTSELLING PRODUCTS

- Hawaiian Overload Pizza**
The flagship product remained a key volume driver, with a premium blend of extra sweet pineapples, cheese, and smoked ham.
- All-In Overload Pizza**
The All-In Pizza brought together Greenwich's best ingredients in one loaded pizza, featuring premium meats like Spanish chorizo, Italian sausage, and smoked ham combined with fresh vegetables for a rich and indulgent flavor experience.
- Lasagna Supreme**
The Lasagna Supreme continued to solidify its position in the pasta category with an enhanced recipe featuring multi-layered beef fillings and a rich, creamy cheese sauce for superior taste and texture.



Royal Freshness, Global Flavor



永和大王



BUSINESS HIGHLIGHTS

+0.2% System-wide Sales Growth

+0.9% Same Store Sales Growth

513 Total Store Network

127 New Stores Opened

BUSINESS MILESTONES

 Expansion and Franchising

In 2025, Yonghe King expanded to over 500 locations across more than 70 cities. Additionally, 126 new franchise stores were opened—the highest in a decade—accounting for 58% of all Yonghe King locations.

 Marketing Campaigns

Yonghe King collaborated with LULU Pig for the Minced Pork Rice Festival, which generated over 450,000 online impressions and achieved sales of 383,000 RMB for co-branded merchandise and over 5 million RMB for bundled meal sets.

Strengthening local presence through fresh tastes

Yonghe King is an all-day Chinese fast-food brand positioned as “The Soya King”—a trusted wholesome station fueling busy lives with freshly crafted bean goodness from morning to night.

58% Franchise Mix
(38% in Y2023)





BUSINESS AWARDS



- Hailed as part of the Top 100 catering enterprises of China for 16 consecutive years.
- Awarded China Food Safety Seven – Star Awards for 14 straight years.
- Recognized as one of the top ten rice fast food brand in China
- Ranked #1 in total awareness in Beijing, Shanghai, and Shenzhen for 5 consecutive years (IPSOS Brand Health Tracking 2021–2025)
- Hailed as the #1 breakfast choice in top-tier cities (IPSOS 2025).

SUSTAINABILITY INITIATIVES



Yonghe King actively engaged in public welfare and fulfilled its corporate social responsibility.

Its Loving Meals project has won the Annual Social Value Award and the Loving Merchant title.



BESTSELLING PRODUCTS

- 1 Freshly-Ground Soy Milk**
All-natural soy milk meticulously ground and prepared daily in store
- 2 King's Minced Pork Rice**
Finely chopped pork belly slow-cooked with a time-honored recipe
- 3 Crispy Tender Chicken Thigh Series**
Boneless chicken thigh, hand-breaded and freshly fried in-store



Championing Congee in China



宏狀元



BUSINESS HIGHLIGHTS

-15.7% System-wide Sales Growth

-1.0% Same Store Sales Growth

38 Total Store Network

4 New Stores Opened

Creating New Experiences with Congee and Beijing Cuisine

Hong Zhuang Yuan is a top congee brand in China with instant porridge as its flagship product. It matches healthy and delicious Beijing dishes to bring customers a delicious and pleasant dining experience. The brand's commitment is to be a casual neighborhood restaurant that provides customers with healthy and great-tasting food at good value for money.

BUSINESS MILESTONES



Hong Zhuang Yuan introduced an updated menu with innovative offerings, such as Fish Head Soup and Braised Lamb Pot, as part of the dining experience. Hong Zhuang Yuan launched major



campaigns such as "May you succeed in the exams," a new Rice Congee Festival, and a 50% off Congee Day every Thursday.





BUSINESS AWARDS



- National Product and Service Quality Integrity honored brand
- 2025 Beijing Catering Enterprise (Group) Top 50
- 2025 China Catering Innovation List
- Top 100 Innovation Potential List
- Haidian District Catering Time-Honored Brand

SUSTAINABILITY INITIATIVES



- Honored as "Caring Enterprise" by Beijing Regulatory Bureau and Beijing Online Delivery Riders Party Committee.
- Improved and implemented policies on core operation positions, incentives, and corporate strategies



BESTSELLING PRODUCTS

- 1 Congee**
High-quality porridge with fresh pork and liver
- 2 Fresh Bone Stewed in a Casserole**
A signature dish of pork bones, broth, and aromatics, slow-simmered and served on a claypot
- 3 Danjiangkou Fish Head Soup with Bread**
Wild-caught premium carp head from the Danjiangkou reservoir, Hubei County, simmered in collagen-rich broth and served with freshly-made bread





Steady Progress





BUSINESS HIGHLIGHTS

+15.6% System-wide Sales Growth

+12.8% Same Store Sales Growth

606 Total Store Network

41 New Stores Opened

Sustaining performance and strengthening market share

Mang Inasal is the country's Grill Expert known for its Ihaw-Sarap (deliciously grilled) meals that satisfy the cravings of its customers whether dine in, take out, drive-thru or delivery. Its phy-gital story telling has sparked and conversations about the brand and sustained the engagement and support of its stakeholders.

BUSINESS MILESTONES



New Store Openings

Mang Inasal opened 41 new stores, including two drive-thru branches. It also upgraded its very first store in Robinsons Iloilo.



New Menu Innovation

Mang Inasal excited the market with limited time offer 4-Cheese Halo-Halo and Spicy Pork BBQ



Marketing Campaigns

Mang Inasal launched major marketing campaigns such as Kaing Mang Inasal and CreamyYESSummer.

BUSINESS AWARDS



- Mang Inasal garnered 57 recognitions in 2025 from local and international award-giving bodies.
- Among these are citations from the International Business Awards, Campaign Asia-Pacific, Marketing Excellence Awards, ASEAN PR Excellence Awards, and Asia Pacific Stevie Awards.
- Locally, Mang Inasal bagged its very first Asia-Pacific Tambuli Awards for the Love the Flavors, Love the Philippines campaign.

SUSTAINABILITY INITIATIVES



- Achieved zero waste in the Mang Inasal commissary
- Sourced ginger and calamansi from the Farmers Entrepreneurship Program with Jollibee Group Foundation



BESTSELLING PRODUCTS

- 1 **Chicken Inasal**
Marinated chicken quarters (leg or breast), grilled the Mang Inasal way and served with rice
- 2 **Extra Creamy Halo-Halo**
Shaved ice milk concoction topped with red sago, buko pandan jelly, langka, ube halaya, yellow beans, red mungo beans, leche flan, macapuno, banana, milk dusting, and ube ice cream.
- 3 **Pork BBQ**
Grilled pork skewers best enjoyed with steamed rice and spiced vinegar





Blending Value and Excellence

COMPOSE COFFEE



BUSINESS HIGHLIGHTS

+227.3% System-wide Sales Growth

2,972 Total Store Network

373 New Stores Opened

Standing Tall as Korea's Best Take-Out Coffee Brand

Compose Coffee is a café chain in South Korea, serving quality coffee-based drinks for people on the go. The brand was ranked #1 in overall customer satisfaction among value coffee brands.

BUSINESS MILESTONES



New Store Openings

Compose Coffee opened its 3,000th store in September 2025, demonstrating the brand's strong competitiveness and rapid growth trajectory. This milestone was achieved just over two years after opening its 2,000th store in March 2023.



Collaborations and Campaigns

Compose Coffee launched the "Coffee as Coffee Should Be" brand slogan campaign featuring V of BTS, achieving 140 million views across channels. The brand released merchandise with character intellectual properties such as Bread Barbershop, Disney Stitch, and Sanrio.

BUSINESS AWARDS



- Awarded Maeil Business' Top 100 Franchises for four consecutive years

SUSTAINABILITY INITIATIVES



- Supported firefighters at the wildfire response site in Gyeongbuk, South Korea with a coffee truck (Mar 2025)
- Supported World Blood Donor Day with a coffee truck (Jun 2025)
- Supported flood recovery efforts in Dangjin, South Korea with a coffee truck (Jul 2025)
- Awarded outstanding departments and high-performing & long-service employees for their contribution to the company.



BESTSELLING PRODUCTS

- 1 Americano**
A coffee crafted with Compose's signature "Bitter Holic" blend.
- 2 Caffè Latte**
Our latte harmonizes the rich aroma of espresso made with high-quality 'Bitter Holic' and the smoothness of steamed milk.
- 3 Ganache Latte (Fresh Chocolate Latte)**
A chocolate latte finished with a rich ganache topping that adds deeper cocoa flavor and a smooth, creamy texture.
- 4 Red Bean Injeolmi Milkshake**
Built on a silky milk base, our milkshake lets you customize it with espresso, red bean, cream soda, or others for the perfect blend of richness and sweetness.



Building for Growth





BUSINESS HIGHLIGHTS

+0.8% System-wide Sales Growth

-1.8% Same Store Sales Growth

131 Total Store Network

3 New Stores Opened

Rising with Momentum for Sustainable Growth

Burger King's Philippine franchise is the home of the Flame-Grilled Whopper and a brand that serves quality and value to their consumers. The brand adheres to the highest standards for every burger that comes out of their kitchen—with real ingredients that contain no preservatives, no artificial colors and flavors, and vegetables that are freshly cut in-store everyday.

BUSINESS MILESTONES



New Menu Innovation

Burger King developed a new and improved version of the bestselling Whopper, and released new menu items such as the BK Sundae with Nutella, the BK Café Matcha Series, and Angriest Range with the NEW! Angriest 4-Cheese Whopper.



Marketing Campaigns

Burger King launched its Better than Ever Whopper campaign, along with the King Feast for Me campaign for menu personalization. The brand also collaborated with Disney PH for Intellectual Properties such as Marvel.

BUSINESS AWARDS



- Marketing Excellence Awards – Gold Media Strategy
- Marketing Excellence Awards – Silver Event Marketing
- Grabfood Fan Faves Awards – Gold Iconic Burgers Category

SUSTAINABILITY INITIATIVES



- Trust in Taste (TnT) Strategy
 - All ingredients are free from preservatives and artificial additives. Palm oil for most food ingredients is also sustainably sourced (RSPO certified).
- Brand Engagement Program
 - Have It Your Way Fit Like A King – Leader-led engagement fostering wellness in the group
 - Have it Your Way Learning – Self-directed learning and development
- Leadership Development Activities
 - HR SHIFT – Inspire Joy Academy adoption for People Managers
 - Certified Training Restaurant Program – enabling restaurant leaders as trainers
- Communication and Awareness Campaigns
 - Be in the Know – enabling store leaders in reinforcing standards and compliance at the store level
 - SPARK – context-setting and enablement of stores for sales-related programs



BESTSELLING PRODUCTS

- 1 Whopper**
Burger King's signature product, made with 100% flame-grilled beef patty.
- 2 4-Cheese Whopper**
Lettuce and tomato is swapped for four kinds of cheese to complement the flame-grilled goodness of the Whopper.
- 3 X-tra Long Chicken Sandwich**
Another menu favorite, this product consists of chicken patty topped with lettuce and creamy mayonnaise in a sesame seed bun.





Upward Growth





BUSINESS HIGHLIGHTS

+4.6% System-wide Sales Growth

+3.8% Same Store Sales Growth

28 Total Store Network

1 New Store Opened

Igniting Brand Comeback and Growth

The Panda Express Philippine franchise combines the distinct flavors of American-Chinese cuisine through a menu that includes signature items such as Orange Chicken alongside limited-time offerings. Its serving line format allows customers to choose from a wide variety of familiar and new flavors across generous meal options.

BUSINESS MILESTONES



Panda Express launched new menu offerings such as Spicy Bourbon Chicken and Salt & Pepper Pork for a more personalized experience.



Panda Express released the "Everyday Bowls for Everyone" campaign resulting in a 71% growth for set meals. The brand also collaborated with influencers to expand reach among local communities.

BUSINESS AWARDS



GrabFood Fan Faves Platinum Award 2025

BESTSELLING PRODUCTS

- 1 **Orange Chicken**
Panda Express' signature dish featuring crispy battered chicken wok-tossed in a sweet, tangy, and slightly spicy orange sauce
- 2 **Honey Walnut Shrimp**
Battered shrimp, wok-tossed in a creamy honey sauce topped with glazed walnuts for a sweet, crunchy experience
- 3 **Broccoli Beef**
Tender beef and fresh broccoli stir-fried together in a ginger-soy style sauce





Home of the Gyudon





BUSINESS HIGHLIGHTS

+7.2% System-wide Sales Growth

+3.6% Same Store Sales Growth

9 Total Store Network

Ready to Lead the Next Rise

Yoshinoya's Philippine franchise is a Japanese fast-food chain that offers reliable and authentic dishes at great value. As the pioneer of the famous beef bowl, the brand is practical yet generous with its customers, while practicing mastery without ego.

BUSINESS MILESTONES



Yoshinoya introduced new menu items such as the Katsudon, the Oyakodon, and the Sakura Lychee Fizz, while also launching Junior Bowls and Value Sets.



The "Yoshinoya is Gyudon" campaign was released to establish Yoshinoya's authority, superiority, and authenticity in Gyudon, resulting in target-exceeding sales

BUSINESS AWARDS



- GrabFood Fan Faves Gold Award 2025
- Asia Cup 2025 3rd Place Winner: Jordan Rapada (Yoshinoya Philippines)

BESTSELLING PRODUCTS

1 Gyudon
Strips of juicy, tender beef and onions, slowly simmered in a sweet and savory soy-based sauce, served over steaming Japanese rice

2 Tempura
Lightly battered and deep-fried shrimp, delivering a crispy outer layer with a soft interior

3 Chicken Teriyaki
Grilled chicken fillet, glazed with Yoshinoya's signature teriyaki sauce, finished with sesame seeds





BUSINESS HIGHLIGHTS

+2.1% System-wide Sales Growth **+7.0%** Same Store Sales Growth

2 Total Store Network **1** New Store Opened

Common Man Coffee Roasters Philippines is an emerging player in serving brunch menu offerings that celebrates real relationships and human impact from bean to cup; from the farmers and millers to the baristas and drinkers. Since 2013, the brand continues to champion ethical

BUSINESS MILESTONES



New Store Openings

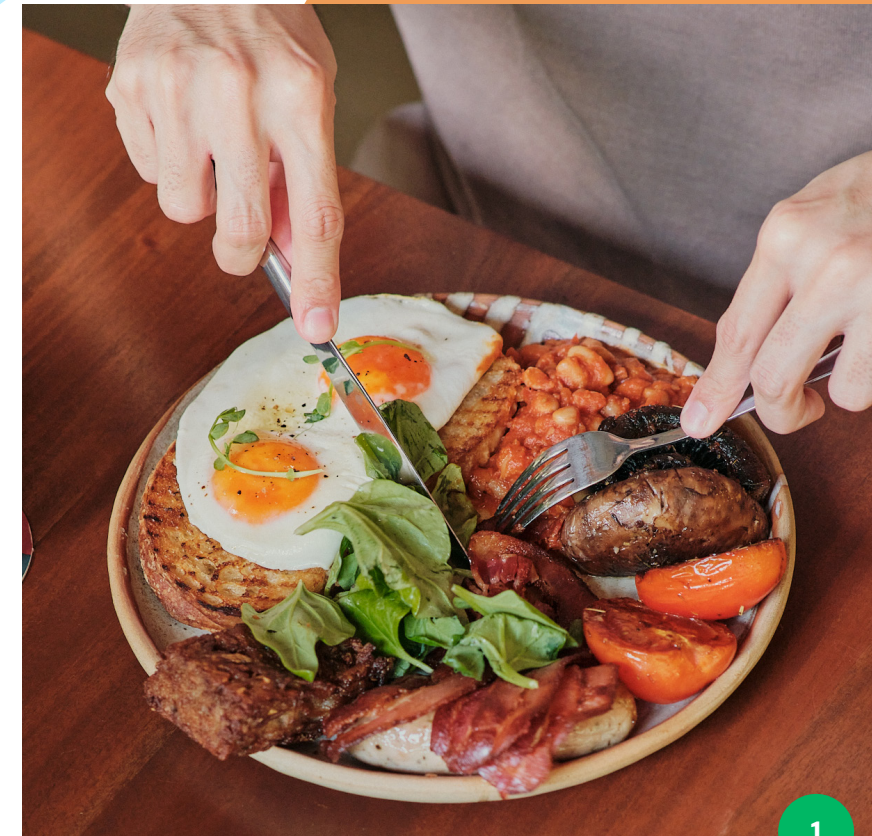
After a successful opening of its first Philippine store, Common Man opened a second store in Bonifacio Global City, Taguig to continue expanding the brand's local presence.



Local Exclusives and Seasonal Items

Common Man launched Philippine menu exclusives such the Taho and Turon Latte, and the limited-time Tiramisu Latte.

Championing Brunch & Coffee



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BESTSELLING PRODUCTS

- 1 **Common Man Full Breakfast**
A combination bacon, pork sausage, herbed tomato, hash brown, and egg served with house-made chorizo beans, artisanal sourdough, and olive oil
- 2 **Mushroom Avocado Toast**
A vibrant medley of oyster and shimeji mushrooms layered over creamy mashed avocado. Finished with red onion pickle, togarashi, fresh herbs, and a drizzle of green oil on rosemary focaccia.
- 3 **Nitro Honey Oat Latte**
Silky nitrogen-infused cold brew blended with oat milk. Smooth, naturally sweet, and finished with a creamy, cascading texture.





BUSINESS HIGHLIGHTS*

+788.9%

System-wide Sales Growth

* Stores with less than 15 months of operations are excluded from SSSG calculations.

The Philippine franchise of the Tiong Bahru Bakery specializes in French viennoiseries that combines time-honored baking techniques with thoughtfully sourced ingredients, bringing a taste of craft and tradition to local neighborhoods. Each product is freshly made every day to ensure quality in every bite.

BUSINESS MILESTONES



First Philippine Store Opening

Tiong Bahru Bakery marked its entry into the Philippines with the opening of its first franchise store, celebrated through a two-day launch that brought together members of the media, influencers, and key stakeholders—underscoring the scale and significance of the brand's local debut.



Philippine Exclusives

Tiong Bahru Bakery launched new menu items exclusive to the Philippines, such as the Ube Mascarpone and Calamansi Cruffin.



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Gaining New Ground

BESTSELLING PRODUCTS

- 1 Croissant**
 Our signature croissant, crafted with French flour and butter. Delicately layered, shatteringly crisp, and rich with deep, buttery flavor.
- 2 Kouign Amann**
 A French classic with crisp, caramelized layers. Deeply buttery, delicately flaky, and finished with a golden, glass-like sugar crust.
- 3 Pain Au Chocolat**
 A French classic pastry made with delicate, flaky layers wrapped around two bars of dark chocolate. Crisp on the outside, soft within, with rich chocolate in.





BUSINESS & FUNCTION HEADS

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Philippine Business and Jollibee
Brand Global

Fernando Yu, Jr.
Jollibee Philippines

Ana Lourdes Aluyen
Chowking Philippines

Joseph Michael Castro
Mang Inasal Philippines

Joseph Tanbuntiong
Foreign Franchised Brands

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Greenwich Philippines

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Burger King Philippines

Heads of International Business Units

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SuperFoods Group

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Peter Huang
Milksha

Gordon Cho
Compose Coffee



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Strategy and M&A

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Finance and Risk

Atty. Valerie Amante
Legal, Ethics, and Compliance

Kaustubh Wadekar
Procurement

Jose Ma. Miñana, Jr.
Sustainability, Integration, and Corporate Affairs

Thomas Ryan
Product Development

Marcos Cadena
Technology

Frank Sheng
Internal Audit

Ma. Gisela Tiongson
Jollibee Group Foundation, Inc.



Seasons of Shared Joy: Two Decades of Celebration

We are the social development arm of the Jollibee Group, with a vision of every Filipino family having food on the table. We build strong partnerships and help communities become resilient and self-reliant by promoting food security through agro-entrepreneurship, education, hunger mitigation, and disaster response. Through these initiatives, we connect farmers to markets, support children's education, equip youth with skills, and provide food in times of crisis.

**Jollibee Group
Foundation** 



FARMER ENTREPRENEURSHIP PROGRAM (FEP)



Launched in 2008, the FEP continues to support smallholder farmers by providing technical and business skills, helping improve productivity, meet quality standards, and access stable markets such as the Jollibee Group.

2.74 million kilos vegetables delivered to the Jollibee Group in 2025

Over 17 million kilos vegetables delivered by 30 farmer groups since 2008

700 new farmers recruited and supported by agro-enterprise facilitators in 2025

Awards

- Gold Award at the Inquirer ESG Edge Impact Awards – ESG impact, Sustainable Supply Chain Management
- Silver Award at the Asia ESG Positive Impact Awards – Positive impact, ESG alignment
- Philippine Quill Merit Awards – Communications Management division on two categories: CSR and Media Relations
- Silver Anvil Award at the 60th Anvil Awards – Excellence in Public Relations

JOLLIBEE GROUP FOODAID

Jollibee Group FoodAID Through the FoodAID Program, the Foundation provides disaster relief meals and implements hunger-mitigation efforts to support education, respond to emergencies, and strengthen communities.

3.39 million meals

Distributed in 2025 following the impacts of the Southwest monsoon rains, Typhoon Paolo, Tino, and Uwan, and the devastating earthquake in Cebu with the help of its partners

18.9 million meals

Served since 2020

17% of partners

Serving in geographically-isolated and disadvantaged areas in 2025

Awards

Champion for the Urban Poor awardee in the Civil Society Organization category at the 2025 Presidential Commission for the Urban Poor (PCUP) Activity

BUSOG, LUSOG, TALINO (BLT) CENTRAL KITCHEN PROGRAM



The BLT Program provides daily hot meals to help undernourished students stay in school and learn better. It has evolved to support large-scale implementation of government feeding programs, improving efficiency and community involvement.

40 BLT Kitchens

- Operational in 2025

43,382 school children

- Served in 2025

313 schools

- Reached in 2025

10 Muslim-friendly recipes

- Developed to ensure culturally appropriate and inclusive meals

16 Kitchen Training Centers

- Developed from Central Kitchens, sharing best practices in kitchen management and operations

Kitchen Training Materials

- Produced videos and a guidebook under a 3-year partnership with the Department of Education

Awards

- Tambuli Grand Prix at the 2025 Tambuli Awards

ACCESS, CURRICULUM, AND EMPLOYABILITY (ACE) SCHOLARSHIP PROGRAM



The ACE Scholarship Program supports underprivileged youth through skills training that prepares them for the workplace, opening pathways for young people to build more secure futures for themselves and their families.

430 Youth Scholars

- Supported across three tracks: 370 in agro-entrepreneurship, 50 in quick service restaurant operations, and 10 in mechatronics in 2025

New Servicing Units

- Introduced Electrical Installation and Maintenance Program with Mechatronics servicing units in partnership with Zenith Foods Corporation in Danao, Cebu

MANGROVE REFORESTATION PROGRAM



In partnership with the government and community-based organizations and our Jollibee Group employee volunteers, we promoted Mangrove Management as part of the Company's global sustainability agenda.

30,650 seedlings

- Planted across the country since 2023

2 New Sites

- Expanded in Sipalay and Sagay in Negros Occidental



AUDITED CONSOLIDATED FINANCIAL STATEMENTS

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JFC Group of Companies

SELECTED FINANCIAL DATA

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

FOR THE YEAR	2022	2023	2024	2025
Consolidated System Wide Sales	296,822,356	345,324,368	390,284,421	455,110,670
Revenues	211,902,216	244,107,348	269,942,332	305,111,789
Net Income	7,338,493	8,985,453	10,795,840	11,005,225
Net Income (Attributable to Equity Holders of the Parent)	7,558,503	8,766,116	10,316,529	10,871,634
Payroll and Benefits	35,448,082	39,687,527	44,939,376	48,760,355
Personnel	40,468	36,227	43,605	34,950
Number of Stores				
Jollibee*	1,582	1,660	1,759	1,877
Greenwich	271	272	272	279
Chowking*	613	613	621	636
Red Ribbon*	566	559	544	539
Yonghe King	421	465	493	513
Hong Zhuang Yuan	58	59	47	38
Mang Inasal	574	573	575	606
Burger King	125	132	131	131
Highlands Coffee	605	779	850	985
PHO24	30	-	-	-
Smashburger	243	236	214	192
Coffee Bean and Tea Leaf	1,071	1,164	1,232	1,079
Panda Express	14	29	28	28
Tim Ho Wan	17	19	16	83
Yoshinoya	7	9	9	9
Multibrand	3	5	8	12
Milksha	280	310	336	359
Common Man Coffee Roasters	-	1	1	2
Compose Coffee	-	-	2,629	2,972
Tiong Bahru Bakery	-	-	1	1

* Domestic and International

AT YEAR-END	2022	2023	2024	2025
Total Assets	233,402,705	244,174,216	263,550,894	282,996,207
Total Property & Equipment	36,485,718	39,825,319	43,893,416	50,879,492
Total Equity	80,915,033	86,256,655	94,567,419	79,282,185
Current Ratio	1.22	1.10	0.96	0.91
Debt Ratio	0.71	0.70	0.70	0.72
PER SHARE DATA				
Basic Earnings Per Share	6.400	7.455	8.851	9.386
Diluted Earnings Per Share	6.382	7.444	8.826	9.362
Cash Dividend	2.30	2.30	2.97	3.44
Book Value	72.58	77.30	84.64	70.79
SHARE INFORMATION				
Outstanding Shares (net of Treasury Shares)	1,114,769,415	1,115,883,544	1,117,243,842	1,120,016,957



STATEMENT OF MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL STATEMENTS

The management of **JOLLIBEE FOODS CORPORATION AND SUBSIDIARIES** (the Jollibee Group) is responsible for the preparation and fair presentation of the consolidated financial statements including the schedules attached therein, for the years ended December 31, 2025, 2024 and 2023, in accordance with the prescribed financial reporting framework indicated therein, and for such internal control as management determines is necessary to enable the preparation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

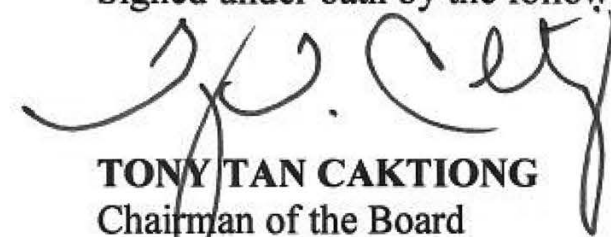
In preparing the consolidated financial statements, management is responsible for assessing the Jollibee Group's ability to continue as a going concern, disclosing, as applicable matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate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

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


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

SyCip Gorres Velayo & Co., the independent auditor appointed by the stockholders for the years ended December 31, 2025, 2024 and 2023, has audited the consolidated financial statements of the Jollibee Group in accordance with Philippine Standards on Auditing, and in its report to the stockholders, has expressed its opinion on the fairness of presentation upon completion of such audit.

Signed under oath by the following:


TONY TAN CAKTIONG
Chairman of the Board


DON ALEXANDER C. LIM
Treasurer


ERNESTO TANMANTIONG
President and Chief Executive Officer


MARILOU N. SIBAYAN
VP-Global Comptrollership and Tax

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


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

Name	Proof of Identification
Tony Tan Caktiong	Passport No. P8606382C, issued on December 12, 2024 and expiring on December 11, 2034
Ernesto Tanmantiong	Passport No. P8719063A, issued on September 12, 2018 and expiring on September 11, 2028
Don Alexander C. Lim	Passport No. P9627945A, issued on November 20, 2018 and expiring on November 19, 2028
Marilou N. Sibayan	Passport No. P1622233C, issued on September 9, 2022 and expiring on September 8, 2032

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

Witness my hand and seal this MAR 09 2026.

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Series of 2026


ATTY. VERA MARIE H. BAUTISTA
Notary Public for Pasig
Until December 31, 2026
Appointment/Commission No. 22 (2025-2026)
Roll No. 63774
PTR No. 4019117- January 22, 2025 - Pasig City
IBP Lifetime member, Roll No. 012753 - April 10, 2014 - Quezon City Chapter
NICLE Comp. No. VIII - 3018049



INDEPENDENT AUDITOR'S REPORT

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

Opinion

We have audited the consolidated financial statements of Jollibee Foods Corporation Doing business under the name and style of Jollibee (the Parent Company) and its subsidiaries (the Jollibee Group), which comprise the consolidated statements of financial position as at December 31, 2025 and 2024, and the consolidated statements of comprehensive income, consolidated statements of changes in equity and consolidated statements of cash flows for each of the three years in the period ended December 31, 2025, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the Jollibee Group as at December 31, 2025 and 2024, and its consolidated financial performance and its consolidated cash flows for each of the three years in the period ended December 31, 2025 in accordance with Philippine Financial Reporting Standards (PFRS) Accounting Standards.

Basis for Opinion

We conducted our audits in accordance with Philippine Standards on Auditing (PSAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Jollibee Group in accordance with the Code of Ethics for Professional Accountants in the Philippines (Code of Ethics), as applicable to the audits of the financial statements of public interest entities, together with the ethical requirements that are relevant to the audits of the financial statements of public interest entities in the Philippines, and we have fulfilled our other ethical

responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

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

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

Accounting for Business Acquisitions – Acquisition of Tim Ho Wan

On January 2, 2025, the Jollibee Group, through its wholly owned subsidiary, Jollibee Worldwide Pte. Ltd., completed the acquisition of 100% ownership of Tim Ho Wan Holdings Pte. Ltd., for a total consideration of ₱10,695.8 million. The Jollibee Group recognized goodwill of ₱6,591.5 million and trademark of ₱4,523.7 million based on the purchase price allocation performed. We considered the accounting for this acquisition to be a key audit matter because it required significant amount of management judgment and estimation in identifying the underlying acquired assets and liabilities and in determining their fair values, specifically the acquired property and equipment and trademark.

The disclosures in relation to the acquisition of Tim Ho Wan are included in Notes 4 and 11 to the consolidated financial statements.

Audit Response

We reviewed the share purchase agreement covering the acquisition, the consideration paid and the purchase price allocation. We evaluated the competence, capabilities and objectivity of the external appraiser who prepared the appraisal report for the property and equipment and the external valuation specialist who valued the trademark by considering their qualifications, relevant experience and reporting responsibilities. We involved our internal specialist in the review of the methodologies and assumptions used in arriving at the fair values of the property and equipment and trademark. We compared the key assumptions used such as the list prices and adjustment factors by reference to relevant market data for the valuation of property and equipment. We also compared the key assumptions in the valuation of trademark such as revenue growth rate, long-term growth rate and royalty rate by reference to existing contractual terms, historical trends and relevant external information. We tested the parameters used in determining the discount rate against market data. We reviewed the presentation and disclosures in the consolidated financial statements.

Recoverability of Goodwill and Trademark with Indefinite Life

Under Philippine Accounting Standard (PAS) 36, Impairment of Assets, the Jollibee Group is required to annually test the amount of goodwill and trademark with indefinite life for impairment. This annual impairment test was significant to our audit because the balance of goodwill and trademark with indefinite life amounting to ₱26,908.7 million and ₱45,378.0 million, respectively, as at December 31, 2025, are material to the consolidated financial statements.



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

The Jollibee Group's disclosures about goodwill and trademarks with indefinite life are included in Note 14 to the consolidated financial statements.

Audit Response

We involved our internal specialist in evaluating the methodologies and the assumptions used in determining the recoverable amounts of the cash-generating units (CGUs) for goodwill and the trademarks with indefinite life. These assumptions include the discount rate, net sales forecasts, long-term revenue growth rate, and EBITDA. We compared the key assumptions used, such as forecasted long-term revenue growth rate, forecasted net sales and EBITDA against the historical data of the CGUs and inquired from management and operations personnel about the plans to support the forecasts. Furthermore, we tested the parameters used in the determination of discount rate against market data. We also reviewed the Jollibee Group's disclosures about the assumptions to which the outcome of the impairment test is most sensitive, specifically those that have the most significant effect on the determination of the recoverable amount of goodwill and trademarks with indefinite life.

Recognition of Deferred Income Tax Assets

The Parent Company and certain subsidiaries (foreign and local) have recognized deferred tax assets amounting to ₱24,980.2 million as at December 31, 2025. Of that amount, around 35% relates to net operating loss carryover and excess minimum corporate income

tax over regular corporate income tax. Management evaluated the recognition of these deferred tax assets based on the forecasted taxable income taking into account the period in which the deductible temporary differences can be claimed in the Philippines, the People's Republic of China, Europe, Singapore and the United States of America. The recognition of deferred tax assets is significant to our audit because the assessment process is complex and judgmental and is based on assumptions that are affected by expected future market or economic conditions and the expected future performance as well as management's plans and strategies of the relevant taxable entities.

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

Audit Response

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

Other Information

Management is responsible for the other information. The other information comprises the information included in the SEC Form 20-IS (Definitive Information Statement), SEC Form 17-A and Annual Report for the year ended December 31, 2025, but does not include the consolidated financial statements and our auditor's report thereon. The SEC Form 20-IS (Definitive Information Statement), SEC Form 17-A and Annual Report for the year ended December 31, 2025 are expected to be made available to us after the date of this auditor's report.

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

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

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

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

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

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



Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

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

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

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Jollibee Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Jollibee Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Jollibee Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Jollibee Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the audit. We remain solely responsible for our audit opinion.

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

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

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

The engagement partner on the audit resulting in this independent auditor's report is Julie Christine O. Mateo.

SYCIP GORRES VELAYO & CO.

Julie Christine O. Mateo

Julie Christine O. Mateo
Partner
CPA Certificate No. 93542
Tax Identification No. 198-819-116
BOA/PRC Reg. No. 0001, April 16, 2024, valid until August 23, 2026
SEC Partner Accreditation No. 93542-SEC (Group A)
Valid to cover audit of 2020 to 2024 financial statements,
with extension up to audit of 2025 financial statements
SEC Firm Accreditation No. 0001-SEC (Group A)
Valid to cover audit of 2021 to 2025 financial statements
BIR Accreditation No. 08-001998-068-2023, October 23, 2023, valid until October 22, 2026
PTR No. 10765089, January 2, 2026, Makati City

March 9, 2026



JOLLIBEE FOODS CORPORATION

Doing business under the name and style of Jollibee

AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME

(Amounts in Thousand Pesos, Except Per Share Data)

	Years Ended December 31		
	2025	2024	2023
REVENUES			
Gross sales	₱287,255,708	₱254,957,686	₱232,474,410
Sales discount	(6,757,608)	(6,027,714)	(5,772,849)
Net sales	280,498,100	248,929,972	226,701,561
Royalty, set-up fees and others (Note 20)	19,058,972	16,147,781	13,345,378
	299,557,072	265,077,753	240,046,939
PFRS 15 impact on system-wide advertising fees	5,554,717	4,864,579	4,060,409
	305,111,789	269,942,332	244,107,348
DIRECT COSTS (Note 21)	248,358,510	218,223,014	198,806,694
GROSS PROFIT	56,753,279	51,719,318	45,300,654
EXPENSES			
General and administrative expenses - net (Note 22)	30,995,938	29,748,423	26,084,005
Advertising and promotions	5,607,470	5,081,824	4,802,645
	36,603,408	34,830,247	30,886,650
INTEREST INCOME (EXPENSE) (Note 23)			
Interest income	701,961	959,043	863,515
Interest expense	(7,598,061)	(5,771,552)	(5,382,041)
	(6,896,100)	(4,812,509)	(4,518,526)
EQUITY IN NET EARNINGS OF JOINT VENTURES AND ASSOCIATES - Net (Note 11)	224,254	329,176	580,009
OTHER INCOME - Net (Note 23)	2,676,289	1,780,346	1,866,867
INCOME BEFORE INCOME TAX	16,154,314	14,186,084	12,342,354
PROVISION FOR (BENEFIT FROM) INCOME TAX (Note 24)			
Current	7,029,795	5,526,758	4,441,107
Deferred	(1,880,706)	(2,136,514)	(1,084,206)
	5,149,089	3,390,244	3,356,901

NET INCOME	11,005,225	10,795,840	8,985,453
OTHER COMPREHENSIVE INCOME (LOSS)			
Other comprehensive income (loss) to be reclassified to profit or loss in subsequent years:			
Translation adjustments of foreign subsidiaries	(1,812,142)	(1,521,358)	204,908
Translation adjustments of foreign joint ventures and associates (Note 11)	298,719	1,637,514	(489,415)
	(1,513,423)	116,156	(284,507)
Other comprehensive loss not to be reclassified to profit or loss in subsequent years:			
Remeasurement loss on pension (Note 25)	(525,080)	(112,817)	(395,737)
Income tax effect	131,270	28,204	98,934
	(1,907,233)	31,543	(581,310)
TOTAL COMPREHENSIVE INCOME	₱9,097,992	₱10,827,383	₱8,404,143
Net Income Attributable to:			
Equity holders of the Parent Company (Note 28)	₱10,871,634	₱10,316,529	₱8,766,116
Non-controlling interests	133,591	479,311	219,337
	₱11,005,225	₱10,795,840	₱8,985,453
Total Comprehensive Income Attributable to:			
Equity holders of the Parent Company	₱8,997,065	₱10,643,757	₱8,175,669
Non-controlling interests	100,927	183,626	228,474
	₱9,097,992	₱10,827,383	₱8,404,143
Earnings Per Share for Net Income Attributable to Equity Holders of the Parent Company (Note 28)			
Basic	₱9.386	₱8.851	₱7.455
Diluted	9.362	8.826	7.444



JOLLIBEE FOODS CORPORATION

Doing business under the name and style of Jollibee

AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY

FOR THE YEARS ENDED DECEMBER 31, 2025, 2024 and 2023

(Amounts in Thousand Pesos)

	Preferred Stock (Note 19)	Capital Stock - Net of Subscription Receivable (Note 19)	Additional Paid-in Capital (Note 19)	Other Reserve (Note 11)	Cumulative Translation Adjustments of Foreign Subsidiaries and Interests in Joint Ventures and Associates (Note 11)	Remeasurement Gain (Loss) on Net Defined Benefit Plan - Net of tax (Note 25)	Excess of Cost Over the Carrying Value of Non-controlling Interests Acquired (Note 19)	Retained Earnings (Note 19)		Cost of Stock Held in Treasury (Note 19)	Total	Senior Perpetual Securities (Note 19)	Non- controlling Interests (Note 11)	Total Equity
								Appropriated for Future Expansion	Unappropriated					
Balance at January 1, 2025	P12,000,000	P1,135,538	P13,907,912	P1,877,400	P1,817,231	(P1,074,763)	(P2,026,340)	P23,400,000	P25,182,366	(P3,180,511)	P73,038,833	P20,264,804	P1,263,782	P94,567,419
Net income	-	-	-	-	-	-	-	-	10,871,634	-	10,871,634	-	133,591	11,005,225
Other comprehensive loss	-	-	-	-	(1,480,759)	(393,810)	-	-	-	-	(1,874,569)	-	(32,664)	(1,907,233)
Total comprehensive income (loss)	-	-	-	-	(1,480,759)	(393,810)	-	-	10,871,634	-	8,997,065	-	100,927	9,097,992
Movements in other equity accounts:														
Issuances and subscriptions to common stock (Note 19)	-	1,570	314,847	-	-	-	-	-	-	-	316,417	-	-	316,417
Cost of stock options granted - net of tax (Note 26)	-	-	269,820	-	-	-	-	-	-	-	269,820	-	-	269,820
Cash dividends (Note 19)	-	-	-	-	-	-	-	-	(4,235,190)	-	(4,235,190)	-	-	(4,235,190)
Cash dividend received by a non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-	(366,146)	(366,146)
Redemption of senior perpetual securities (Note 19)	-	-	-	-	-	-	-	-	-	-	-	(20,264,804)	-	(20,264,804)
Acquisition of a subsidiary (Note 11)	-	-	-	-	-	-	-	-	-	-	-	-	104,891	104,891
Capital reduction of a subsidiary (Note 11)	-	-	-	-	-	-	-	-	-	-	-	-	(150,553)	(150,553)
Reversal of appropriated retained earnings during the year (Note 19)	-	-	-	-	-	-	-	(23,400,000)	23,400,000	-	-	-	-	-
Appropriation during the year (Note 19)	-	-	-	-	-	-	-	38,000,000	(38,000,000)	-	-	-	-	-
Distribution on senior perpetual securities (Note 19)	-	-	-	-	-	-	-	-	-	-	-	-	(57,661)	(57,661)
	-	1,570	584,667	-	-	-	-	14,600,000	(18,835,190)	-	(3,648,953)	(20,264,804)	(469,469)	(24,383,226)
Balances at December 31, 2025	P12,000,000	P1,137,108	P14,492,579	P1,877,400	P336,472	(P1,468,573)	(P2,026,340)	P38,000,000	P17,218,810	(P3,180,511)	P78,386,945	P-	P895,240	P79,282,185
Balance at January 1, 2024	P12,000,000	P1,132,331	P12,662,905	P1,877,400	P1,405,390	(P990,150)	(P2,026,340)	P18,700,000	P23,341,856	(P180,511)	P67,922,881	P20,264,804	(P1,931,030)	P86,256,655
Net income	-	-	-	-	-	-	-	-	10,316,529	-	10,316,529	-	479,311	10,795,840
Other comprehensive income (loss)	-	-	-	-	411,841	(84,613)	-	-	-	-	327,228	-	(295,685)	31,543
Total comprehensive income (loss)	-	-	-	-	411,841	(84,613)	-	-	10,316,529	-	10,643,757	-	183,626	10,827,383
Movements in other equity accounts:														
Issuances and subscriptions to common stock (Note 19)	-	3,207	694,320	-	-	-	-	-	-	-	697,527	-	-	697,527
Cost of stock options granted - net of tax (Note 26)	-	-	550,687	-	-	-	-	-	-	-	550,687	-	-	550,687
Cash dividends (Note 19)	-	-	-	-	-	-	-	-	(3,776,019)	-	(3,776,019)	-	-	(3,776,019)
Cash dividend received by a non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-	(87,941)	(87,941)
Redemption of Series A - preferred shares	-	-	-	-	-	-	-	-	-	(3,000,000)	(3,000,000)	-	-	(3,000,000)
Acquisition of a subsidiary (Note 11)	-	-	-	-	-	-	-	-	-	-	-	-	4,244,962	4,244,962
Capital reduction of a subsidiary (Note 11)	-	-	-	-	-	-	-	-	-	-	-	-	(258,461)	(258,461)
Reversal of appropriated retained earnings during the year (Note 19)	-	-	-	-	-	-	-	(18,700,000)	18,700,000	-	-	-	-	-
Appropriation during the year (Note 19)	-	-	-	-	-	-	-	23,400,000	(23,400,000)	-	-	-	-	-
Distribution on senior perpetual securities (Note 19)	-	-	-	-	-	-	-	-	-	-	-	-	(887,374)	(887,374)
	-	3,207	1,245,007	-	-	-	-	4,700,000	(8,476,019)	(3,000,000)	(5,527,805)	-	3,011,186	(2,516,619)
Balances at December 31, 2024	P12,000,000	P1,135,538	P13,907,912	P1,877,400	P1,817,231	(P1,074,763)	(P2,026,340)	P23,400,000	P25,182,366	(P3,180,511)	P73,038,833	P20,264,804	P1,263,782	P94,567,419



Equity Attributable to Equity Holders of the Parent Company (Note 31)

	Preferred Stock (Note 19)	Capital Stock – Net of Subscription Receivable (Note 19)	Additional Paid-in Capital (Note 19)	Other Reserve (Note 11)	Cumulative Translation Adjustments of Foreign Subsidiaries and Interests in Joint Ventures and Associates (Note 11)	Remeasurement Gain (Loss) on Net Defined Benefit Plan – Net of tax (Note 25)	Excess of Cost Over the Carrying Value of Non-controlling Interests Acquired (Note 19)	Retained Earnings (Note 19)		Cost of Stock Held in Treasury (Note 19)	Senior Perpetual Securities (Note 19)	Non- controlling Interests (Note 11)	Total Equity	
								Appropriated for Future Expansion	Unappropriated					
Balance at January 1, 2023	P12,000,000	P1,131,217	P12,091,767	P1,877,400	P1,699,034	(P693,347)	(P2,026,340)	P18,700,000	P17,621,540	(P180,511)	P62,220,760	P20,264,804	(P1,570,531)	P80,915,033
Net income	–	–	–	–	–	–	–	–	8,766,116	–	8,766,116	–	219,337	8,985,453
Other comprehensive income (loss)	–	–	–	–	(293,644)	(296,803)	–	–	–	–	(590,447)	–	9,137	(581,310)
Total comprehensive income (loss)	–	–	–	–	(293,644)	(296,803)	–	–	8,766,116	–	8,175,669	–	228,474	8,404,143
Movements in other equity accounts:														
Issuances and subscriptions to common stock (Note 19)	–	1,114	207,927	–	–	–	–	–	–	–	209,041	–	–	209,041
Cost of stock options granted – net of tax (Note 26)	–	–	363,211	–	–	–	–	–	–	–	363,211	–	–	363,211
Cash dividends (Note 19)	–	–	–	–	–	–	–	–	(3,045,800)	–	(3,045,800)	–	–	(3,045,800)
Cash dividend received by a non-controlling interests	–	–	–	–	–	–	–	–	–	–	–	–	(33,168)	(33,168)
Acquisition of a subsidiary	–	–	–	–	–	–	–	–	–	–	–	–	203,261	203,261
Distribution on senior perpetual securities (Note 19)	–	–	–	–	–	–	–	–	–	–	–	–	(859,066)	(859,066)
Additional investment during the year (Note 11)	–	–	–	–	–	–	–	–	–	–	–	–	100,000	100,000
	–	1,114	571,138	–	–	–	–	–	(3,045,800)	–	(2,473,548)	–	(588,973)	(3,062,521)
Balances at December 31, 2023	P12,000,000	P1,132,331	P12,662,905	P1,877,400	P1,405,390	(P990,150)	(P2,026,340)	P18,700,000	P23,341,856	(P180,511)	P67,922,881	P20,264,804	(P1,931,030)	P86,256,655

See accompanying Notes to Consolidated Financial Statements.

**JOLLIBEE FOODS CORPORATION**

Doing business under the name and style of Jollibee

AND SUBSIDIARIES**CONSOLIDATED STATEMENTS OF CASH FLOWS***(Amounts in Thousand Pesos)*

	Years Ended December 31		
	2025	2024	2023
CASH FLOWS FROM OPERATING ACTIVITIES			
Income before income tax	P16,154,314	P14,186,084	P12,342,354
Adjustments for:			
Depreciation and amortization (Notes 12, 13, 14, 15, 21, 22 and 29)	18,779,185	17,746,934	16,953,816
Interest expense (Note 23)	7,598,061	5,771,552	5,382,041
Interest income (Note 23)	(701,961)	(959,043)	(863,515)
Movement in pension liability (Note 25)	(499,192)	407,433	44,191
Impairment losses on:			
Receivables (Notes 7 and 22)	267,975	450,373	278,846
Inventories (Notes 8 and 22)	167,721	60,390	177,937
Other current assets (Note 22)	126,264	–	8,058
Property, plant and equipment (Notes 12 and 22)	97,018	204,836	160,354
Pre-termination of leases (Notes 23 and 29)	(594,910)	(69,424)	(78,840)
Stock options expense (Notes 22 and 26)	342,509	497,273	353,863
Addition to (reversal of) provisions – net (Notes 17 and 23)	(296,665)	296,844	35,808
Loss on retirements and disposals of property, plant and equipment and other intangibles (Notes 12,14 and 22)	253,053	279,780	400,881
Equity in net earnings of joint ventures and associates (Note 11)	(224,254)	(329,176)	(580,009)
Amortization of debt issue cost (Note 18)	75,374	51,873	46,047
Reversals of provision for impairment on:			
Property, plant and equipment (Notes 12 and 22)	(47,784)	(68,965)	(49,777)
Inventories (Notes 8 and 22)	(4,797)	(70,855)	(44,702)
Receivables (Notes 7 and 22)	(976)	(67,173)	(7,800)
Right-of-use assets (Notes 29 and 22)	–	–	(130,843)
Net unrealized foreign exchange loss	25,937	13,219	19,662
Unrealized gain from financial assets at fair value through profit or loss (Notes 10 and 23)	(20,938)	(178,589)	(530,939)
Gain from disposal of an associate (Notes 11 and 23)	(20,149)	–	–
Income before working capital changes	41,475,785	38,223,366	33,917,433
Decreases (increases) in:			
Receivables	(320,628)	(1,868,389)	811,612
Inventories	(2,404,708)	(1,354,612)	4,835,259
Other current assets	(362,770)	1,950,089	(1,332,449)
Increase in trade payables and other current liabilities	4,614,482	1,186,044	3,209,591
Net cash generated from operations	43,002,161	38,136,498	41,441,446
Income taxes paid	(6,935,222)	(5,048,772)	(4,457,417)
Interest received	680,098	943,194	829,071
Net cash provided by operating activities	36,747,037	34,030,920	37,813,100
CASH FLOWS FROM INVESTING ACTIVITIES			
Acquisitions of:			
Property, plant and equipment (Note 12)	(15,472,220)	(11,979,797)	(11,272,203)
Interest in joint ventures and associates (Note 11)	(591,153)	(5,996,869)	(2,214,475)
Intangible assets (Note 14)	(90)	(51)	(65,591)
Financial assets at fair value through profit or loss (Note 10)	–	(3,907,874)	(283,800)
Collection from (advances to) a co-venturer, a joint venture and associates – net (Note 11)	1,549,970	604,011	(250,030)
Proceeds from:			
Sale of property, plant and equipment (Note 12)	357,619	421,399	366,265
Redemption of financial assets at fair value through profit or loss (Note 10)	219,950	11,854,808	884,127
Disposal of an associate (Note 11)	33,141	–	–
Decreases (increases) in:			
Short-term-investments	(17,704)	539,345	(5,632)
Other noncurrent assets	(593,379)	(678,960)	(261,723)
Dividends received from joint venture and an associate (Note 11)	20,591	202,209	130,029
Cash paid for acquisition of business – net of cash received (Note 11)	(3,668)	(11,611,754)	(765,015)
Net cash used in investing activities	(14,496,943)	(20,553,533)	(13,738,048)

	Years Ended December 31		
	2025	2024	2023
CASH FLOWS FROM FINANCING ACTIVITIES			
Payments of:			
Short-term debt (Note 18)	(P20,827,050)	(P3,247,320)	(P1,020,696)
Lease liabilities (Note 29)	(11,792,014)	(11,343,098)	(11,158,642)
Long-term debt (Note 18)	(5,646,371)	(7,740,918)	(4,711,976)
Cash dividends (Note 19)	(4,221,747)	(3,781,488)	(3,271,009)
Distributions for senior perpetual securities (Note 18)	(453,120)	(882,389)	(844,389)
Proceeds from:			
Short-term debt (Note 18)	29,102,659	3,748,172	2,515,645
Senior debt securities (Note 18)	16,990,744	–	–
Long-term debt (Note 18)	7,445,336	10,973,991	1,077,288
Issuance of Common stock (Note 19)	316,417	697,527	209,040
Redemption of senior perpetual securities (Note 19)	(23,236,872)	–	–
Interest paid	(3,836,514)	(2,694,551)	(2,560,368)
Dividends paid to non-controlling interests (Note 11)	(366,145)	(87,940)	(33,168)
Capital distribution to non-controlling interests (Note 11)	(150,553)	–	–
Redemption of Series A – preferred shares (Note 19)	–	(3,000,000)	–
Contributions from non-controlling interests	–	–	100,000
Net cash used in financing activities (Note 33)	(16,675,230)	(17,358,014)	(19,698,275)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	5,574,864	(3,880,627)	4,376,777
EFFECT OF EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS	42,711	(25,212)	(13,568)
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	29,326,649	33,232,488	28,869,279
CASH AND CASH EQUIVALENTS AT END OF YEAR (Note 6)	P34,944,224	P29,326,649	P33,232,488

See accompanying Notes to Consolidated Financial Statements.



JOLLIBEE FOODS CORPORATION

Doing business under the name and style of Jollibee

AND SUBSIDIARIES

NOTES TO AUDITED CONSOLIDATED FINANCIAL STATEMENTS

1. General Information

Corporate Information

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

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

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

Approval and Authorization for Issuance of Audited Consolidated Financial Statements

The audited consolidated financial statements as at December 31, 2025 and 2024 and for each of the three years ended December 31, 2025 were authorized for issue by the Board of Directors (BOD) on March 9, 2026, as reviewed and recommended for approval by the Audit Committee on March 6, 2026.

2. Basis of Preparation, Statement of Compliance, Changes in Accounting Policies and Basis of Consolidation

Basis of Preparation

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

Statement of Compliance

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

New Standards, Interpretations and Amendments adopted by the Jollibee Group

The accounting policies adopted are consistent with those of the previous financial, except for the adoption of new standards effective in 2025. The Jollibee Group has not early adopted any standard, interpretation or amendment that has been issued but is not yet effective.

Unless otherwise indicated, the adoption of these new standards did not have significant impact on the consolidation of the financial statements.

- PFRS 17, *Insurance Contracts*
- Amendments to PAS 21, *Lack of Exchangeability*

The amendments had no material impact to the Jollibee Group.

Future Changes in Accounting Policies

Pronouncements issued but not yet effective are listed below. Unless otherwise indicated, the Jollibee Group does not expect that the future adoption of the said pronouncements will have a significant impact on its consolidated financial statements.

Effective beginning on or after January 1, 2026

- Amendments to Illustrative Examples on PFRS 7, PFRS 18, PAS 1, PAS 8, PAS 26 and PAS 37, *Disclosures about Uncertainties in the Financial Statements*

The amendments add illustrative examples to several PFRS Accounting Standards intended to improve the reporting of climate-related and other uncertainties in the financial statements, particularly to address stakeholders’ concerns about consistency of information within the general-purpose financial reports and sufficient information on climate-related risks and other uncertainties in the financial statements.

The examples address topics such as materiality judgements, significant judgements and estimates, and aggregation and disaggregation.

The illustrative examples are not an integral part of PFRS Accounting Standards and, as such, do not have an effective date or transition requirements. However, an entity is expected to be entitled to sufficient time to implement any changes to align the information disclosed in its financial statements with the illustrative examples. Determining how much time is sufficient is a matter of judgement that depends on an entity’s particular facts and circumstances. Nonetheless, an entity would be expected to implement any changes on a timely basis.

- Amendments to PFRS 9 and PFRS 7, *Classification and Measurement of Financial Instruments*

The amendments clarify that a financial liability is derecognized on the ‘settlement date’, i.e., when the related obligation is discharged, cancelled, expires or the liability otherwise qualifies for derecognition. They also introduce an accounting policy option to derecognize financial liabilities that are settled through an electronic payment system before settlement date if certain conditions are met.

The amendments also clarify how to assess the contractual cash flow characteristics of financial assets that include environmental, social and governance (ESG)-linked features and other similar contingent features. Furthermore, the amendments clarify the treatment of non-recourse assets and contractually linked instruments.

- Amendments to PFRS 9 and PFRS 7, *Contracts Referencing Nature-dependent Electricity*

The amendments only apply to contracts that reference nature-dependent electricity such as contracts to buy or sell nature-dependent electricity, as well as financial instruments that reference such electricity. This amendment cannot be applied by analogy to other contracts, items or transactions.

The amendments clarify the application of the ‘own-use’ requirements for in-scope contracts, amend the designation requirements for a hedge item in a cash flow hedging relationship for in-scope contracts and include new disclosure requirements.

- Annual Improvements to PFRS Accounting Standards—Volume 11

The amendments are limited to changes that either clarify the wording in an Accounting Standard or correct relatively minor unintended consequences, oversight or conflicts between the requirements in the Accounting Standards. The following is the summary of the Standards involved and their related amendments.

- Amendments to PFRS 1, *Hedge Accounting by a First-time Adopter*

The amendments included in paragraphs B5 and B6 of PFRS 1 cross references to the qualifying criteria for hedge accounting in paragraph 6.4.1(a), (b) and (c) of PFRS 9. These are intended to address potential confusion arising from an inconsistency between the wording in PFRS 1 and the requirements for hedge accounting in PFRS 9.

- Amendments to PFRS 7, *Gain or Loss on Derecognition*

The amendments updated the language of paragraph B38 of PFRS 7 on unobservable inputs and included a cross reference to paragraphs 72 and 73 of PFRS 13.

- Amendments to PFRS 9, *Lessee Derecognition of Lease Liabilities and Transaction Price*

a. Lessee Derecognition of Lease Liabilities

The amendments to paragraph 2.1 of PFRS 9 clarified that when a lessee has determined that a lease liability has been extinguished in accordance with PFRS 9, the lessee is required to apply paragraph 3.3.3 and recognize any resulting gain or loss in profit or loss.



b. Transaction Price

The amendments to paragraph 5.1.3 of PFRS 9 replaced the reference to 'transaction price as defined by PFRS 15 *Revenue from Contracts with Customers*' with 'the amount determined by applying PFRS 15'. The term 'transaction price' in relation to PFRS 15 was potentially confusing and so it has been removed. The term was also deleted from Appendix A of PFRS 9.

- Amendments to PFRS 10, *Determination of a 'De Facto Agent'*
The amendments to paragraph B74 of PFRS 10 clarified that the relationship described in B74 is just one example of various relationships that might exist between the investor and other parties acting as de facto agents of the investor.
- Amendments to PAS 7, *Cost Method*

The amendments to paragraph 37 of PAS 7 replaced the term 'cost method' with 'at cost', following the prior deletion of the definition of 'cost method'.

Effective beginning on or after January 1, 2027

- PFRS 17, *Insurance Contracts*

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

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

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

On December 15, 2021, the FSRSC amended the mandatory effective date of PFRS 17 from January 1, 2023 to January 1, 2025. Thereafter, on February 14, 2025, the FSRSC approved the amendment to PFRS 17 that further defers the date of initial application by an additional two (2) years, to annual periods beginning on or after January 1, 2027. This will provide more time for the insurance industry to fully prepare and assess the impact of adopting the said standard.

- PFRS 18, *Presentation and Disclosure in Financial Statements*

The standard replaces PAS 1 *Presentation of Financial Statements* and responds to investors' demand for better information about companies' financial performance. The new requirements include:

- o Required totals, subtotals and new categories in the statement of profit or loss
- o Disclosure of management-defined performance measures
- o Guidance on aggregation and disaggregation

The Jollibee Group is currently assessing the impact the standard will have on the primary consolidated financial statements and notes to the consolidated financial statements.

- PFRS 19, *Subsidiaries without Public Accountability*

The standard allows eligible entities to elect to apply PFRS 19's reduced disclosure requirements while still applying the recognition, measurement and presentation requirements in other PFRS Accounting Standards.

In 2025, PFRS 19 was amended to provide reduced disclosure requirements for new or amended PFRS Accounting Standards adopted by the FSRSC from the issuances of the IASB between February 2021 and May 2024.

The application of the standard is optional for eligible entities.

- Amendments to PAS 21, *Translation to a Hyperinflationary Presentation Currency*

The amendments introduce translation requirements for entities translating their financial statements, or the results and financial position of a foreign operation, from a functional currency that is the currency of a non-hyperinflationary economy to a presentation currency that is the currency of a hyperinflationary economy.

The amendments have no material impact to the Jollibee Group.

Deferred effectivity

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

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

On January 13, 2016, the FSRSC deferred the original effective date of January 1, 2016 of the said amendments until the IASB completes its broader review of

the research project on equity accounting that may result in the simplification of accounting for such transactions and of other aspects of accounting for associates and joint ventures.

The amendments have no material impact to the Jollibee Group.

Basis of Consolidation

The Jollibee Group is considered to have control over an investee when the Jollibee Group has:

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

When the Jollibee Group has less than majority of voting or similar rights of an investee, the Jollibee Group considers all relevant facts and circumstances in assessing whether it has power over an investee including:

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

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

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

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

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



NOTES TO AUDITED CONSOLIDATED FINANCIAL STATEMENTS

The consolidated financial statements include the accounts of the Parent Company and the following wholly owned and majority-owned subsidiaries as at December 31, 2025 and 2024:

	Country of Incorporation	Principal Activities	2025		2024		Country of Incorporation	Principal Activities	2025		2024		
			Direct Ownership	Indirect Ownership	Direct Ownership	Indirect Ownership			Direct Ownership	Indirect Ownership			
Fresh N' Famous Foods Inc. (Fresh N' Famous)	Philippines	Food service	100	–	100	–	- SF Vung Tau Joint Stock Company	Vietnam	Holding company	–	60	–	60
Chowking Food Corporation USA	United States of America (USA)	Holding company	–	100	–	100	• Highland Coffee Service Joint-stock Company	Vietnam	Food service	–	100	–	100
Zenith Foods Corporation (Zenith)	Philippines	Food service	100	–	100	–	• Highland Coffee Roastery Company	Vietnam	Food service	–	100	–	100
Pinnacle Quality Food Inc. (PQF)	Philippines	Food service	–	100	–	100	• Quantum Corporation	Vietnam	Food service	–	100	–	100
Freemont Foods Corporation (Freemont)	Philippines	Food service	100	–	100	–	Pho Viet Joint Stock Company	Vietnam	Food service	–	100	–	100
RRB Holdings, Inc. (RRBH):	Philippines	Holding company	100	–	100	–	Pho 24 Service Trade Manufacture Corporation	Vietnam	Food service	–	100	–	100
Red Ribbon Bakeshop, Inc. (RRBI)	Philippines	Food service	–	100	–	100	- Blue Sky Holdings Limited	Hong Kong	Holding company	–	60	–	60
Red Ribbon Bakeshop, Inc. USA (RRBI USA)	USA	Food service	–	100	–	100	• Sino Ocean Limited	Hong Kong	Food service	–	100	–	100
Mang Inasal Philippines Inc. (Mang Inasal)	Philippines	Food service	100	–	100	–	• Blue Sky Holdings (Macau) Limited	Macau	Food service	–	100	–	100
Grandworth Resources Corporation (Grandworth):	Philippines	Leasing	100	–	100	–	Jollibee (China) Food & Beverage Management Co. Ltd.	PRC	Management company	–	100	–	100
Adgraphix, Inc. (Adgraphix)	Philippines	Digital printing	–	100	–	100	- Jollibee (Shanghai) Consulting Management Co., Ltd. (h)	PRC	Management company	–	100	–	100
Iconnect Multi Media Network, Inc. (Iconnect)	Philippines	Dormant	–	60	–	60	Jollibee International (BVI) Ltd. (JIBL):	BVI	Holding company	–	100	–	100
FCJB Foods, Inc.	Philippines	Food service	60	–	60	–	- Jollibee Vietnam Corporation Ltd.	Vietnam	Food service	–	100	–	100
Jollibee Worldwide Pte. Ltd. (JWPL):	Singapore	Holding company	100	–	100	–	• Goldstar Food Trade and Service Company Limited (GSC)	Vietnam	Food service	–	100	–	100
Regional Operating Headquarters of JWPL (JWS)	Philippines	Financial accounting, human resources and logistics services	–	100	–	100	- PT Chowking Indonesia	Indonesia	Dormant	–	100	–	100
Golden Plate Pte., Ltd. (GPPL):	Singapore	Holding company	–	100	–	100	- PT Jollibee Indonesia	Indonesia	Dormant	–	100	–	100
- Golden Beeworks Pte. Ltd.	Singapore	Food service	–	60	–	60	- Jollibee (Hong Kong) Limited	Hong Kong	Dormant	–	85	–	85
- Golden Piatto Pte. Ltd.	Singapore	Holding company	–	75	–	75	- Belmont Enterprises Ventures Limited (Belmont)	BVI	Holding company	–	100	–	100
• Cibo Felice S.R.L.	Italy	Food service	–	100	–	100	• Yong He Holdings Co., Ltd.	BVI	Holding company	–	100	–	100
- Bee World Spain, Sociedad Limitada	Spain	Food service	–	100	–	100	Centenary Ventures Ltd.	BVI	Holding company	–	100	–	100
- Hong Yun Hong (Shanghai) Food & Beverages Management Company Ltd. (HYH) (c)	PRC	Food service	–	60	–	60	Bee World UK Limited (UK)	UK	Food service	–	100	–	100
• Beijing Tim Ho Wan Food and Beverages Management Co., Ltd.	PRC	Food service	–	100	–	100	JWPL Management Co., Pte. Ltd.	Singapore	Management company	–	100	–	100
- Meko Holdings Limited	Hong Kong	Food service	–	60	–	60	- Branch of JWPL Management Co., Pte. Ltd.	Hong Kong	Management company	–	100	–	100
Golden Cup Pte. Ltd.	Singapore	Holding company	–	60	–	60	- JWPL Technology Co. Ltd. (e)	Thailand	Digital services	–	100	–	100
Beijing New Hongzhuang Yuan Food and Beverage Management Co., Ltd. (Hong Zhuang Yuan)	PRC	Food service	–	100	–	100	Super Magnificent Coffee Company Pte. Ltd. (SMCC-SG)	Singapore	Holding company	–	80	–	80
Southsea Binaries Ltd. (Southsea)	British Virgin Island (BVI)	Holding company	–	100	–	100	Super Magnificent Coffee Company Ireland Limited (SMCC-IE)	Ireland	Holding company	–	100	–	100
Beijing Yong He King Food and Beverage Co., Ltd.	PRC	Food service	–	100	–	100	Super Magnificent Coffee Company Hungary Kft. (SMCC-HU)	Hungary	Holding company	–	100	–	100
Shenzhen Yong He King Food and Beverage Co., Ltd.	PRC	Food service	–	100	–	100	• International Coffee & Tea, LLC (ICTL)	USA	Food service	–	100	–	100
Hangzhou Yongtong Food and Beverage Co., Ltd.	PRC	Food service	–	100	–	100	6000 Jefferson BH, LLC	USA	Holding company	–	80	–	80
Hangzhou Yong He King Food and Beverage Co., Ltd.	PRC	Food service	–	100	–	100	CBTL Ventures, LLC	USA	Food service	–	100	–	100
Wuhan Yong He King Food and Beverage Co., Ltd.	PRC	Food service	–	100	–	100	CBTL Gift Card LLC (e)	USA	Sale of gift cards	–	100	–	100
Tianjin Yong He King Food and Beverage Co., Ltd.	PRC	Food service	–	100	–	100	- The Coffee Bean & Tea Leaf (Singapore) Pte., Ltd. (CBTL-SG)	Singapore	Food service	–	100	–	100
Happy Bee Foods Processing Pte. Ltd. (HBFPP)	Singapore	Holding company	–	100	–	100	• The Coffee Bean & Tea Leaf (Malaysia) Sdn. Bhd.	Malaysia	Food service	–	100	–	100
- Happy Bee Foods Processing (Anhui) Co. Ltd.	PRC	Food service	–	100	–	100	• Fiesta Impiana Sdn. Bhd.	Malaysia	Food service	–	100	–	100
JSF Investments Pte. Ltd. (JSF):	Singapore	Holding company	–	100	–	100	• The Coffee Bean & Tea Leaf (Hongkong) Limited	Hong Kong	Dormant	–	100	–	100
							- Magnificent Coffee Trading Pte. Ltd	Singapore	Food service	–	100	–	100
							Milkshop International Inc. (Milksha)	Taiwan	Food service	–	51	–	51
							- Yaxiang Enterprise Co., Ltd.	Taiwan	Exporter / Manufacturer	–	100	–	100



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	Country of Incorporation	Principal Activities	2025		2024	
			Direct Ownership	Indirect Ownership	Direct Ownership	Indirect Ownership
- Wanlien Co., Ltd.	Taiwan	Holding company	-	100	-	100
- Li Hung Beverage Co., Ltd.	Taiwan	Food service	-	100	-	100
- Milkshop Japan Inc.	Japan	Food service	-	100	-	100
- Tien Hsia Sheng Co., Ltd.	Taiwan	Food service	-	70	-	-
Jolli-K Co. Ltd. (Jolli-K) ^(d)	South Korea	Holding company	-	70	-	70
- Compose Coffee Co. Ltd. (Compose Coffee)	South Korea	Food service	-	100	-	100
- Compose Coffee Smart Factory Co. Ltd.	South Korea	Food service	-	100	-	100
- Tim Ho Wan Holdings, Pte. Ltd. (THWHPL) ^(c)	Singapore	Holding company	-	100	-	-
- Tim Ho Wan Ventures Pte. Ltd. (THWVPL)	Singapore	Holding company	-	100	-	-
• Tim Ho Wan Inc.	USA	Food service	-	70	-	-
• Tim Ho Wan Management Canada Corporation ^(a)	Canada	Management company	-	100	-	-
- Dim Sum Pte. Ltd. (DSPL)	Singapore	Food service	-	100	-	-
- Tim Ho Wan Pte. Ltd.	Singapore	Franchising company	-	100	-	-
• He Xin Restaurant Management (Shanghai) Co., Ltd.	PRC	Food Service	-	100	-	-
Tim Ho Wan Holdings Limited	Hong Kong	Holding company	-	100	-	-
Tim Ho Wan Limited	Hong Kong	Food service	-	100	-	-
Pui Keung Company Limited	Hong Kong	Holding company	-	100	-	-
Tim Ho Wan International Pte. Ltd.	Singapore	Franchising company	-	100	-	-
Beeworld Australia Pty Ltd ^(b)	Australia	Food service	-	100	-	-
Chanceux, Inc.	Philippines	Holding company	100	-	100	-
BKTitans Inc. (BKTitans)	Philippines	Holding company	-	54	-	54
PFN Holdings Corporation	Philippines	Holding company	-	99	-	99
PERF Restaurants, Inc.	Philippines	Food service	-	100	-	100
PERF Trinoma, Inc.	Philippines	Food service	-	100	-	100
PERF MOA Pasay Inc.	Philippines	Food service	-	100	-	100
Jollibee Foods Corporation (USA)	USA	Holding company	100	-	100	-
Honeybee Foods Corporation (HFC)	USA	Food service	-	100	-	100
- Tokyo Teriyaki Corporation (TTC)	USA	Food service	-	100	-	100
- Honeybee Foods (Canada) Corporation (HFCC)	Canada	Food service	-	100	-	100
Bee Good! Inc. (BGI)	USA	Holding company	-	100	-	100
- SJBFL LLC (SJBFL)	USA	Food service	-	100	-	100
Jolly USA Services LLC	USA	Holding company	-	100	-	100
- JBM LLC	USA	Franchising company	-	100	-	100
- MKSA LLC ^(f)	USA	Food service	-	100	-	100
Donut Magic Phils., Inc. (Donut Magic) ^(h)	Philippines	Dormant	100	-	100	-
Ice Cream Copenhagen Phils., Inc. (ICCP) ^(h)	Philippines	Dormant	100	-	100	-
Mary's Foods Corporation (Mary's) ^(h)	Philippines	Dormant	100	-	100	-
QSR Builders, Inc.	Philippines	Dormant	100	-	100	-

(a) On August 14, 2025, the Jollibee Group, through THWVPL incorporated Tim Ho Wan Management Canada Corporation in Canada.

(b) On January 20, 2025, the Jollibee Group, through JWPL incorporated Bee World Australia Pty Ltd in Australia.

(c) On January 2, 2025, the Jollibee Group, through JWPL completed the transfer of 100% ownership of Tim Ho Wan business from Titan Fund I. The transaction includes the acquisition of the 40% ownership of DSPL in HYH. Consequently, the Jollibee Group now effectively holds 100% ownership in HYH.

(d) On August 16, 2024, the Jollibee Group, through JWPL, completed the acquisition of 70% ownership in Compose Coffee Co., Ltd. and JMCF Co. Ltd. (collectively called "Compose Coffee").

(e) On August 2, 2024, the Jollibee Group, through ICTL, incorporated CBTL Gift Card LLC in the State of Arizona, USA.

(f) On March 21, 2024, MKSA LLC was incorporated in the State of Delaware.

(g) On March 6, 2024, JWPL Technology was incorporated in Thailand. Subsequently, on December 29, 2025, JWPL Technology registered for dissolution and currently on going liquidation process.

(h) On June 18, 2004, the stockholders of the Jollibee Group approved the Plan of Merger of the three (3) dormant companies. The application is pending approval from the SEC as at December 31, 2025.

3. Material Accounting Policy Information

The material accounting policies adopted in the preparation of the consolidated financial statements are summarized below:

Fair Value Measurement

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

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

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

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

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

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

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

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

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

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



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

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

Cash and Cash Equivalents

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

Short-term Investments

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

Financial Instruments

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

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

Financial Instruments – Initial Recognition and Subsequent Measurement

Financial Assets

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

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

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

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

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

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

The Jollibee Group has no financial assets at FVOCI as at December 31, 2025 and 2024.

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

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

Financial assets at amortized cost are subsequently measured using the effective interest rate (EIR) method and are subject to impairment. Gains and losses are recognized in profit or loss when the asset is derecognized, modified or impaired. The Jollibee Group's cash in banks, short-term deposits, short-term investments, receivables (excluding receivables from government agencies) and security and other deposits are classified under this category as at December 31, 2025 and 2024.

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

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

The Jollibee Group's investments in golf, leisure club shares, bond funds and private equity are classified under this category as at December 31, 2025 and 2024.

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

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

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

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

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

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



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

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

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

Financial Liabilities

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

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

The Jollibee Group's financial liabilities include loans and borrowings, and payables as at December 31, 2025 and 2024.

Subsequent Measurement

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

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

This category includes the Jollibee Group's trade payables and other current liabilities (excluding local and other taxes payable, and unearned revenue from gift certificates), short-term and long-term debts, senior debt securities, and lease liabilities as at December 31, 2025 and 2024.

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

Derecognition of Financial Assets and Liabilities

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

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

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

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

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

Contract Balances

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

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

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

Inventories

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

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

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

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

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

Other Current Assets

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

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

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

An associate is an entity in which the Jollibee Group has significant influence and which is neither a subsidiary nor a joint venture. A joint venture is a joint arrangement that involves the establishment of a separate entity in which each venturer has an interest. An investment is accounted for using the equity



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method from the day it becomes an associate or joint venture. On acquisition of investment, the excess of the cost of investment over the investor's share in the net fair value of the investee's identifiable assets, liabilities and contingent liabilities is accounted for as subsumed goodwill and included in the carrying amount of the investment and not amortized.

Any excess of the investor's share of the net fair value of the investee's identifiable assets, liabilities and contingent liabilities over the cost of the investment is excluded from the carrying amount of the investment, and instead included in the determination of the share in the earnings of the investees.

Under the equity method, the investments in the investee companies are carried in the consolidated statement of financial position at cost plus post-acquisition changes in the Jollibee Group's share in the net assets of the investee companies, less any impairment in values. The consolidated statement of income reflects the share of the results of the operations of the investee companies. The Jollibee Group's share of post-acquisition movements in the investee's equity reserves is recognized directly in equity. Profits and losses resulting from transactions between the Jollibee Group and the investee companies are eliminated to the extent of the interest in the investee companies and for unrealized losses to the extent that there is no evidence of impairment of the asset transferred. Dividends received are treated as a reduction of the carrying value of the investment.

The Jollibee Group discontinues applying the equity method when their investments in investee companies are reduced to zero. Additional losses are not recognized unless the Jollibee Group has guaranteed certain obligations of the investee companies. When the investee companies subsequently report net income, the Jollibee Group will resume applying the equity method but only after its share of that net income equals the share of net losses not recognized during the period the equity method was suspended.

The reporting dates of the investee companies and the Jollibee Group are identical and the investee companies' accounting policies conform to those used by the Jollibee Group for like transactions and events in similar circumstances.

Upon loss of significant influence over the investee companies, the Jollibee Group measures and recognizes any retaining investment at its fair value. Any difference between the carrying amount of the associate upon loss of significant influence and the fair value of the retaining investment and proceeds from disposal is recognized in the consolidated statement of income.

Property, Plant and Equipment

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

The initial cost of property, plant and equipment consists of its purchase price, including import duties and nonrefundable taxes and any other costs directly attributable in bringing the asset to its working condition and location for its intended use. Cost also includes any related asset retirement obligation and interest incurred during the construction period on funds borrowed to finance

the construction of the asset. Expenditures incurred after the property, plant and equipment have been put into operation, such as repairs and maintenance, are normally charged to profit or loss in the period in which the costs are incurred. In situations where it can be clearly demonstrated that the expenditures have resulted in an increase in the future economic benefits expected to be obtained from the use of an item of property, plant and equipment beyond its originally assessed standard of performance, the expenditures are capitalized as additional costs of property, plant and equipment.

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

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

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

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

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

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

When one or more items of property, plant and equipment is acquired in exchange for a non-monetary asset or assets, or a combination of monetary and non-monetary assets, the cost of such property, plant and equipment is measured at fair value unless (a) the exchange transaction lacks commercial substance or (b) the fair value of neither the asset received, nor the asset given up is reliably measurable. The acquired item is measured in this way even if an entity cannot immediately derecognize the asset given up. If the acquired item is not measured at fair value, its cost is measured at the carrying amount of the asset given up.

Investment Properties

Investment properties consist of buildings and building improvements held by the Jollibee Group for capital appreciation and rental purposes. Investment properties are carried at cost, including transaction costs, less accumulated depreciation and

amortization and any impairment in value.

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

Business Combinations

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

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

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

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

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

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

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



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

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

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

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

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

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

Intangible Assets

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

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

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

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

Computer software	10 years
Trademarks	5 years
Other intangible assets	5 - 30 years

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

Impairment of Nonfinancial Assets

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

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

Revenue from Contracts with Customers

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

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

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

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

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

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

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

Other Revenues

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

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

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

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

Cost and Expenses

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

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

Pension Benefits

Defined Benefit Plan

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



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

Pension expense comprises the following:

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

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

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

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

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

Defined Contribution Plan

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

Share-based Payments

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

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

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

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

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

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

Leases

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

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

- *Right-of-Use Assets.* The Jollibee Group recognizes right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognized, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. The cost of right-of-use assets also includes an estimate of costs to be incurred by the lessee in dismantling and removing the underlying asset to the condition required by the terms and conditions of the lease, unless those costs are incurred to produce inventories. Unless the Jollibee Group is reasonably certain to obtain ownership of the leased asset at the end of year the lease term, the recognized right-of-use assets are depreciated on a straight-line basis over the shorter of its estimated useful life and the lease term. Right-of-use assets are subject to impairment. Lease term usually ranges from one (1) to forty (40) years.
- *Lease Liabilities.* At the commencement date of the lease, the Jollibee Group recognizes lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts

expected to be paid under residual value guarantees. The variable lease payments that do not depend on an index or a rate are recognized as expense in the period on which the event or condition that triggers the payment occurs.

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

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

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

Foreign Currency Transactions and Translations

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

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



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Taxes

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

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

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

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

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

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

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realized or the liability is settled, based on tax rates and tax laws that have been enacted or substantially enacted at the reporting date. Deferred tax assets and liabilities are offset, if a legally enforceable right exists to offset current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

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

When VAT from sales of goods and/or services (output VAT) exceeds VAT passed on from purchases of goods or services (input VAT), the excess is recognized as

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

Earnings per Share (EPS) Attributable to Equity Holders of the Parent Company
Basic EPS is calculated by dividing the net income for the year attributable to the equity holders of the Parent Company, adjusted for the after-tax amounts of preferred dividends, by the weighted average number of common shares outstanding during the year, after considering the retroactive effect of stock dividend declaration, if any. The effect of cumulative distributions on perpetual capital securities classified as equity in accordance with PAS 32, Financial Instruments: Presentation, is deducted from net income attributable to equity holders of the Parent Company to arrive at the adjusted amount.

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

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

Provisions

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

Business Segments

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

Events after the Reporting Period

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

4. Significant Accounting Judgments, Estimates and Assumptions

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

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

Judgments

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

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

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

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

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



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

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

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

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

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

Estimates and Assumptions

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

Determination of Purchase Price Allocation. Management has measured the trademarks based on the valuation report prepared by the external valuation specialist and the property and equipment that were acquired using the appraisal reports that were prepared by an independent appraiser. The trademarks were valued using present value techniques wherein fair value of the trademarks is based on cost savings from owning the trademarks. Significant assumptions and estimates used include comparable royalty rates, long-term growth rates based on available market data, and revenue growth rate forecasts. The property and equipment were valued using the replacement cost. Adjustments were made to replacement cost to reflect depreciation (see Note 11).

Recoverability of Trademarks and Goodwill. The Jollibee Group determines whether trademarks and goodwill with indefinite useful lives are impaired at least on an annual basis or more frequently if events or changes in circumstances indicate that the carrying value may be impaired. This requires an estimation of the value in use of the CGU to which the trademark is part of and goodwill is allocated to. Estimating the value in use requires the Jollibee Group to make an estimate of the expected net sales, long-term growth rates and earnings before interest, taxes, depreciation and amortization (EBITDA) from the CGU and also consider market data in determining discount rate in order to calculate the present value of those cash flows.

The management has determined that trademarks, goodwill and other intangible assets are not impaired. The carrying amount of trademarks and goodwill amounted to ₱72,286.7 million and ₱60,968.8 million as at December 31, 2025 and 2024, respectively (see Note 14).

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

The carrying amounts of interests in and advances to joint ventures, co-venturers and associates as at December 31, 2025 and 2024 are as follows (see Note 11):

	2025	2024
Interests in joint ventures	₱10,014,130	₱18,288,433
Interests in associates	6,848,661	6,571,313
Advances to a joint venture, associates and a co-venturer	468,023	1,967,853

Recognition of Deferred Income Tax Assets. The carrying amounts of deferred tax assets at each reporting date is reviewed and reduced to the extent that sufficient taxable profits are available to allow all or part of the deferred tax assets to be utilized. The Jollibee Group's assessment on the recognition of deferred tax assets is based on the forecasted taxable income taking into account the period

in which the deductible temporary differences can be claimed in the Philippines, PRC, Europe, Singapore and USA. This forecast is based on assumptions that are affected by expected future market or economic conditions and the expected future performance as well as management's plans and strategies of the relevant taxable entities, including the Parent Company and certain subsidiaries.

The carrying amount of the recognized deferred tax assets amounted to ₱24,980.2 million and ₱22,867.1 million as at December 31, 2025 and 2024, respectively. Unrecognized deferred tax assets amounted to ₱1,843.2 million and ₱2,764.2 million as at December 31, 2025 and 2024, respectively (see Note 24).

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

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

Provision for impairment loss recognized on property, plant and equipment amounted to ₱97.0 million, ₱204.8 million and ₱160.4 million in 2025, 2024 and 2023, respectively. Reversal of previously recognized impairment loss amounted to ₱47.8 million, ₱69.0 million and ₱49.8 million in 2025, 2024 and 2023, respectively (see Notes 12 and 22).

The aggregate carrying values of property, plant and equipment, right-of-use assets and investment properties as at December 31, 2025 and 2024 are as follows:

	2025	2024
Property, plant and equipment (see Note 12)	₱50,879,492	₱43,893,416
Right-of-use assets (see Note 29)	44,737,466	44,529,498
Investment properties (see Note 13)	83,300	89,395

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

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



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

Provision for impairment loss on receivables amounted to ₱268.0 million, ₱450.4 million and ₱278.8 million in 2025, 2024 and 2023, respectively (see Note 22). Reversal of previously recognized impairment loss amounted to ₱1.0 million, ₱67.2 million and ₱7.8 million in 2025, 2024 and 2023, respectively (see Note 22). The carrying amount of receivables and contract assets amounted to ₱10,926.6 million and ₱10,802.5 million as at December 31, 2025 and 2024, respectively (see Note 7).

Net Realizable Value of Inventories. The Jollibee Group writes down inventories to net realizable value, through the use of an allowance account, whenever the net realizable value of inventories becomes lower than the cost due to damage, physical deterioration, obsolescence, changes in price levels or other causes.

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

The Jollibee Group assessed that the net realizable value for some inventories is lower than cost, hence, it recognized provision for inventory obsolescence amounting to ₱167.7 million, ₱60.4 million and ₱177.9 million in 2025, 2024 and 2023, respectively (see Note 22). Reversal of previously recognized impairment loss amounted to ₱4.8 million, ₱70.9 million and ₱44.7 million in 2025, 2024 and 2023, respectively (see Note 22). The carrying amount of inventories amounted to ₱16,124.1 million and ₱13,872.7 million as at December 31, 2025 and 2024, respectively (see Note 8).

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

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

The carrying amount of pension liability amounted to ₱2,877.7 million and ₱2,851.4 million as at December 31, 2025 and 2024, respectively (see Note 25).

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

Total expense arising from share-based payment recognized by the Jollibee Group amounted to ₱342.5 million, ₱497.3 million and ₱353.9 million in 2025, 2024 and 2023, respectively (see Notes 19, 22, 26 and 27).

Accrual of Liabilities. In the normal course of business, the Jollibee Group accrues liabilities based on management's best estimate of costs incurred, particularly in cases when the Jollibee Group has not yet received final billings from suppliers and vendors. There are also ongoing negotiations and reconciliations with suppliers and vendors on certain liabilities recorded. These balances are continuously reviewed by management and are adjusted based on these reviews, resulting in reversals of certain liabilities as other income.

Other income recognized by the Jollibee Group from reversals of liabilities amounted to ₱1,937.7 million, ₱2,613.3 million and ₱1,200.2 million in 2025, 2024 and 2023, respectively (see Note 23).

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

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

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

Total outstanding provisions amounted to ₱1,635.3 million and ₱1,934.0 million as at December 31, 2025 and 2024 (see Notes 17 and 30).

5. Segment Information

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

Business Segments

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

- The food service segment is involved in the operations of QSRs and the manufacture of food products to be sold to Jollibee Group-owned and franchised QSR outlets.
- The franchising segment is involved in the franchising of the Jollibee Group's QSR store concepts.
- The support services segment is involved in providing various services mainly to the Jollibee Group's independent franchisees like but not limited to repairs and maintenance of store equipment, staffing, helpdesk services and other business activities in support of the QSR systems.

The following tables present certain information on revenues, expenses and other segment information of the different business segments in 2025, 2024 and 2023:



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	2025				
	Food Service	Franchising	Support Services	Eliminations	Consolidated
Revenues from external customers	P280,915,544	P23,506,025	P690,220	P-	P305,111,789
Inter-segment revenues	40,090,577	6,365,241	8,396,573	(54,852,391)	-
Segment revenues	321,006,121	29,871,266	9,086,793	(54,852,391)	305,111,789
Segment expenses	(318,112,709)	(12,594,673)	(8,501,506)	54,852,391	(284,356,497)
Provisions for impairment loss on receivables, inventories, property, plant and equipment and other current assets – net of reversals	(605,421)	-	-	-	(605,421)
Equity in net earnings of joint ventures and associates – net	224,254	-	-	-	224,254
Other segment income – net	2,676,289	-	-	-	2,676,289
Segment result	P5,188,534	P17,276,593	P585,287	P-	23,050,414
Interest income					701,961
Interest expense					(7,598,061)
Income before income tax					16,154,314
Provision for income tax					5,149,089
Net income					P11,005,225

	2024				
	Food Service	Franchising	Support Services	Eliminations	Consolidated
Revenues from external customers	P249,234,297	P19,940,290	P767,745	P-	P269,942,332
Inter-segment revenues	38,444,710	5,528,795	7,857,542	(51,831,047)	-
Segment revenues	287,679,007	25,469,085	8,625,287	(51,831,047)	269,942,332
Segment expenses	(286,029,217)	(10,393,374)	(7,953,111)	51,831,047	(252,544,655)
Provisions for impairment loss on receivables, inventories and property, plant and equipment – net of reversals	(508,606)	-	-	-	(508,606)
Equity in net earnings of joint ventures and associates – net	329,176	-	-	-	329,176
Other segment income – net	1,780,346	-	-	-	1,780,346
Segment result	P3,250,706	P15,075,711	P672,176	P-	18,998,593
Interest income					959,043
Interest expense					(5,771,552)
Income before income tax					14,186,084
Provision for income tax					3,390,244
Net income					P10,795,840

	2023				
	Food Service	Franchising	Support Services	Eliminations	Consolidated
Revenues from external customers	P227,035,697	P16,587,677	P483,974	P-	P244,107,348
Inter-segment revenues	35,977,969	5,617,689	6,055,802	(47,651,460)	-
Segment revenues	263,013,666	22,205,366	6,539,776	(47,651,460)	244,107,348
Segment expenses	(261,146,732)	(9,678,098)	(6,127,901)	47,651,460	(229,301,271)
Provisions for impairment loss on receivables, inventories, other current assets, property, plant and equipment and right-of-use assets – net of reversals	(392,073)	-	-	-	(392,073)
Equity in net earnings of joint ventures and associates – net	580,009	-	-	-	580,009
Other segment income – net	1,866,867	-	-	-	1,866,867
Segment result	P3,921,737	P12,527,268	P411,875	P-	16,860,880
Interest income					863,515
Interest expense					(5,382,041)
Income before income tax					12,342,354
Provision for income tax					3,356,901
Net income					P8,985,453

The following tables present certain information on assets and liabilities and other segment information of the different business segments as at December 31, 2025 and 2024:

	2025				
	Food Service	Franchising	Support Services	Eliminations	Consolidated
Assets and Liabilities					
Segment assets	P271,626,305	P-	P63,115	P-	P271,689,420
Deferred tax assets – net	11,306,787	-	-	-	11,306,787
Consolidated assets	P282,933,092	P-	P63,115	P-	P282,996,207
Segment liabilities	P177,490,399	P-	P31,662	P-	P177,522,061
Deferred tax liabilities – net	6,136,850	-	-	-	6,136,850
Long-term debt – including current portion	19,172,799	-	-	-	19,172,799
Income tax payable	881,774	-	538	-	882,312
Consolidated liabilities	P203,681,822	P-	P32,200	P-	P203,714,022
Other Segment Information					
Capital expenditures	P15,472,220	P-	P-	P-	P15,472,220
Depreciation and amortization	18,776,602	-	2,583	-	18,779,185



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	2024				
	Food Service	Franchising	Support Services	Eliminations	Consolidated
Assets and Liabilities					
Segment assets	₱253,979,057	₱-	₱199,408	₱-	₱254,178,465
Deferred tax assets – net	9,372,402	-	27	-	9,372,429
Consolidated assets	₱263,351,459	₱-	₱199,435	₱-	₱263,550,894
Segment liabilities	₱146,400,757	₱-	₱ 25,155	₱-	₱146,425,912
Deferred tax liabilities – net	5,717,243	-	-	-	5,717,243
Long-term debt – including current portion	16,052,580	-	-	-	16,052,580
Income tax payable	787,087	-	653	-	787,740
Consolidated liabilities	₱168,957,667	₱-	₱25,808	₱-	₱168,983,475
Other Segment Information					
Capital expenditures	₱11,979,848	₱-	₱-	₱-	₱11,979,848
Depreciation and amortization	17,745,718	-	1,216	-	17,746,934

Geographical Segments

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

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

The Jollibee Group does not have a single external customer with revenues amounting to 10% or more of the Jollibee Group's revenues.

The following tables present segment revenues, segment assets and capital expenditures of the Jollibee Group's geographical segments:

	2025			
	Philippines	International	Eliminations	Consolidated
Segment revenues	₱180,533,763	₱126,866,602	(₱2,288,576)	₱305,111,789
Segment assets	96,042,523	175,646,897	-	271,689,420
Capital expenditures	9,852,120	5,620,100	-	15,472,220

	2024			
	Philippines	International	Eliminations	Consolidated
Segment revenues	₱166,546,839	₱105,660,467	(₱2,264,974)	₱269,942,332
Segment assets	83,576,170	170,602,295	-	254,178,465
Capital expenditures	6,699,642	5,280,206	-	11,979,848

	2023			
	Philippines	International	Eliminations	Consolidated
Segment revenues	₱152,457,059	₱93,452,384	(₱1,802,095)	₱244,107,348
Segment assets	85,123,447	151,626,705	-	236,750,152
Capital expenditures	4,307,447	6,964,756	-	11,272,203

Revenue from Contracts with Customers

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

	2025			
Revenue Source	Food Service	Franchising	Support Services	Total
Sale of goods	₱280,498,100	₱-	-	₱280,498,100
Royalty fees	-	15,244,994	-	15,244,994
System-wide advertising fees	-	5,554,717	-	5,554,717
Service fees	-	1,469,186	644,009	2,113,195
Set-up fees	-	1,237,128	-	1,237,128
Other revenues	417,444	-	46,211	463,655
Total revenue from contracts with customers	₱280,915,544	₱23,506,025	₱690,220	₱305,111,789
Timing of recognition:				
Goods transferred at a point in time				₱281,605,764
Services transferred over time				23,506,025
				₱305,111,789

	2024			
Revenue Source	Food Service	Franchising	Support Services	Total
Sale of goods	₱248,929,972	₱-	-	₱248,929,972
Royalty fees	-	14,318,894	-	14,318,894
Set-up fees	-	756,816	-	756,816
System-wide advertising fees	-	4,864,579	-	4,864,579
Service fees	-	-	713,259	713,259
Other revenues	304,326	-	54,486	358,812
Total revenue from contracts with customers	₱249,234,298	₱19,940,289	₱767,745	₱269,942,332
Timing of recognition:				
Goods transferred at a point in time				₱249,234,298
Services transferred over time				20,708,034
				₱269,942,332

	2023			
Revenue Source	Food Service	Franchising	Support Services	Total
Sale of goods	₱226,701,561	₱-	-	₱226,701,561
Royalty fees	-	12,089,063	-	12,089,063
Set-up fees	-	438,205	-	438,205
System-wide advertising fees	-	4,060,409	-	4,060,409
Service fees	-	-	483,974	483,974
Other revenues	334,136	-	-	334,136
Total revenue from contracts with customers	₱227,035,697	₱16,587,677	₱483,974	₱244,107,348
Timing of recognition:				
Goods transferred at a point in time				₱227,035,697
Services transferred over time				17,071,651
				₱244,107,348



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6. Cash and Cash Equivalents and Short-term Investments

Cash and Cash Equivalents

This account consists of:

	2025	2024
Cash on hand	₱333,134	₱335,246
Cash in banks	23,013,457	21,620,463
Short-term deposits	11,597,633	7,370,940
	₱34,944,224	₱29,326,649

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

Short-term Investments

The Jollibee Group also has short-term investments amounting to ₱103.2 million and ₱85.5 million as at December 31, 2025 and 2024, respectively. These pertain to deposits with maturities of more than three months but less than a year. Interest income earned from cash and cash equivalents and short-term investments amounted to ₱588.2 million, ₱826.6 million and ₱755.5 million in 2025, 2024 and 2023, respectively (see Note 23).

	2025	2024
Trade	₱7,949,918	₱7,600,569
Less allowance for impairment loss	1,619,255	1,381,857
	6,330,663	6,218,712
Advances to employees	1,679,565	1,473,304
Receivable from retirement fund (see Notes 25 and 27)	631,517	1,009,022
Current portion of employee car plan receivables (see Note 15)	71,871	63,478
Interest receivable	8,199	6,819
Others	226,443	84,740
	8,948,258	8,856,075
Contract assets	1,978,345	1,946,440
	₱10,926,603	₱10,802,515

The terms and conditions of the receivables are as follows:

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

The movements in the allowance for impairment loss on trade receivables as at December 31, 2025 and 2024 are as follows:

	2025	2024
Balance at beginning of year	₱1,381,857	₱1,170,126
Provisions (see Note 22)	267,975	450,373
Write-offs	(40,390)	(202,455)
Reversals (see Note 22)	(976)	(67,173)
Translation adjustments	10,789	30,986
Balance at end of year	₱1,619,255	₱1,381,857

7. Inventories

This account consists of:

	2025	2024
At net realizable value:		
Food supplies and processed inventories	₱14,614,228	₱12,564,898
Novelty items	268,127	86,348
	14,882,355	12,651,246
At cost -		
Packaging, store and other supplies	1,241,762	1,221,460
Total inventories at lower of cost and net realizable value	₱16,124,117	₱13,872,706

The cost of food supplies and processed inventories, and novelty items carried at net realizable value amounted to ₱15,109.7 million and ₱331.8 million, respectively, as at December 31, 2025 and ₱12,936.6 million and ₱162.5 million, respectively, as at December 31, 2024. In 2025, 2024 and 2023, the total cost of inventories charged under "Direct Cost" in the statements of comprehensive income amounted to ₱146,610.2 million, ₱124,907.1 million, and ₱113,996.9 million, respectively (see Note 21).

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

	2025	2024
Balance at beginning of year	₱447,854	₱549,518
Provisions (see Note 22)	167,721	60,390
Write-offs	(53,888)	(94,949)
Reversals (see Note 22)	(4,797)	(70,855)
Translation adjustments	2,255	3,750
Balance at end of year	₱559,145	₱447,854



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8. Other Current Assets

This account consists of:

	2025	2024
Prepaid expenses:		
Taxes	₱6,596,105	₱6,372,012
Rent	833,730	1,013,849
Supplies	115,075	141,219
Insurance and others	1,355,818	1,308,330
Deposit to suppliers and other third parties	2,595,693	2,364,719
Current portion of security and other deposits (see Note 15)	519,821	275,932
	₱12,016,242	₱11,476,061

Terms and conditions of other current assets are as follows:

- Prepaid taxes represent creditable withholding taxes that can be applied in the following year against the corporate income tax due or can be claimed as tax refund from Tax Authorities. This also includes prepaid real property and local business taxes which are expected to be utilized within the next twelve (12) months.
- Prepaid rent pertains to short-term leases of store and office spaces that are paid in advance. Supplies consist of various office and administrative supplies. Prepaid rent, insurance and others are normally utilized within the next financial year.
- Deposit to suppliers and other third parties are generally applied to purchase of inventories and availment of services within the next financial year.

9. Financial Assets at FVTPL

This account consists of:

	2025	2024
Investments in:		
Private equity fund	₱350,950	₱335,363
Bond funds	1,939	211,535
Club shares	43,632	38,682
	396,521	585,580
Less current portion	1,939	211,534
Noncurrent portion	₱394,582	₱374,046

On October 25, 2023, the Jollibee Group, through its wholly owned subsidiary, JFC USA, subscribed as a limited partner in LCGP3 Fresh Flavors Holdings, L.P., a private equity fund in the United States of America, for a committed amount of USD5.0 million (₱284.3 million). As at December 31, 2025 and 2024, total subscription including mark-to-market gains amounted to USD6.0 million (₱351.0 million) and USD5.8 million (₱335.4 million), respectively.

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

In 2025 and 2024, JWPL redeemed bond funds amounting to USD3.7 million (₱220.0 million) and USD207.5 million (₱11,854.8 million), respectively. As at December 31, 2025 and 2024, remaining balance in investment in bond funds, including interest and dividends earned, amounted to USD0.03 million (₱1.9 million) and USD3.7 million (₱211.5 million), respectively.

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

The movements in financial assets at FVTPL are as follows:

	2025	2024
Balance at beginning of year	₱585,580	₱8,169,982
Redemptions	(219,950)	(11,854,808)
Mark-to-market gain on financial assets at FVTPL (see Note 23)	20,938	178,589
Additions	–	3,907,874
Translation adjustment	9,953	183,943
Balance at end of year	₱396,521	₱585,580

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

10. Business Combinations, Incorporation of New Subsidiaries, Material Non-controlling Interests, Interests in and Advances to Joint Ventures, Co-venturers and Associates and Divestments

A. Business Combinations

Acquisition of Tim Ho Wan Business. On November 5, 2024, the Jollibee Group, through its wholly owned subsidiary, JWPL, signed an agreement with a subsidiary of Titan Dining LP (Titan Fund) to transfer the ownership and management of Tim Ho Wan business from Titan Fund to JWPL, through the transfer of 100% ownership of Tim Ho Wan Holdings Pte. Ltd. (THWHPL), the holding company of the Tim Ho Wan business, from a subsidiary of Titan Fund, to JWPL. The completion of this transaction is subject to closing conditions.

On January 2, 2025, JWPL completed the transfer of 100% ownership and management of Tim Ho Wan business under the same terms as disclosed on November 5, 2024, for a total consideration of SGD252.2 million (₱10,695.8 million). JWPL holds a 92% participating interest in Titan Fund as at December 31, 2024. Accordingly, JWPL paid a total cash consideration amounting to SGD20.2 million (₱855.7 million) corresponding to the 8% participating interest held by the other investors in Titan Fund. The Jollibee Group included Tim Ho Wan business in its financial consolidation starting January 2, 2025 (the "acquisition date").



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The fair value of the identifiable assets acquired, and liabilities assumed as at the date of the acquisition were as follows:

Cash and cash equivalents	₱851,996
Receivables	103,348
Inventories	9,628
Other current assets	213,050
Investment in associates	85,719
Property and equipment (see Note 12)	699,276
Right-of-use assets (see Note 29)	1,707,033
Trademark (see Note 14)	4,523,720
Deferred tax assets	384,828
Total identifiable assets acquired	8,578,598
Less:	
Trade payables and other current liabilities	₱434,780
Long-term debt (see Note 18)	1,183,755
Lease liabilities (see Note 29)	1,707,033
Deferred tax liabilities	1,099,913
Total identifiable liabilities assumed	4,425,481
Net identifiable assets acquired	₱4,153,117

The fair value of trade receivables approximates the carrying amount of receivables acquired amounting to ₱103.3 million and it is expected that the full contractual amounts can be collected.

The amount of goodwill at acquisition date amounted to ₱6,591.5 million determined as follows:

<i>Fair value of consideration transferred:</i>	
Total consideration	₱10,695,802
Proportionate share of the non-controlling interest's share in fair value of the net identifiable assets acquired*	48,767
Aggregate amount	10,744,569
Less fair value of net identifiable assets acquired	4,153,117
Goodwill (see Note 14)	₱6,591,452

*30% non-controlling interest in Tim Ho Wan Inc.

The net cash outflow from the acquisition is as follows:

Cash paid on acquisition	₱855,664
Less cash acquired from subsidiary	851,996
	₱3,668

The goodwill of ₱6,591.5 million is attributable to synergies and other benefits from the acquisition of Tim Ho Wan Business. The Tim Ho Wan Concept is a strategic growth engine to the Jollibee Group's Chinese Cuisine segment, highly complimentary to the Jollibee Group's portfolio and well positioned for long-term global expansion.

The net assets recognized in the consolidated financial statements were based on the final assessment of their fair values while the Jollibee Group sought an independent valuation for trademark and other intangible assets owned by Tim Ho Wan.

From the acquisition date, Tim Ho Wan Business contributed ₱3,031.0 million of revenues and ₱321.6 million net loss to the Jollibee Group.

Acquisition of Compose Coffee. On July 2, 2024, the Jollibee Group, through its wholly owned subsidiary, JWPL, in partnership with Elevation Equity Partners Korea Limited (EEP) and Titan Dining Investments Pte. Ltd. (TDIPL), signed definitive agreements to acquire majority shareholding in Compose Coffee Co., Ltd. and Compose Coffee Smart Factory Co. Ltd. (collectively called "Compose Coffee"). JPWL, EEP and TDIPL acquired Compose Coffee through the creation of Jolli-K Co., Ltd. (Jolli-K). Jolli-K, with an initial capitalization of KRW470.0 billion (₱19,851.7 million), is 70% owned by JWPL while the remaining shareholdings are held by EEP and TDIPL with effective shareholdings of 25% and 5%, respectively.

On August 16, 2024, Jolli-K completed the acquisition of Compose Coffee for a total cash consideration of KRW455.0 billion (₱19,017.7 million) on a debt-free basis and cash accretive position. The completion of the transaction was effected after the completion of closing conditions, including required government approvals, provided under the definitive agreements.

Transaction costs of KRW1.1 billion (₱47.1 million) have been expensed and were included in general and administrative expenses in the consolidated statement of comprehensive income for the year ended December 31, 2024.

The Jollibee Group included Compose Coffee in its financial consolidation starting August 16, 2024 (the "acquisition date").

The fair value of the identifiable assets acquired, and liabilities assumed as at the date of the acquisition were as follows:

Cash and cash equivalents	₱1,694,557
Receivables	784,486
Inventories	167,423
Other current assets	1,869,658
Property, plant and equipment (see Note 12)	566,786
Supplier relationships (see Note 14)	6,796,001
Trademark (see Note 14)	5,408,469
Deferred tax assets	200
Other noncurrent assets	11,440
Total identifiable assets acquired	17,299,020
Less:	
Trade payables and other current liabilities	574,729
Deferred tax liabilities	2,589,494
Total identifiable liabilities assumed	3,164,223
Net identifiable assets acquired	₱14,134,797

The amount of goodwill at acquisition date amounted to ₱3,416.5 million determined as follows:

<i>Fair value of consideration transferred:</i>	
Total consideration	₱13,306,311
Proportionate share of the non-controlling interest in the fair value of the net identifiable assets acquired	4,244,962
Aggregate amount	17,551,273
Less fair value of net identifiable assets acquired	14,134,797
Goodwill (see Note 14)	₱3,416,476



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The net cash outflow from the acquisition is as follows:

Cash paid on acquisition	P13,306,311
Less cash acquired from subsidiary	1,694,557
	<u>P11,611,754</u>

The goodwill of P3,416.5 million is attributable to synergies and other benefits from the acquisition of Compose Coffee.

From the acquisition date to December 31, 2024, Compose Coffee contributed P2,376.7 million of revenues and P651.0 million net income to the Jollibee Group. If the business combination had taken place at the beginning of year 2024, contribution to consolidated revenues and net income for the year would have been P6,465.3 million and P2,726.9 million, respectively.

On August 16, 2024, following the completion of the acquisition of Compose Coffee, the BOD of Jolli-K approved the resolution to reduce its capitalization from KRW470.0 billion (P19,851.7 million) to KRW435.0 billion (P18,389.2 million) by way of distribution proportionate to the shareholders' ownership interest.

On March 5, 2025, the BOD of Jolli-K approved the resolution to further reduce its capitalization from KRW435.0 billion (P18,389.2 million) to KRW423.0 billion (P17,908.4 million) by way of distribution proportionate to the shareholders' ownership interest. Total amount distributed to non-controlling interests amounted to KRW3.6 billion (P150.6 million).

Acquisition of MHL. On April 5, 2023, the Jollibee Group through GPPL, disclosed that it will purchase a majority stake from the shareholders of Meko Holdings Limited (MHL), Jollibee brand's master franchisee in Hong Kong. GPPL will acquire 60% ownership for USD16.1 million (P910.1 million) subject to adjustments. The remaining 40% will continue to be owned by the current shareholders of MHL. Completion of this transaction is subject to the fulfillment of the agreed closing conditions.

On September 1, 2023, GPPL completed the acquisition of 60% ownership in MHL under the same terms as disclosed on April 5, 2023 for a total consideration of USD16.1 million (P910.1 million). GPPL paid a total cash consideration of USD14.1 million (P796.9 million). In accordance with the Purchase Agreement, the remaining amount of USD2.0 million (P113.2 million), was withheld by the Jollibee Group to recover for potential liabilities of MHL until August 31, 2024. This amount was presented as part of "trade payables and other current liabilities and contract liabilities" in the consolidated statements of financial position as at December 31, 2023. Subsequently, the USD2.0 million (P113.2 million) was paid on September 3, 2024.

The Jollibee Group included MHL in its financial consolidation starting September 1, 2023 (the "acquisition date").

The fair value of the identifiable assets acquired, and liabilities assumed as at the date of the acquisition were as follows

Cash and cash equivalents	P31,913
Receivables	382
Inventories	11,051
Other current assets	13,392
Property, plant and equipment	419,833
Right-of-use assets	411,609
Deferred tax assets	73,954
Other noncurrent assets	145,162
Total identifiable assets acquired	<u>1,107,296</u>
Less:	
Trade payables and other current liabilities	77,413
Lease liabilities	411,609
Deferred tax liabilities	110,121
Total identifiable liabilities assumed	<u>599,143</u>
Net identifiable assets acquired	<u>P508,153</u>

The amount of goodwill at acquisition date amounted to P605.2 million determined as follows:

Fair value of consideration transferred:	
Total consideration	P910,128
Fair value of non-controlling interest's share in the net identifiable assets acquired	203,261
Aggregate amount	1,113,389
Less fair value of net identifiable assets acquired	508,153
Goodwill	<u>P605,236</u>

The net cash outflow from the acquisition is as follows:

Cash paid on acquisition	P796,928
Less cash acquired from subsidiary	31,913
	<u>P765,015</u>

The goodwill of P605.2 million is attributable to synergies and other benefits from the acquisition of MHL.

From the acquisition date to December 31, 2023, MHL contributed P512.4 million of revenues and P10.8 million net income to the Jollibee Group. If the business combination had taken place at the beginning of year 2023, contribution to consolidated revenues and net income for the year would have been P846.4 million and P60.7 million, respectively.

B. Incorporation of New Subsidiaries

Tim Ho Wan Management Canada Corporation (THW Canada). On August 14, 2025, the Jollibee Group, through THWVPL, incorporated THW Canada in Canada. Its main business will be to focus on management oversight over the North America operations of Tim Ho Wan stores. As at December 31, 2025, no capital investment has been made other than the investment to incorporate THW Canada and has not started commercial operations.

Bee World Australia Pty Ltd (Bee World Australia). On January 20, 2025, the Jollibee Group, through JWPL, incorporated Bee World Australia that will serve as the Jollibee brand franchisor in Australia. Its main business will be to operate Jollibee stores in Australia. As at December 31, 2025, no capital investment has been made other than the investment to incorporate Bee World Australia and has not started commercial operations.

CBTL Gift Card LLC. On August 2, 2024, the Jollibee Group, through ICTL, incorporated CBTL Gift Card LLC in the State of Arizona. Its main business will be to issue gift cards within the US. CBTL Gift Card LLC started commercial operations in September 2025. As at December 31, 2025, no capital investment has been made other than the investment to incorporate CBTL Gift Card LLC.

MKSA LLC (MKSA). On March 21, 2024, the Jollibee Group, through its wholly owned subsidiary Jolly USA Services LLC, organized MKSA in the State of Delaware to operate Milksha stores and potential franchising in the US. As at December 31, 2025 and 2024, the capital investment to MKSA amounted to USD4.0 million (P228.3 million). MKSA started commercial operations on October 29, 2025.

JWPL Technology Co. Ltd. (JWPL Technology). On March 6, 2024, the Jollibee Group, through its wholly owned subsidiary, JWPLM, incorporated JWPL Technology in Thailand. Its main business will be digital services including in-house development of digital platforms, project and product management and digital center of excellence of the Jollibee Group. As at December 31, 2025 and 2024, the capital investment to JWPL Technology amounted to THB72.4 million (P123.6 million) and THB20.4 million (P34.7 million), respectively. JWPL Technology has not started commercial operations as at December 31, 2025.



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On December 29, 2025, the dissolution of the company was registered and is currently undergoing liquidation process for final deregistration.

FCJB Foods Inc. (FCJB). On August 3, 2023, the Parent Company and Food Collective, Pte. Ltd. (FCPL) announced the establishment of a joint venture that will own and operate Tiong Bahru Bakery and Common Man Coffee Roaster brands in the Philippines.

The joint venture entity, incorporated as FCJB on August 29, 2023, is 60% owned by the Parent Company and 40% owned by FCPL. Both companies have committed to invest up to P250.0 million to the joint venture. The capital investment of the Parent Company to FCJB amounted to P250.0 million as at December 31, 2025 and 2024. FCJB started commercial operations on December 8, 2023.

Jollibee (Shanghai) Consulting Management Co., Ltd. (Shanghai Consulting Management). On August 21, 2023, the Jollibee Group, through its wholly owned subsidiary, Jollibee (China) Food & Beverage Management Co. Ltd., incorporated Shanghai Consulting Management to provide executive, human resources and business technology services in China. Shanghai Consulting Management started commercial operations on May 1, 2024. The capital investment to Shanghai Consulting Management amounted to RMB35.0 million (P274.6 million) as at December 31, 2025 and 2024.

Pinnacle Quality Food Inc. (PQF). On June 6, 2022, the Jollibee Group, through its wholly owned subsidiary, Zenith, incorporated PQF to engage in, operate, conduct and maintain the business of manufacturing, importing, buying, selling or otherwise undertaking in wholesale and retail of all kinds of food products and any and all equipment, materials, supplies used or employed in or related to the manufacture of such finished products; to engage, directly or indirectly, in the planting, raising, culture, harvesting and processing of raw agricultural and fishery products into semi-processed or finished products, the packaging and marketing of such products, and to engage in other farm activities and practices. PQF started commercial operations in November 2024. As at December 31, 2025 and 2024, the capital investment to PQF amounted to P150.6 million.

C. Material Non-Controlling Interests

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

Proportion of equity interest held by non-controlling interests in 2025 and 2024 are as follows:

	Country of incorporation and operation	2025	2024
SuperFoods Group	Vietnam	40%	40%
SMCC-SG	Singapore	20%	20%
GBPL	Singapore	40%	40%
Milksha	Taiwan	49%	49%
MHL	Hong Kong	40%	40%
Compose Coffee	South Korea	30%	30%

The summarized financial information of SuperFoods Group, SMCC-SG, GBPL, Milksha, MHL and Compose Coffee in 2025, 2024 and 2023 are provided below. These information are based on amounts before intercompany eliminations.

Summarized Audited Statements of Comprehensive Income for the year ended December 31

	SuperFoods Group		
	2025	2024	2023
Revenues	P11,929,013	P10,230,363	P9,049,127
Net income	277,309	218,824	356,776
Other comprehensive loss	(5,789)	(6,262)	(4,940)
Total comprehensive income	271,520	212,562	351,836
Total comprehensive income attributable to non-controlling interests	108,608	85,025	140,734

SMCC – SG

	2025	2024	2023
Revenues	P22,259,467	P20,551,240	P18,049,684
Net loss	(1,495,446)	(1,907,142)	(3,444,247)
Other comprehensive income (loss)	(381,985)	(641,546)	91,090
Total comprehensive loss	(1,877,431)	(2,548,688)	(3,353,157)
Total comprehensive loss attributable to non-controlling interests	(375,486)	(509,738)	(670,631)

GBPL

	2025	2024	2023
Revenues	P2,376,662	P1,933,856	P1,146,923
Net income	61,190	75,996	50,013
Other comprehensive income	22,024	3,485	1,905
Total comprehensive income	83,214	79,481	51,918
Total comprehensive income attributable to non-controlling interests	33,286	31,792	20,767

Milksha

	2025	2024	2023
Revenues	P2,470,450	P2,335,259	P2,127,378
Net income (loss)	184,497	188,392	156,384
Other comprehensive income (loss)	28,163	631	(16,337)
Total comprehensive income	212,660	189,023	140,047
Total comprehensive income attributable to non-controlling interests	104,203	92,621	68,623

MHL

	2025	2024	2023
Revenues	P1,752,805	P1,663,097	P512,369
Net income (loss)	(4,424)	(99,434)	1,796
Other comprehensive income (loss)	(946)	6,203	4,497
Total comprehensive income (loss)	(5,370)	(93,231)	6,293
Total comprehensive income (loss) attributable to non-controlling interests	(2,148)	(37,292)	2,517

Compose Coffee

	2025	2024
Revenues	P12,169,162	P2,376,694
Net income	1,746,828	650,961
Other comprehensive income	44,968	64,810
Total comprehensive income	1,791,796	715,771
Total comprehensive income attributable to non-controlling interests	457,481	182,751

Summarized Statements of Financial Position as at December 31

	SuperFoods Group	
	2025	2024
Current assets	P1,363,443	P1,085,260
Noncurrent assets	9,212,103	7,982,398
Current liabilities	5,361,085	4,741,827
Noncurrent liabilities	4,264,887	3,645,629
Total equity	949,574	680,202
Equity attributable to non-controlling interests	379,830	272,081



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	SMCC – SG	
	2025	2024
Current assets	₱4,804,035	₱4,035,210
Noncurrent assets	33,901,344	34,484,198
Current liabilities	30,433,342	28,128,762
Noncurrent liabilities	12,623,846	12,887,910
Total deficit	(4,351,809)	(2,497,264)
Deficit attributable to non-controlling interests	(3,790,174)	(3,419,093)

	GBPL	
	2025	2024
Current assets	₱319,151	₱366,267
Noncurrent assets	984,646	734,771
Current liabilities	517,214	282,610
Noncurrent liabilities	466,854	535,661
Total equity	319,729	282,767
Equity attributable to non-controlling interests	127,892	113,107

	Milksha	
	2025	2024
Current assets	₱1,105,741	₱1,098,898
Noncurrent assets	440,953	192,527
Current liabilities	734,711	612,424
Noncurrent liabilities	100,141	93,138
Total equity	711,842	585,863
Equity attributable to non-controlling interests	348,803	287,073

	MHL	
	2025	2024
Current assets	₱273,517	₱181,818
Noncurrent assets	850,644	969,646
Current liabilities	631,833	638,628
Noncurrent liabilities	75,869	103,532
Total equity	416,459	409,304
Equity attributable to non-controlling interests	166,584	163,722

	Compose Coffee	
	2025	2024
Current assets	₱5,220,186	₱4,296,146
Noncurrent assets	17,709,134	17,668,712
Current liabilities	1,466,953	984,814
Noncurrent liabilities	2,520,645	2,372,137
Total equity	18,941,722	18,607,907
Equity attributable to non-controlling interests	4,053,941	4,023,019

Summarized Audited Cash Flow Information for the year ended December 31

	SuperFoods Group		
	2025	2024	2023
Net cash provided by operating activities	₱1,299,653	₱977,022	₱835,371
Net cash used in investing activities	(1,525,035)	(1,137,921)	(1,631,426)
Net cash provided by financing activities	294,905	19,543	327,180
Net increase (decrease) in cash and cash equivalents	69,523	(141,356)	(468,875)

	SMCC-SG		
	2025	2024	2023
Net cash provided by operating activities	₱2,932,824	₱2,028,840	₱760,812
Net cash used in investing activities	(1,355,057)	(1,692,238)	(1,820,796)
Net cash provided by (used in) financing activities	(1,312,830)	18,515	364,756
Net increase (decrease) in cash and cash equivalents	264,937	355,117	(695,228)

	GBPL		
	2025	2024	2023
Net cash provided by operating activities	₱169,493	₱300,700	₱296,635
Net cash used in investing activities	(199,601)	(255,739)	(183,252)
Net cash used in financing activities	(46,251)	(55,249)	(82,920)
Net increase (decrease) in cash and cash equivalents	(76,359)	(10,288)	30,463

	Milksha		
	2025	2024	2023
Net cash provided by operating activities	₱255,050	₱37,298	₱150,269
Net cash used in investing activities	(307,462)	(48,905)	(49,359)
Net cash provided by financing activities	56,100	–	–
Net increase (decrease) in cash and cash equivalents	3,688	(11,607)	100,910

	MHL		
	2025	2024	2023
Net cash provided by operating activities	₱154,583	₱67,363	₱3,356
Net cash used in investing activities	(107,013)	(97,013)	1,914
Net cash provided by financing activities	26,570	3,643	60,976
Net increase (decrease) in cash and cash equivalents	74,140	(26,007)	66,246

	Compose Coffee	
	2025	2024
Net cash provided by operating activities	₱1,222,741	₱542,949
Net cash used in investing activities	(150,729)	(338,423)
Net cash used in financing activities	(456,432)	–
Net increase in cash and cash equivalents	615,580	204,526



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

	2025	2024
Interests in joint ventures:		
Titan Dining LP	₱7,518,958	₱16,264,727
Titan Dining II LP	1,553,975	1,358,801
Golden Bee Foods Restaurant LLC	745,927	417,172
JBPX Foods Inc.	101,525	156,271
Yoshinoya Jollibee Foods, Inc.	93,745	91,462
	10,014,130	18,288,433
Interests in associates:		
CentralHub Industrial Centers, Inc.	3,467,084	3,428,692
Botrista, Inc.	1,608,484	1,695,057
C-Joy Poultry Meats Production, Inc.	890,177	669,639
Tortazo LLC	593,233	628,063
Entrek (B) SDN BHD	261,653	186,267
CODS Inc.*	118,836	–
Beeworks Food SDN. BHD.	(110,519)	(51,795)
WDI Dim Sum Japan, Inc.**	19,713	–
C-Joy Poultry Realty, Inc.	–	15,390
	6,848,661	6,571,313
Advances to a joint venture, associates and a co-venturer:		
Tortazo LLC	₱212,400	₱183,156
JBPX Foods Inc.	132,735	133,077
Beeworks Food SDN. BHD	122,888	94,594
VTI Group	–	1,557,026
	468,023	1,967,853
	₱17,330,814	₱26,827,599

*With 40% interest held through DSPL

**With 30% interest held through DSPL

Interests in Joint Ventures

Titan Dining LP (Titan). The Jollibee Group, through JWPL, as a Limited Liability Partner, has 92% participating interest in Titan as at December 31, 2025 and 2024. Titan is a private equity fund that owns the Asia Pacific master franchise holder of the “Tim Ho Wan” brand, Tim Ho Wan Pte. Ltd. and its affiliate, Dim Sum Pte. Ltd., which owns and operates Tim Ho Wan stores in Singapore. Titan, through its fund assets, also owns the “Common Man Coffee Roasters” and “Tiong Bahru Bakery” brands and other food concepts in Singapore and Malaysia.

On January 1, 2024, JWPL announced the increase in the total maximum fund of Titan from SGD350.0 million (₱14,395.5 million) to SGD450.0 million (₱18,940.5 million) to fund the store expansion plans and working capital requirements of Tim Ho Wan and the completion of other projects. With the increase in fund size, JWPL’s total commitment to the fund shall amount to SGD414.0 million (₱17,425.3 million). JWPL also increased its participating interest from 90% to 92% through the purchase of 2% participating interest of another limited partner in the fund for a total consideration of SGD7.7 million (₱324.8 million). These amendments are necessary to support the growth expansion of Tim Ho Wan, other brands and other future food and beverage concepts that will be part of Titan’s portfolio.

On April 11 and November 18, 2024, JWPL made additional investments amounting to SGD15.6 million (₱659.4 million) and SGD41.4 million (₱1,813.6 million) proportionate to its participating interest in Titan.

On November 5, 2024, the Jollibee Group, through its wholly owned subsidiary, JWPL, signed an agreement with a subsidiary of Titan to transfer the ownership and management of Tim Ho Wan business from Titan to JWPL, through the transfer of 100% ownership of THWHPL, the holding company of the Tim Ho Wan business, from a subsidiary of Titan, to JWPL. The completion of this transaction is subject to closing conditions.

On January 2, 2025, JWPL completed the transfer of 100% ownership and management of Tim Ho Wan business under the same terms as disclosed on November 5, 2024 for a total consideration of SGD252.2 million (₱10,695.8 million).

The Jollibee Group included Tim Ho Wan business in its financial consolidation starting January 2, 2025 (the “acquisition date”).

JWPL held a 92% participating interest in Titan since January 2024. Accordingly, its cash payment for the transaction was only SGD20.2 million (₱855.7 million), corresponding to the 8% participating interest held by the other investors in the Titan Fund.

With the acquisition, JWPL made partial divestment in Titan attributable to the Tim Ho Wan business totaling to ₱8,778.8 million as at January 2, 2025.

On September 3, 2025, JWPL made an additional investment amounting to SGD3.7 million (₱166.9 million) proportionate to its participating interest in Titan.

The details of the Jollibee Group’s participating interest in Titan as at December 31, 2025 and 2024 are as follows:

	2025	2024
Interest in a joint venture – cost:		
Balance at beginning of year	₱15,584,746	₱12,786,939
Divestment during the year	(8,491,962)	–
Additions during the year	166,892	2,797,807
Balance at end of year	7,259,676	15,584,746
Cumulative equity in net earnings:		
Balance at beginning of year	679,981	484,337
Divestment during the year	(286,818)	–
Equity in net earnings (loss) during the year	(133,881)	195,644
Balance at end of year	259,282	679,981
	₱7,518,958	₱16,264,727

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

	2025	2024
Current assets	₱273,262	₱349,362
Noncurrent assets	8,933,614	18,961,700
Total assets	₱9,206,876	₱19,311,062
Current liabilities	₱46,242	₱39,382
The amounts of assets and liabilities above include:		
	2025	2024
Cash and cash equivalents	₱259,157	₱248,897



NOTES TO AUDITED CONSOLIDATED FINANCIAL STATEMENTS

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

	2025	2024	2023
Net income (loss)	(P145,523)	P212,657	P384,600
Total comprehensive income (loss)	(145,523)	212,657	384,600
	2025	2024	
Net assets	P9,160,634	P19,271,680	
Proportion of the Jollibee Group's participating interest	92%	92%	
Goodwill	8,427,783	17,729,946	
Cumulative translation adjustments	61,409	61,901	
	(970,234)	(1,527,120)	
	P7,518,958	P16,264,727	

Titan Dining II LP (Titan Fund II). On April 3, 2024, the Jollibee Group, through its wholly owned subsidiary, JWPL, announced its participation and capital call commitment to Titan Dining II LP (Titan Fund II).

The fund size of Titan Fund II will be SGD100.0 million (P4,184.0 million) which will be used to fund strategic investments in food and beverage concepts with the objective to further grow the Asia Pacific food service brands and/or bring strong global food service brands to the Asia Pacific. JWPL will have 90% participating interest in Titan Fund II, with a capital commitment of SGD90.0 million (P3,765.6 million). Titan Fund II will be managed by Titan Dining Partners II Ltd., consisting of individuals with extensive experience in the food and beverage sector in the Asia Pacific Region.

On July 29, 2024, JWPL made an initial capital contribution amounting to SGD31.5 million (P1,387.7 million). On September 3, 2025, JWPL made an additional capital contribution amounting to SGD6.3 million (P285.7 million) proportionate to its participating interest in Titan Fund II.

The details of the Jollibee Group's participating interest in Titan Fund II as at December 31 are as follows:

	2025	2024
Interest in a joint venture – cost:		
Balance at beginning of year	P1,387,693	P1,387,693
Additions during the year	285,711	–
Balance at end of year	1,673,404	1,387,693
Cumulative equity in net losses:		
Balance at beginning of year	(28,892)	–
Equity in net loss during the year	(69,946)	(28,892)
Dividends received during the year	(20,591)	–
Balance at end of year	(119,429)	(28,892)
	P1,553,975	P1,358,801

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

	2025	2024
Current assets	P136,428	P210,582
Noncurrent assets	1,640,962	1,278,241
Total assets	P1,777,390	P1,488,823
Current liabilities	P19,397	P26,625

The amounts of assets and liabilities above include:

	2025	2024
Cash and cash equivalents	P18,170	P113,184

The amounts of the loss accounts include the following:

	2025	2024
Net loss	(P77,718)	(P32,102)
Total comprehensive loss	(77,718)	(32,102)

	2025	2024
Net assets	P1,757,993	P1,462,198
Proportion of the Jollibee Group's participating interest	90%	90%
	1,582,194	1,315,978
Cumulative translation adjustments	(28,219)	42,823
	P1,553,975	P1,358,801

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

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

	2025	2024
Interest in a joint venture – cost	P33,926	P33,926
Cumulative equity in net earnings:		
Balance at beginning of year	383,246	358,321
Equity in net earnings during the year	328,755	142,647
Dividends received during the year	–	(117,722)
Balance at end of year	712,001	383,246
	P745,927	P417,172

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

	2025	2024
Current assets	P1,643,853	P1,092,733
Noncurrent assets	885,777	881,002
Total assets	P2,529,630	P1,973,735
Current liabilities	P832,243	P818,433
Noncurrent liabilities	30,032	186,744
Total liabilities	P862,275	P1,005,177

The amounts of assets and liabilities above include:

	2025	2024
Cash and cash equivalents	P1,096,315	P752,045



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

	2025	2024	2023
Revenues	P3,249,869	P2,828,973	P2,376,616
Depreciation and amortization	79,791	62,776	55,052
Net income	670,928	291,116	282,659
Total comprehensive income	670,928	291,116	222,714
		2025	2024
Net assets		P1,667,355	P968,558
Proportion of the Jollibee Group's ownership		49%	49%
		817,004	474,593
Cumulative translation adjustments		(71,077)	(57,421)
		P745,927	P417,172

JBPX Foods Inc. (Panda Express). The Jollibee Group, through the Parent Company, has 50% ownership in JBPX Foods Inc., a company that owns and operates the Panda Express brand in the Philippines.

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

	2025	2024
Interest in a joint venture – cost	P281,750	P281,750
Cumulative equity in net losses:		
Balance at beginning of year	(125,479)	(64,733)
Equity in net loss during the year	(54,746)	(60,746)
Balance at end of year	(180,225)	(125,479)
	P101,525	P156,271

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

	2025	2024
Current assets	P315,076	P303,240
Noncurrent assets	747,521	933,074
Total assets	P1,062,597	P1,236,314
Current liabilities	P322,540	P299,405
Noncurrent liabilities	537,007	624,367
Total liabilities	P859,547	P923,772

The amounts of assets and liabilities above include:

	2025	2024
Cash and cash equivalents	P271,600	P256,798
Current financial liabilities (excluding trade payables and other current liabilities and provisions)	63,111	52,170
Noncurrent financial liabilities (excluding trade and other payables and provisions)	536,818	624,180

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

	2025	2024	2023
Revenues	P1,417,226	P1,353,878	P1,265,891
Depreciation and amortization	166,982	183,383	142,988
Taxes and licenses	85	17	2,041
Interest income	7,092	9,875	16,554
Interest expense	(42,293)	(54,812)	(42,442)
Net loss	(109,492)	(121,492)	(56,574)
Total comprehensive loss	(109,492)	(122,135)	(57,195)
		2025	2024
Net assets		P203,050	P312,542
Proportion of the Jollibee Group's ownership		50%	50%
		P101,525	P156,271

Yoshinoya Jollibee Foods, Inc. (Yoshinoya). The Jollibee Group, through the Parent Company, has 50% ownership in Yoshinoya, a company that owns and operates the Yoshinoya brand in the Philippines.

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

	2025	2024
Interest in a joint venture – cost	P95,000	P95,000
Cumulative equity in net losses:		
Balance at beginning of year	(3,538)	(6,251)
Equity in net earnings during the year	2,283	2,713
Balance at end of year	(1,255)	(3,538)
	P93,745	P91,462

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

	2025	2024
Current assets	P134,716	P115,242
Noncurrent assets	165,702	173,428
Total assets	P300,418	P288,670
Current liabilities	P69,909	P67,539
Noncurrent liabilities	43,019	38,207
Total liabilities	P112,928	P105,746

The amounts of assets and liabilities above include:

	2025	2024
Cash and cash equivalents	P123,037	P101,085
Current financial liabilities (excluding trade payables and other current liabilities and provisions)	17,332	11,445
Noncurrent financial liabilities	43,018	38,206



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

	2025	2024	2023
Revenues	P426,410	P397,362	P380,150
Depreciation and amortization	39,116	38,699	30,554
Taxes and licenses	78	–	18
Interest income	3,346	3,091	3,127
Interest expense	(4,518)	(3,152)	(1,763)
Net income	4,566	5,427	5,130
Total comprehensive income	4,566	5,446	5,025
		2025	2024
Net assets		P187,490	P182,924
Proportion of the Jollibee Group's ownership		50%	50%
		P93,745	P91,462

Interests in Associates

CentralHub Industrial Centers, Inc. (CentralHub). As at December 31, 2025 and 2024, the Jollibee Group, through the Parent Company and its wholly subsidiary, Zenith, owns 39% interest in CentralHub, a company in the industrial real estate business. CentralHub intends to register and operate as a Real Estate Investment Trust (REIT) company, with plans for a public listing when market conditions are optimal.

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

	2025	2024
Interest in an associate – cost	P3,390,073	P3,390,073
Cumulative equity in net earnings:		
Balance at beginning of year	38,619	29,062
Equity in net earnings during the year	38,392	9,557
Balance at end of year	77,011	38,619
	P3,467,084	P3,428,692

Summarized financial information of CentralHub based on its financial statements and reconciliation with the carrying amount of the investment in the consolidated financial statements as at December 31, 2025 and 2024 are set out below:

	2025	2024
Current assets	P3,138,765	P3,131,280
Noncurrent assets	5,010,126	4,804,017
Total assets	8,148,891	7,935,297
Current liabilities	P548,243	P556,480
Noncurrent liabilities	500,274	376,883
Total liabilities	1,048,517	933,363

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

	2025	2024	2023
Revenues	175,916	P52,882	P52,688
Taxes and licenses	58,885	11,494	11,732
Interest income	35	21	20,762
Interest expense	(2,290)	(2,582)	(2,385)
Net income	98,440	24,506	7,036
Total comprehensive income	98,440	24,506	7,036
		2025	2024
Net assets		P7,100,374	P7,001,934
Proportion of the Jollibee Group's ownership		39%	39%
Goodwill		2,769,146	2,730,754
		697,938	697,938
		P3,467,084	P3,428,692

Botrista, Inc. (Botrista). On March 27, 2024, the Jollibee Group, through JWPL, invested USD28.0 million (P1,577.5 million) in Botrista's common and convertible preferred shares, in consideration for 10% fully diluted interest. Botrista is a leader in the beverage technology space that holds more than 100 patents globally for its proprietary dispense technology which provides automated solutions to serve cold specialty coffee and tea-based drinks with premium and all-natural ingredients.

On December 14, 2024, JWPL made additional investment amounting to USD4.0 million (P233.9 million). As a result, the ownership interest in Botrista increased from 10.0% to 10.8% on a fully diluted basis.

JWPL's investment in Botrista is a strong fit to Jollibee Group's goal of growing its coffee and tea business. It will pave strategic access to innovative and sustainable platform and technology, creating gateway to tap the USD3.0 trillion (P168.7 trillion)-worth total addressable market for beverages industry globally, by expanding distribution channels and providing consumers with healthier options. This gives Jollibee Group an opportunity to leverage Botrista's technological capabilities, which will create significant learnings and synergies that will further enhance Jollibee Group's competitive advantage.

The details of Jollibee Group's interest in Botrista as at December 31 are as follows:

	2025	2024
Interest in an associate – cost	P1,811,369	P1,811,369
Cumulative equity in net losses:		
Balance at beginning of year	(116,312)	–
Equity in net loss during the year	(86,573)	(116,312)
Balance at end of year	(202,885)	(116,312)
	P1,608,484	P1,695,057

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

	2025	2024
Current assets	P1,576,930	P2,238,380
Noncurrent assets	1,255,171	1,006,461
Total assets	P2,832,101	P3,244,841
Current liabilities	P616,139	P1,156,197
Noncurrent liabilities	1,360,821	356,270
Total liabilities	P1,976,960	P1,512,467



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

	2025	2024
Revenues	₱732,597	₱561,725
Net loss	(2,191,729)	(2,944,600)
	2025	2024
Net assets	₱855,141	₱1,732,374
Proportion of the Jollibee Group's ownership	10.8%	10.8%
	92,355	187,096
Goodwill	1,538,946	1,538,946
Cumulative translation adjustments	(22,817)	(30,985)
	₱1,608,484	₱1,695,057

C-Joy Poultry Meats Production, Inc. (C-Joy Poultry). The Parent Company has 30% ownership interest in C-Joy Poultry, a company that operates a poultry processing plant in Sto. Tomas, Batangas, Philippines.

The details of Jollibee Group's interest in C-Joy Poultry as at December 31 are as follows:

	2025	2024
Interest in an associate – cost	₱1,920,126	₱1,920,126
Cumulative equity in net losses:		
Balance at beginning of year	(1,250,487)	(1,485,493)
Equity in net earnings during the year	220,538	235,006
Balance at end of year	(1,029,949)	(1,250,487)
	₱890,177	₱669,639

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

	2025	2024
Current assets	₱3,757,337	₱2,511,668
Noncurrent assets	2,005,473	2,234,770
Total Assets	₱5,762,810	₱4,746,438
Current liabilities	₱2,617,421	₱2,313,222
Noncurrent liabilities	178,132	201,087
Total liabilities	₱2,795,553	₱2,514,309

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

	2025	2024	2023
Revenues	₱17,311,915	₱14,693,261	₱12,005,551
Depreciation and amortization	281,098	298,507	248,445
Taxes and licenses	1,964	16,393	17,606
Interest income	23,023	4,597	3,421
Interest expense	(13,030)	(56,755)	(100,032)
Net income	735,127	783,352	536,496
Total comprehensive income	777,811	825,191	579,145

	2025	2024
Net assets	₱2,967,257	₱2,232,129
Proportion of the Jollibee Group's ownership	30%	30%
	₱890,177	₱669,639

Tortazo LLC (Tortazo). As at December 31, 2025 and 2024, the Jollibee Group, through JFC USA, has 52.34% and 52.30% ownership in Tortazo, respectively. The company owns and operates the Tortazo business – a Mexican fast-casual restaurant business in the USA, founded by award-winning Chef Rick Bayless

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

	2025	2024
Interest in an associate – cost	₱978,230	₱978,230
Cumulative equity in net losses:		
Balance at beginning of year	(350,167)	(253,003)
Equity in net loss during the year	(34,830)	(97,164)
Balance at end of year	(384,997)	(350,167)
	₱593,233	₱628,063

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

	2025	2024
Current assets	₱113,776	₱123,581
Noncurrent assets	647,795	625,421
Total assets	₱761,571	₱749,002
Current liabilities	₱314,253	₱241,897

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

	2025	2024	2023
Revenues	₱221,049	₱265,847	₱264,627
Net loss	(66,546)	(185,782)	(168,675)
Total comprehensive loss	(66,546)	(185,782)	(168,675)

	2025	2024
Net assets	₱447,318	₱507,105
Proportion of the Jollibee Group's ownership	52.34%	52.30%
	234,126	265,216
Goodwill	381,532	381,532
Cumulative translation adjustments	(22,425)	(18,685)
	₱593,233	₱628,063



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Entrek (B) SDN BHD (Entrek). The Jollibee Group, through JIBL, has 1/3 or 33.33% ownership in Entrek, a company that operates Jollibee stores in Brunei.

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

	2025	2024
Interest in an associate – cost	P16,660	P16,660
Cumulative equity in net earnings:		
Balance at beginning of year	169,607	180,545
Equity in net earnings during the year	75,384	73,550
Dividends received during the year	–	(84,488)
Balance at end of year	244,991	169,607
	P261,651	P186,267

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

	2025	2024
Current assets	P1,021,929	P784,351
Noncurrent assets	406,217	349,581
Total assets	P1,428,146	P1,133,932
Current liabilities	P349,018	P475,171

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

	2025	2024	2023
Revenues	P1,817,450	P1,732,600	P1,538,480
Depreciation and amortization	107,094	94,324	96,779
Net income	226,153	220,651	197,406
Total comprehensive income	226,153	220,651	197,406
Net assets	P1,079,128	P658,761	
Proportion of the Jollibee Group's ownership	33.33%	33.33%	
Cumulative translation adjustments	(98,056)	(33,320)	
	P261,653	P186,267	

Beeworks Food SDN. BHD. (Beeworks – West Malaysia). The Jollibee Group, through GPPL, has 30% ownership interest in Beeworks – West Malaysia, a company that owns and operates Jollibee stores in West Malaysia which covers the country's capital, Kuala Lumpur.

The details of the Jollibee Group's interest in Beeworks – West Malaysia as at December 31 are as follows:

	2025	2024
Interest in an associate – cost	P9,299	P9,299
Cumulative equity in net losses:		
Balance at beginning of year	(61,094)	(39,028)
Equity in net loss during the year	(58,724)	(22,066)
Balance at end of year	(119,818)	(61,094)
	(P110,519)	(P51,795)

Summarized financial information of Beeworks – West Malaysia based on its financial statements and reconciliation with the carrying amount of the investment in the consolidated financial statements as at December 31 are set out below:

	2025	2024
Current assets	P165,211	P131,943
Noncurrent assets	602,585	490,829
Total assets	P767,796	P622,772
Current liabilities	P369,090	P289,703
Noncurrent liabilities	813,259	514,237
Total liabilities	P1,182,349	P803,940

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

	2025	2024	2023
Revenues	P841,738	P544,248	P349,975
Depreciation and amortization	113,614	45,335	36,310
Net loss	(195,746)	(73,555)	(76,390)
Total comprehensive loss	(195,746)	(73,555)	(76,390)
Net liabilities	(P414,553)	(P181,168)	
Proportion of the Jollibee Group's ownership	30%	30%	
Cumulative translation adjustments	13,847	2,555	
	(P110,519)	(P51,795)	

C-Joy Poultry Realty, Inc. (C-Joy Realty). The Parent Company has 30% ownership interest in C-Joy Realty, a company which leases the land where the C-Joy Poultry plant is located.

On May 26, 2025, the Parent Company sold its interest in C-Joy Realty for a total consideration of P33.1 million resulting to a gain of P20.1 million (see Note 23).



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The details of the Jollibee Group's interest in C-Joy Realty as at May 26, 2025 and December 31, 2024 are as follows:

	May 2025	December 2024
Interest in an associate – cost:		
Balance at beginning of year	₱10,586	₱10,586
Divestment during the year	(10,586)	–
	–	10,586
Cumulative equity in net earnings:		
Balance at beginning of year	4,804	9,565
Equity in net loss during the year	(2,398)	(4,761)
Divestment during the year	(2,406)	–
Balance at end of year	–	4,804
	₱–	₱15,390

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

	May 2025	December 2024
Current assets	₱74,540	₱154,730
Noncurrent assets	310,346	310,322
Total assets	₱384,886	₱465,052
Current liabilities	₱63,580	₱65,753
Noncurrent liabilities	278,000	348,000
Total liabilities	₱341,580	₱413,753

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

	May 2025	December 2024	December 2023
Revenues	₱10,000	₱14,996	₱14,177
Taxes and licenses	2,344	13,951	1
Interest income	275	853	112
Interest expense	(8,217)	–	(227)
Net loss	(7,993)	(15,871)	9,681
Total comprehensive loss	(7,993)	(15,871)	9,681
	May 2025	December 2024	
Net assets	₱43,306	₱51,299	
Proportion of the Jollibee Group's ownership	30%	30%	
	12,992	15,390	
Divestment	(12,992)	–	
	₱–	₱15,390	

Advances to Associates

Advances to Tortazo. The details of the Jollibee Group's advances to Tortazo as at December 31 are as follows:

	2025	2024
Balance at beginning of year	₱183,156	₱86,656
Advances during the year	34,080	111,205
Collections during the year	(29,213)	(23,342)
Accrual of interest (see Note 23)	20,228	5,787
Translation adjustments	4,149	2,850
Balance at end of year	₱212,400	₱183,156

On February 9, 2023, the Jollibee Group, through JFC USA, granted a one-year loan to Tortazo amounting to USD0.7 million (₱37.6 million) subject to an interest rate of 6.0% per annum payable on maturity date. On January 26, 2024, the maturity date of the loan was extended to February 26, 2027.

On July 6, 2023, additional loan was granted amounting to USD1.0 million (₱54.6 million) subject to an interest rate of 7.0% per annum payable on July 5, 2024, the maturity date. On July 5, 2024, the maturity date was extended to July 5, 2025. Tortazo made partial payments totaling to USD0.4 million (₱23.3 million) in 2024. On March 19, 2025 and September 19, 2025, additional payments were made amounting to USD0.2 million (₱11.4 million) and USD0.1 million (₱6.0 million), respectively. On July 5, 2025, the maturity date of the loan was further extended to July 5, 2026. On June 21, 2024, Tortazo issued a four- convertible promissory note to JFC USA amounting to USD0.9 million (₱53.5 million). Subsequently, additional notes were issued on September 4, 2024 and December 2, 2024 amounting to USD0.2 million (₱12.2 million) and USD0.2 million (₱12.3 million), respectively. On March 3, 2025 and June 2, 2025, additional notes amounting to USD0.2 million (₱12.2 million) and USD0.2 million (₱11.7 million) were issued. The notes bear an interest rate of 14.0% per annum and payable on the maturity date. On December 31, 2025, Tortazo made partial payment amounting to USD0.4 million (₱22.8 million).

On June 21, 2024, JFC USA granted a loan to Tortazo amounting to USD0.4 million (₱22.7 million). On September 4, 2024 and December 2, 2024, additional loans were granted amounting to USD0.1 million (₱5.2 million) and USD0.1 million (₱5.3 million), respectively. On March 3, 2025 and June 2, 2025, loans amounting to USD0.1 million (₱5.2 million) and USD0.1 million (₱5.0 million) were issued. The loans bear an interest rate of 7.0% per annum and payable on the maturity dates. On December 31, 2025, Tortazo made partial payment amounting to USD0.1 million (₱6.4 million).

Advances to Beeworks – West Malaysia. The details of the Jollibee Group's advances to Beeworks – West Malaysia as at December 31 are as follows:

	2025	2024
Balance at beginning of year	₱94,594	₱75,538
Advances during the year	21,484	12,413
Accrual of interest (see Note 23)	4,773	3,516
Translation adjustments	2,037	3,127
Balance at end of year	₱122,888	₱94,594

On May 11, 2022, the Jollibee Group, through GPPL, extended a 5-year loan to Beeworks – West Malaysia amounting to MYR2.4 million (₱30.0 million) available in two (2) tranches subject to an interest rate of 3.5% per annum. The first tranche amounting MYR1.2 million (₱15.0 million) was issued on June 10, 2022. Subsequently, the second tranche amounting to MYR1.2 million (₱15.3 million) was issued on September 1, 2022. The loan is payable in full on the 5th year from the date of the agreement.

On March 2, 2023, GPPL extended an 8-year loan amounting to MYR3.6 million (₱43.9 million), available in two (2) tranches subject to an interest rate of 4.74% per annum. The first tranche amounting MYR1.7 million (₱21.4 million) was issued on April 3, 2023. Subsequently, the second tranche amounting to MYR1.9 million (₱22.5 million) was issued on October 31, 2023. The loan is payable in full on the 8th year from date of agreement.



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On October 18, 2024, GPPL extended a 7-year loan amounting to MYR0.9 million (P12.4 million) subject to an interest rate of 5.12% per annum. The loan is payable in full upon maturity.

On May 26, 2025, GPPL extended a 7-year loan amounting to MYR2.2 million (P29.2 million) available in two (2) tranches subject to an interest rate of equivalent to 6 months KLIBOR plus 1.5% per annum. The first tranche amounting MYR1.6 million (P21.5 million) was issued on June 11, 2025. The loan is payable in full upon maturity.

Advances to a Joint Venture

Advances to JBPX. The details of the Jollibee Group's advances to JBPX as at December 31 are as follows:

	2025	2024
Balance at beginning of year	P133,077	P128,865
Collections during the year	(8,191)	(4,259)
Accrual of interest (see Note 23)	7,849	8,471
Balance at end of year	P132,735	P133,077

On July 14, 2023, the Parent Company extended a loan to JBPX amounting to P125.0 million subject to a variable interest rate based on the sum of six (6) month PHP BVAL plus spread of 0.7% to be repriced and paid semi-annually. The loan is payable in full on the 4th year from the date of the agreement

Advances to a Co-venturer

Advances to VTI Group. The details of the Jollibee Group's advances to VTI Group as at December 31 are as follows:

	2025	2024
Balance at beginning of year	P1,557,026	P2,066,012
Collections during the year	(1,568,130)	(700,028)
Accrual of interest (see Note 23)	50,844	85,531
Translation adjustments and others	(39,740)	105,511
Balance at end of year	P-	P1,557,026

On December 14, 2016, a loan of USD9.0 million (P447.5 million) was extended to the VTI Group with an interest rate of 3.5% per annum. The loan was agreed to be used for SuperFoods Group's capital needs. The loan is part of the total agreed loan of USD30.0 million payable in eight (8) years from the first utilization date. On June 2, 2017, the additional loan of USD21.0 million (P1,060.0 million) was granted to the VTI Group. The loan is secured by pledged shares in SFVT and Blue Sky which will be released in proportion to the amount of the principal paid. On December 17, 2024, the USD9.0 million loan and related interest were paid in full. On June 10, 2025, the remaining principal amount of USD21.0 million (P1,172.4 million) loan was paid in full. Subsequently, on September 2, 2025, the remaining interest amounting to USD6.8 million (P395.7 million) was paid.

Total interest from this loan, recognized as interest income, amounted to USD0.9 million (P50.8 million), USD1.5 million (P85.5 million) and USD1.3 million (P71.0 million) in 2025, 2024 and 2023, respectively (see Note 23).

E. Cessation of Business of a Subsidiary

Pho24 Business. On May 10, 2023, the SuperFoods Group which owns Highlands Coffee and Pho24 transferred the assets of the Pho24 business to East-West Restaurant Concepts resulting to a gain of P36.2 million. Pho24 operated fourteen (14) stores in Vietnam. The franchise agreement for the operation of Pho24 stores in the Philippines was also terminated.

12. Property, Plant and Equipment

The rollforward analysis of property, plant and equipment are as follows:

	2025							
	Land and Land Improvements	Plant, Buildings, Commercial Condominium Units and Improvements	Leasehold Improvements	Office, Store and Food Processing Equipment	Furniture and Fixtures	Transportation Equipment	Construction in Progress	Total
Cost								
Balance at beginning of year	P139,379	P11,182,635	P39,907,031	P35,496,720	P4,088,243	P781,876	P8,100,492	P99,696,376
Additions	-	625,545	1,375,234	2,888,485	110,554	43,384	10,429,018	15,472,220
Acquisition of a business (see Note 11)	-	-	503,992	155,764	38,628	892	-	699,276
Retirements and disposals	-	(55,973)	(1,904,523)	(1,329,456)	(121,273)	(8,042)	(162,633)	(3,581,900)
Reclassifications	-	30,020	4,578,806	3,102,981	183,523	164,121	(8,059,451)	-
Translation adjustments	3,050	(41,893)	1,047,204	516,756	156,236	261	61,207	1,742,821
Balance at end of year	142,429	11,740,334	45,507,744	40,831,250	4,455,911	982,492	10,368,633	114,028,793
Accumulated Depreciation and Amortization								
Balance at beginning of year	P-	P4,949,115	P21,590,182	P24,956,220	P3,060,699	P437,922	P-	P54,994,138
Depreciation and amortization (see Notes 21 and 22)	-	860,273	3,742,036	4,077,926	418,148	72,628	-	9,171,011
Retirements and disposals	-	(55,973)	(1,506,115)	(1,135,807)	(92,956)	(6,560)	-	(2,797,411)
Translation adjustments	-	(24,925)	579,438	412,044	120,152	2,024	-	1,088,733
Balance at end of year	-	5,728,490	24,405,541	28,310,383	3,506,043	506,014	-	62,456,471
Accumulated Impairment Loss								
Balance at beginning of year	-	4,104	552,326	250,545	1,494	-	353	808,822
Additions (see Note 22)	-	-	15,067	81,573	-	-	378	97,018
Reversals (see Note 22)	-	-	(31,540)	(15,539)	(705)	-	-	(47,784)
Write-offs	-	-	(144,862)	(28,377)	(463)	-	(115)	(173,817)
Translation adjustments	-	-	528	8,068	(5)	-	-	8,591
Balance at end of year	-	4,104	391,519	296,270	321	-	616	692,830
Net Book Value	P142,429	P6,007,740	P20,710,684	P12,224,597	P949,547	P476,478	P10,368,017	P50,879,492
	2024							
	Land and Land Improvements	Plant, Buildings, Commercial Condominium Units and Improvements	Leasehold Improvements	Office, Store and Food Processing Equipment	Furniture and Fixtures	Transportation Equipment	Construction in Progress	Total
Cost								
Balance at beginning of year	P73,169	P10,252,710	P36,075,887	P32,026,096	P3,818,069	P583,952	P6,295,443	P89,125,326
Additions	-	581,824	1,326,784	2,488,944	126,238	214,733	7,241,274	11,979,797
Acquisition of a business (see Note 11)	66,249	183,122	-	294,474	-	14,278	8,663	566,786
Retirements and disposals	-	(175,267)	(1,300,967)	(1,531,107)	(121,211)	(50,563)	(151,609)	(3,330,724)
Reclassifications	-	260,917	3,086,695	1,828,025	156,678	18,366	(5,350,681)	-
Translation adjustments	(39)	79,329	718,632	390,288	108,469	1,110	57,402	1,355,191
Balance at end of year	139,379	11,182,635	39,907,031	35,496,720	4,088,243	781,876	8,100,492	99,696,376
Accumulated Depreciation and Amortization								
Balance at beginning of year	-	4,141,229	18,780,975	22,492,387	2,701,194	421,043	-	48,536,828
Depreciation and amortization (see Notes 21 and 22)	-	814,627	3,467,956	3,514,589	387,943	55,308	-	8,240,423
Retirements and disposals	-	(57,335)	(1,012,983)	(1,321,983)	(98,289)	(41,594)	-	(2,532,190)
Translation adjustments	-	50,594	354,240	271,227	69,851	3,165	-	749,077
Balance at end of year	-	4,949,115	21,590,182	24,956,220	3,060,699	437,922	-	54,994,138
Accumulated Impairment Loss								
Balance at beginning of year	-	-	449,655	311,864	1,307	-	353	763,179
Additions (see Note 22)	-	4,104	197,133	2,249	1,350	-	-	204,836
Reversals (see Note 22)	-	-	(23,932)	(44,466)	(567)	-	-	(68,965)
Write-offs	-	-	(73,699)	(23,035)	(621)	-	-	(97,355)
Translation adjustments	-	-	3,169	3,933	25	-	-	7,127
Balance at end of year	-	4,104	552,326	250,545	1,494	-	353	808,822
Net Book Value	P139,379	P6,229,416	P17,764,523	P10,289,955	P1,026,050	P343,954	P8,100,139	P43,893,416



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Construction in progress account mainly pertains to costs incurred for ongoing construction of properties, including soon-to-open stores.

Management reassessed the recoverable amount of the Jollibee Group's property and equipment and recognized a net provision amounting to P49.2 million, P135.9 million and P110.6 million in 2025, 2024 and 2023, respectively (see Note 22). Consequently, allowance for impairment loss amounted to P692.8 million and P808.8 million as at December 31, 2025 and 2024, respectively.

In the normal course of business, certain stores of the Jollibee Group have been renovated or permanently closed resulting in loss on retirements and disposals of property, plant and equipment amounting to P253.1 million, P279.8 million and P400.9 million in 2025, 2024 and 2023, respectively (see Note 22). Total proceeds from the sale of property, plant and equipment amounted to P357.6 million, P421.4 million and P366.3 million, in 2025, 2024 and 2023, respectively.

There are no borrowing costs capitalized as at December 31, 2025 and 2024

No property, plant and equipment as at December 31, 2025 and 2024 have been pledged as security or collateral for the Jollibee Group's debts.

13. Investment Properties

The rollforward analysis of this account follows:

	2025	2024
Cost at beginning and end of year	P101,585	P101,585
Accumulated Depreciation and Amortization		
Balance at beginning of year	12,190	–
Depreciation during the year (see Note 22)	6,095	12,190
Balance at end of year	18,285	12,190
Net Book Value	P83,300	P89,395

There is no rent income derived from income-generating properties in 2025, 2024 and 2023.

There are no operating costs relating to the investment properties in 2025, 2024 and 2023.

The Company's investment properties have an aggregate fair value of P158.2 million as at December 31, 2025 and 2024, respectively, as determined by an independent appraiser who holds a recognized and relevant professional qualification. The fair value represents the amount at which the assets and liabilities can be exchanged in an orderly transaction between market participants to sell the asset or transfer the liability at the measurement date under current market conditions in accordance with International Valuation Standards. In determining the fair value of the investment properties, the independent appraisers used the cost approach for buildings and building improvements. The fair value is based on the current cost to replace the properties in accordance with prevailing market prices for materials, labor, contractors' overhead, profit and fees in the locality after adjustments for depreciation due to physical deterioration, and functional and economic obsolescence based on personal inspection of the buildings and building improvements and in comparison, to similar new properties.

No investment properties as at December 31, 2025 and 2024 have been pledged as security or collateral for the Jollibee Group's debts.

14. Trademarks, Goodwill and Other Intangible Assets

This account consists of:

	2025	2024
Trademarks	P45,377,983	P40,854,263
Goodwill	26,908,667	20,114,567
Computer software, net of accumulated amortization	53,327	101,279
Other intangible assets, net of accumulated amortization	6,495,610	6,724,379
	P78,835,587	P67,794,488

Trademarks and Goodwill

Trademarks and goodwill acquired through business combinations are attributable to the following group of CGUs as at December 31:

	2025	2024
Trademarks:		
CBTL	P18,484,721	P18,484,721
Smashburger	10,414,000	10,414,000
Compose Coffee (see Note 11)	5,408,469	5,408,469
Tim Ho Wan (see Note 11)	4,523,720	–
Highlands Coffee	3,681,912	3,681,912
Mang Inasal	2,004,256	2,004,256
Milksha	860,905	860,905
Total	45,377,983	40,854,263
Goodwill:		
Tim Ho Wan (see Note 11)	6,591,452	–
Smashburger	6,035,367	5,938,867
Compose Coffee (see Note 11)	3,334,743	3,416,476
Hong Zhuang Yuan	3,146,364	2,981,358
SuperFoods Group	2,638,959	2,681,815
Mang Inasal	1,781,267	1,781,267
Red Ribbon Bakeshop:		
Philippine operations	737,939	737,939
US operations	465,110	457,673
Yong He King	666,225	631,286
MHL	633,698	625,327
Chowking US operations	520,814	512,486
GSC	177,850	180,738
Milksha	173,634	164,090
Burger King	5,245	5,245
	26,908,667	20,114,567
Trademarks and goodwill	P72,286,650	P60,968,830



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As at December 31, 2025 and 2024, the intangible assets of the Jollibee Group with an indefinite useful life relate to trademarks acquired through various acquisitions. The Jollibee Group plans to maintain the use of these trademarks to target specific market segments. Consequently, these trademarks are regarded as having an indefinite useful life.

The rollforward analysis of the Jollibee Group's trademarks as at December 31 are as follows:

	2025	2024
Cost		
Balance at beginning of year	₱40,854,263	₱35,445,794
Addition (see Note 11)	4,523,720	5,408,469
Balance at end of year	₱45,377,983	₱40,854,263

The rollforward analysis of the Jollibee Group's goodwill as at December 31 are as follows:

	2025	2024
Cost		
Balance at beginning of year	₱18,588,098	₱15,171,622
Addition (see Note 11)	6,591,452	3,416,476
Balance at end of year	25,179,550	18,588,098
Translation Adjustments		
Balance at beginning of year	1,526,469	1,080,256
Translation adjustments of foreign subsidiaries	202,648	446,213
Balance at end of year	1,729,117	1,526,469
Net Book Value	₱26,908,667	₱20,114,567

Computer Software

The Jollibee Group's computer software pertains to the Enterprise Resource Planning (ERP) system which the Jollibee Group started to use on August 1, 2014 and cloud-based hosting arrangements and implementation costs of CBTL.

The rollforward analysis of the Jollibee Group's computer software as at December 31 are as follows:

	2025	2024
Cost		
Balance at beginning and end of year	₱971,136	₱971,136
Accumulated Amortization		
Balance at beginning of year	877,541	779,596
Amortization (see Note 22)	47,755	97,945
Balance at end of year	925,296	877,541
Translation adjustment	7,487	7,684
Net Book Value	₱53,327	₱101,279

Other Intangible Assets

The Jollibee Group's other intangible assets include other trademarks and patents, liquor licenses and customer list amortized over a useful life of five (5) years, while supplier relationships were amortized over a useful life of thirty (30) years.

The rollforward analysis of other intangible assets as at December 31 are as follows:

	2025	2024
Cost		
Balance at beginning of year	₱7,538,147	₱742,095
Additions	90	51
Acquisition of a business (see Note 11)	–	6,796,001
Balance at end of year	7,538,237	7,538,147
Accumulated Amortization		
Balance at beginning of year	802,951	698,375
Amortization (see Note 22)	229,016	104,576
Balance at end of year	1,031,967	802,951
Translation adjustment	(10,660)	(10,817)
Net Book Value	₱6,495,610	₱6,724,379

Impairment Testing of Trademarks and Goodwill

Goodwill acquired through business combinations have been allocated to fifteen (15) groups of CGUs, which are subsidiaries of the Parent Company, owned directly or indirectly. The recoverable amounts of the groups of CGUs have been determined based on value in use calculations and fair value less cost of disposal calculation of the underlying net assets of the CGUs using cash flow projections derived from the BOD-approved long-range planning process, taking into consideration effect of significant events on the macroeconomic factors used in developing the assumptions. Furthermore, the trademarks of Tim Ho Wan, Compose Coffee, Smashburger, SuperFoods Group and Mang Inasal are allocated to the CGU of Tim Ho Wan, Compose Coffee, Smashburger, SuperFoods Group and Mang Inasal, respectively. The recoverable amount of the trademark of CBTL was determined using the relief-from-royalty method wherein the value is based on cost savings from owning the trademark.

The calculation of value in use is most sensitive to the following assumptions which vary per geographical location:

CGUs	Geographical Location	Pre-tax Discount Rate	Long-term Revenue Growth Rate
Hong Zhuang Yuan	PRC	11.8%	4.8%
Yong He King	PRC	11.7%	4.5%
Mang Inasal	Philippines	13.7%	5.9%
Red Ribbon Bakeshop:			
Philippine operations	Philippines	16.1%	5.4%
US operations	USA	11.7%	2.5%
Burger King	Philippines	15.5%	6.1%
GSC	Vietnam	13.8%	6.3%
SuperFoods Group	Vietnam	12.7%	6.7%
Chowking US operations	USA	11.9%	2.5%
Smashburger	USA	11.6%	2.5%
CBTL	USA	13.6%	3.7%
MHL	Hongkong	9.7%	2.0%
Milksha	Taiwan	14.1%	2.0%
Compose Coffee	Korea	12.2%	1.0%
Tim Ho Wan	Singapore	18.0%	2.0%



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The recoverable amount of the CGUs as at December 31, 2025 has been determined based on a value in use calculation using cash flow projections from financial budgets approved by the management covering a five-year period.

Key assumptions with respect to the calculation of value in use of the groups of CGUs as at December 31, 2025 and 2024 used by management in its cash flow projections to undertake impairment testing of goodwill are as follows:

- Discount rates – discount rates represent the current market assessment of the risks specific to each group of CGUs, regarding the time value of money and individual risks of the underlying assets which have not been incorporated in the cash flow estimates. The discount rate calculation is based on the specific circumstances of the Jollibee Group's group of CGUs, derived from the weighted average cost of capital (WACC) of each group of CGUs. The WACC takes into account both the cost of debt and equity. The cost of equity is calculated using the Capital Asset Pricing Model (CAPM). The cost of debt is based on the assumed interest-bearing borrowings each group of CGUs is obliged to service. CGU-specific risk is incorporated by applying individual alpha and beta factors. The beta factors are evaluated annually based on publicly available market data.
- Long-term growth rates – rates are determined in consideration of historical and projected results, as well as the economic environment where the group of CGUs operate.
- EBITDA – is based on the most recent value achieved in the year preceding the start of the budget, and adjusted for planned efficiency improvement, if any.

A rise in the pre-tax discount rate to 11.9% (i.e., +1.2%) in one of the China CGUs would result in an impairment. Decreased demand can lead to a decline in the sales. A decrease in the sales and gross margin by 3.64% would result in the impairment of one of the China CGUs.

15. Other Noncurrent Assets

This account consists of:

	2025	2024
Security and other deposits (see Notes 9, 31 and 32)	P4,425,642	P3,996,656
Noncurrent portion of employee car plan receivables (see Notes 7, 31 and 32)	107,898	123,877
Franchise rights – net of accumulated amortization of P146.0 million and P126.4 million in 2025 and 2024, respectively	86,486	69,468
Deferred compensation	23,854	24,483
Returnable containers and others	6,435	8,356
Tools and other assets	661,579	672,263
	P5,311,894	P4,895,103

Terms and conditions of other noncurrent assets are as follows:

- Security and other deposits generally represent deposits for leases entered into by the Jollibee Group as lessee. The security deposits are recoverable from the lessors at the end of year the lease terms, which range from three (3) to twenty (20) years. These are carried at amortized cost. The discount rates used range from 1.74%–14.02% in 2025 and 2024. The difference between the fair value at initial recognition and the notional amount of the security deposits is recognized as right-of-use asset.
- Employee car plan receivables are presented at amortized cost. The difference between the fair value at initial recognition and the notional amount of the employee car plan receivables is recognized as "Deferred compensation" and is amortized on a straight-line basis over the credit year.

Accretion of interest on security and other deposits and employee car plan receivables amounted to P30.1 million, P21.2 million and P26.3 million in 2025, 2024 and 2023, respectively (see Note 23)

- Franchise rights pertain to franchise fees paid by PERF entities to Burger King Asia Pacific and by FCJB to Common Man Coffeee Roasters Pte. Ltd. and Tiong Bahru Bakery Pte. Ltd. for the license to operate Burger King, Common Man Coffee Roaster and Tiong Bahru Bakery stores, respectively, in the Philippines. Franchise rights are amortized over ten (10) years.

The rollforward analysis of franchise rights as at December 31 are as follows:

	2025	2024
Franchise Rights		
Balance at beginning of year	P195,889	P179,254
Additions	36,550	16,635
Balance at end of year	232,439	195,889
Accumulated Amortization		
Balance at beginning of year	126,421	110,790
Amortization (see Note 22)	19,532	15,631
Balance at end of year	145,953	126,421
	P86,486	P69,468

- Tools and other assets include tools for repairs and maintenance of office and store equipment which are still unused as at December 31, 2025 and 2024.



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16. Trade Payables and Other Current Liabilities and Contract Liabilities

This account consists of:

	2025	2024
Trade	₱21,516,419	₱18,725,489
Accruals for:		
Salaries, wages and employee benefits	5,655,028	5,634,961
Local taxes	3,870,808	3,949,532
Freight	1,908,962	1,746,766
Store operations	1,413,344	1,199,455
Rent	1,254,385	1,281,782
Advertising and promotions	1,108,846	1,125,230
Interest (see Note 18)	906,400	559,293
Utilities	607,967	594,398
Repairs and maintenance	528,795	419,052
Professional fees	517,042	274,504
Operating supplies	276,600	222,830
Security	218,066	182,740
Trainings and seminars	91,403	7,653
Insurance	79,507	88,901
Transportation and travel	48,015	46,531
Communication	31,951	34,280
Service fees and others	3,632,538	3,608,077
Customer deposits	2,141,206	1,772,619
Contractors' retention	300,323	275,811
Dividends and distributions payable (see Note 19)	₱229,191	₱605,844
Staled checks	47,610	80,499
Other current liabilities	3,407,813	3,101,653
	49,792,219	45,537,900
Contract liabilities	3,062,601	2,826,443
	₱52,854,820	₱48,364,343

The terms and conditions of the above liabilities are as follows:

- Trade payables to suppliers are noninterest-bearing and are normally settled on a 30 to 60-day term.
- Accrued expenses are noninterest-bearing and are normally settled within the next financial year. Other accrued liabilities presented under "Service fees and others" consist of asset retirement obligation and other miscellaneous expenses.
- Customer deposits pertain to deposits from franchisees for sale of store assets and security deposits from operating leases with franchisees which are refundable at the end of year the lease term.

Accretion of interest on customer deposits amounted to ₱16.0 million, ₱3.5 million and ₱3.1 million in 2025, 2024 and 2023, respectively (see Note 23).

- Other current liabilities consist of amount withheld from the acquisition of Milksha amounting to ₱31.1 million as at December 31, 2024 subsequently paid in June 2025, and other liabilities expected to be settled within the next financial year.
- Contract liabilities pertain to deferred revenues and unearned revenues from gift cards from international operations.

Movements in contract liabilities arising from deferred revenues and unearned revenues from gift certificates from international operations are as follows:

	2025	2024
Balance at beginning of year	₱2,826,443	₱1,947,344
Additions	3,021,715	3,330,978
Utilizations	(2,779,927)	(2,464,609)
Write-offs	(23,205)	(40,771)
Translation adjustments	17,575	53,501
Balance at end of year	₱3,062,601	₱2,826,443

The amount of contract liabilities arising from deferred revenues and unearned revenues from gift certificates from international operations is expected to be earned within one year.

Contract liabilities recognized as revenues in 2025, 2024 and 2023 amounted to ₱2,779.9 million, ₱2,464.6 million and ₱2,379.3 million, respectively.

17. Provisions

The rollforward analysis of provisions is as follows:

	2025	2024
Balance at beginning of year	₱1,933,952	₱1,637,108
Reversals (see Note 23)	(296,665)	(8,625)
Payments	(2,000)	–
Additions	–	305,469
Balance at end of year	1,635,287	1,933,952
Current portion	271,481	733,014
Noncurrent portion	₱1,363,806	₱1,200,938

The Jollibee Group's outstanding provisions consist mainly of provisions for asserted claims which are normal to the Jollibee Group's business. These include estimates of legal services, settlement amounts and other costs of claims made against the Jollibee Group. Other information on the claims is not disclosed as this may prejudice the Jollibee Group's position on such claims (see Note 30).



NOTES TO AUDITED CONSOLIDATED FINANCIAL STATEMENTS

18. Short and Long-term Debts and Senior Debt Securities

Short-term Debt

The short-term debt consists of the following:

	Availment Date	Maturity Date	Interest Rate	Condition	2025	2024
USD-denominated Subsidiaries						
Loan 1	October 27, 2020/ May 8, 2023	September 24, 2021/ March 24, 2022/ March 24, 2023/ March 22, 2024/ March 21, 2025	LIBOR plus spread; quarterly SOFR plus spread; quarterly	Unsecured	P-	P289,250
Loan 2	April 4, 2024	November 30, 2024/ September 30, 2025	SOFR plus spread; monthly	Unsecured	-	289,250
Loan 3	January 23, 2025/ March 12, 2025	September 30, 2025	SOFR plus spread; quarterly	Unsecured	-	-
Loan 4	September 22, 2025/ December 29, 2025	September 30, 2026	SOFR plus spread; quarterly	Unsecured	1,117,010	-
Loan 5	April 15, 2022/ July 1, 2022/ August 17, 2022	February 3, 2023/ February 2, 2024/ January 31, 2025/ February 2, 2026	SOFR plus spread; quarterly	Unsecured	-	1,735,500
Loan 6	February 2, 2023 - September 2023/ February 9, 2024- December 2024/ January 24, 2025- February 21, 2025/ October 25, 2025	January 17, 2024/ January 16, 2025/ January 15, 2026/ October 25, 2026	SOFR plus spread; quarterly	Unsecured	2,821,920	2,024,750
Loan 7	March to September 2025	On demand	SOFR plus spread; monthly	Unsecured	3,527,400	-
Loan 8	November 21, 2024/ December 18, 2024/ February 25, 2024	November 21, 2025/ February 25, 2026	SOFR or SORA plus spread; quarterly	Unsecured	166,652	129,237
Loan 9	September 22, 2025/ December 9, 2025	September 21, 2026	SORA plus spread	Unsecured	177,581	-
Loan 10	January 14, 2025	April 28, 2025	SOFR plus spread	Unsecured	-	-
SGD-denominated Subsidiaries						
Loan 11	December 28, 2022/ March 1, 2023/ July 3, 2023/ February 25, 2025/ March 25, 2025	December 28, 2023/ July 3, 2024/ June 26, 2025/ February 26, 2026/ March 25, 2026	SORA plus spread; quarterly	Unsecured	P1,191,320	P832,455

	Availment Date	Maturity Date	Interest Rate	Condition	2025	2024
Loan 12	November 18, 2024/ December 18, 2024	November 18, 2025/ December 18, 2025/ May 18, 2026	COF plus spread; quarterly	Unsecured	297,830	277,485
Loan 13	July 10, 2025/ August 20, 2025/ December 23, 2025	July 10, 2026/ August 20, 2026/ December 23, 2026	SORA plus spread; quarterly	Unsecured	339,068	-
MYR-denominated Subsidiary						
Loan 14	September 15, 2023	September 15, 2024/ September 15, 2025/ October 9, 2026	KLIBOR plus spread; quarterly	Unsecured	399,850	357,225
Loan 15	December 9, 2024/ April 9, 2025/ July 31, 2025	December 8, 2025/ March 16, 2026	COF plus spread; quarterly	Unsecured	697,920	415,680
VND-denominated Subsidiary						
Loan 16	April 24, 2024/ May-December 2024	April 24, 2025/ June 12, 2026	Bank's three-month COF; quarterly	Unsecured	314,420	121,367
Loan 17	March 28, 2025	July 28, 2025	VND three-month BLR; quarterly	Unsecured	-	-
Loan 18	October 31, 2025	August 31, 2026	VND three-month BLR; quarterly	Unsecured	43,466	-
NTD-denominated Subsidiary						
Loan 19	November 26, 2025	November 26, 2026	Prevailing market rate; quarterly	Unsecured	56,100	-
Parent Company Subsidiary						
Loan 20	July 23, 2025	April 20, 2026	5.4% per annum	Unsecured	800,000	-
Loan 21	February 3, 2025	January 29, 2026	5.6% per annum	Unsecured	500,000	-
Loan 22	May 2, 2025	April 27, 2026	5.6% per annum	Unsecured	1,500,000	-
Loan 23	August 6, 2025	July 31, 2026	5.4% per annum	Unsecured	700,000	-
					P14,650,537	P6,472,199

LIBOR – London Interbank Offered Rate
SOFR – Secured Overnight Financing Rate
SORA – Singapore Overnight Rate Average
KLIBOR – Kuala Lumpur Interbank Offered Rate
COF – Cost of Funds
BLR – Base Lending Rate



NOTES TO AUDITED CONSOLIDATED FINANCIAL STATEMENTS

USD-denominated loans of ICTL. Loan 1 consists of a short-term uncommitted line of credit agreement signed on September 25, 2020 with a local bank in the US up to an aggregate amount of USD10.0 million (₱483.8 million). The loan was availed on October 27, 2020 and is subject to variable interest rate based on LIBOR plus spread determined by the bank and subject to quarterly repricing. The loan is payable in three months from drawdown date and can be rolled over until September 24, 2021, the maturity date. On September 24, 2021, the credit agreement was extended up to March 24, 2022 and was further extended up to March 24, 2023 subject to a new variable interest rate based on CME Term SOFR plus spread determined by the bank.

On August 9, 2022, ICTL requested to increase the uncommitted line of credit to USD15.0 million (₱727.7 million) and payable to six months from drawdown date. On February 1, 2023, the credit agreement was extended until March 22, 2024. On May 8, 2023, final drawdown amounting to USD5.0 million (₱276.3 million) was availed. On January 18, 2024, the maturity of the loan was further extended to March 21, 2025. On December 23, 2024, principal repayment amounting to USD10.0 million (₱584.5 million) was made. On March 21, 2025, full payment amounting to USD5.0 million (₱292.0 million) was made. As at December 31, 2025 and 2024, the carrying value of the loan amounted to nil and USD5.0 million (₱289.3 million), respectively.

Loan 2 consists of a short-term uncommitted line of credit agreement signed on March 15, 2024 with a local bank in the US up to an aggregate amount of USD5.0 million (₱277.7 million). The loan was availed on April 4, 2024 and is subject to variable interest rate based on SOFR plus spread of 1.5% and subject to monthly repricing. On December 17, 2024, the maturity of the loan was extended until September 30, 2025. The loan was paid in full on September 22, 2025. As at December 31, 2025 and 2024, the carrying value of the loan amounted to nil and USD5.0 million (₱289.3 million), respectively.

Loan 3 consists of a short-term uncommitted line of credit agreement signed on December 17, 2024 with a local bank in the US up to an aggregate amount of USD22.0 million (₱1,298.0 million). The initial drawdown amounting to USD7.0 million (₱409.6 million) was availed on January 23, 2025 and is subject to variable interest rate based on SOFR plus spread of 1.5% and subject to quarterly repricing. Subsequent drawdown amounting to USD5.0 million (₱285.9 million) was availed on March 12, 2025. The loan is payable on September 30, 2025, the maturity date. The loan was paid in full on September 22, 2025. As at December 31, 2025, the carrying value of the loan amounted to nil.

Loan 4 consists of a short-term uncommitted line of credit agreement signed on July 31, 2025 with a local bank in the US up to an aggregate amount of USD31.5 million (₱1,794.4 million). The loan is subject to variable interest rate based on SOFR plus spread of 1.5% and subject to quarterly repricing. The initial drawdown amounting to USD17.0 million (₱968.4 million) was availed on September 22, 2025. Subsequent drawdown amounting to USD2.0 million (₱117.6 million) was availed on December 29, 2025. The loan is payable on September 30, 2026, the maturity date. As at December 31, 2025, the carrying value of the loan amounted to USD17.0 million (₱1,170.0 million).

USD-denominated loans of SJBF. Loan 5 consists of a restated short-term uncommitted line of credit agreement with a local bank in the US up to an aggregate amount of USD35.0 million (₱1,786.8 million) signed on February 3, 2021. The loan is subject to variable interest rate based on CME Term SOFR plus spread determined by the bank and subject to quarterly repricing. The initial drawdown was availed on April 15, 2022 amounting to USD10.0 million (₱549.8 million). The loan is payable in three months from drawdown date and can be rolled over until February 3, 2023, the last available date of the credit agreement. On August 30, 2022, SJBF requested to decrease the maximum amount for uncommitted line of credit to USD30.0 million (₱1,531.5 million). Subsequent drawdowns of USD10.0 million (₱586.3 million) each were made on July 1 and August 17, 2022. On January 30, 2023, the last available date of the credit facility was extended until February 2, 2024 and was further extended until January 31, 2025. On January 20, 2025, the credit facility was amended to extend the maturity date to February 2, 2026. On June 9, 2025, the loan was prepaid in full. As at December 31, 2025 and 2024, the carrying value of the loan amounted to nil and USD30.0 million (₱1,735.5 million), respectively.

Loan 6 consists of a restated short-term uncommitted line of credit agreement with a local bank in the US up to an aggregate amount of USD20.0 million (₱1,092.4 million) signed on January 18, 2023. Initial drawdown was made on February 2, 2023 amounting to USD5.0 million (₱271.8 million). Subsequent drawdowns totaling to USD15.0 million (₱835.9 million) were availed in April to September 2023. The loan is subject to variable interest rate based on CME Term SOFR plus spread determined by the bank and subject to quarterly repricing. The loan is payable in six months from drawdown date and can be rolled over until January 17, 2024, the maturity date. On January 26, 2024, the credit facility was increased to USD30.0 million (₱1,661.1 million) and extended until January 16, 2025. On December 11, 2024, the credit facility was increased to USD45.0 million (₱2,603.2 million) and extended until January 15, 2026. Multiple drawdowns totaling USD15.0 million (₱843.6 million) were availed from February to

December 2024. Multiple drawdowns totaling USD10.0 million (₱572.1 million) were availed from January to February 2025. On October 9, 2025, the credit facility was further increased to USD65.0 million (₱3,783.0 million) and was extended until October 27, 2026. On October 25, 2025, additional drawdown amounting to USD8.0 million (₱470.3 million) was availed. As at December 31, 2025 and 2024, the carrying value of the loan amounted to USD48.0 million (₱2,821.9 million) and USD35.0 million (₱2,024.8 million), respectively.

Loan 7 consists of a short-term uncommitted line of credit agreement with a local bank in the US up to an aggregate amount of USD60.0 million (₱3,438.0 million) signed on March 19, 2025. The loan is subject to variable interest rate based on SOFR plus spread of 1.5% and subject to monthly repricing. The loan is payable on demand. Multiple drawdowns totaling USD60.0 million (₱3,393.2 million) were availed from March to September 2025. As at December 31, 2025, the carrying value of the loan amounted to USD60.0 million (₱3,527.4 million).

USD loans of SMCC-SG. Loan 8 consists of a short-term uncommitted line of credit with a local bank in Singapore up to an aggregate amount of USD5.0 million (₱295.0 million) signed on November 8, 2024. The loan is available for drawdown either in USD or SGD and subject to variable interest rate based on SOFR or SORA, respectively, plus spread of 1.3% and subject to quarterly repricing. The initial drawdown was availed on November 21, 2024 amounting to SGD2.0 million (₱87.9 million) and subsequent drawdown amounting to SGD1.0 million (₱43.9 million) was availed on December 18, 2024. The loan is payable on November 21, 2025, the maturity date. On February 25, 2025, additional drawdown amounting to SGD 0.8 million (₱34.8 million) was made. On September 26, 2025, the maturity date of the loan was extended to February 25, 2026. As at December 31, 2025 and 2024, the carrying value of the loan amounted to USD2.8 million (₱166.7 million) and USD2.2 million (₱129.2 million), respectively. Subsequently, the loan was paid in full on February 25, 2026.

Loan 9 consists of a short-term uncommitted line of credit with a local bank in Singapore up to an aggregate amount of USD14.0 million (₱798.8 million) signed on September 18, 2025. The loan is available for drawdown either in USD or SGD and subject to variable interest rate based on SORA plus spread of 1.3% and subject to monthly repricing. The loan is payable on September 21, 2026 the maturity date. The initial drawdown was availed on September 22, 2025 amounting to SGD1.3 million (₱57.9 million). Subsequent drawdown amounting to SGD2.6 million (₱117.9 million) was made on December 9, 2025. As at December 31, 2025, the carrying value of the loan amounted to USD3.0 million (₱177.6 million).

USD-denominated loan of JWPL. Loan 10 consists of a short-term unsecured loan from a local bank in Singapore amounting to USD300.0 million (₱17,600.0 million) availed on January 14, 2025. The loan is subject to interest rate based on SOFR plus spread of 0.725%. The principal plus interest is payable on April 28, 2025, the maturity date. Subsequently, the loan was prepaid in full on April 11, 2025.

SGD-denominated loans of CBTL-SG. Loan 11 consists of a short-term uncommitted line of credit agreement with a local bank in Singapore up to an aggregate amount of SGD13.0 million (₱540.5 million) signed on August 22, 2022. The loan is subject to variable interest rate based on SORA plus spread of 1.5% subject to quarterly repricing. The initial drawdown was availed on December 28, 2022 amounting to SGD3.0 million (₱124.7 million). Subsequent drawdown amounting to SGD10.0 million (₱410.0 million) was made on March 1, 2023. The loan is payable on December 28, 2023, the maturity date. On June 23, 2023, the aggregate amount of the credit agreement was increased to SGD19.5 million (₱806.3 million). Additional drawdown amounting to SGD6.5 million (₱265.4 million) was availed on July 3, 2023. The maturity date of the loan was extended to July 3, 2024, and was further extended to June 26, 2025. On February 14, 2025, the aggregate amount of credit agreement was further increased to SGD29.9 million (₱1,296.2 million). Subsequently, drawdown was availed on February 25, 2025 amounting to SGD3.0 million (₱129.4 million). The loan is payable on February 26, 2026, the maturity date. Additional drawdown was availed on March 25, 2025 amounting to SGD3.5 million (₱151.0 million). The loan is payable on March 25, 2026, the maturity date. As at December 31, 2025 and 2024, the carrying value of the loan amounted to SGD26.0 million (₱1,191.3 million) and SGD19.5 million (₱832.5 million), respectively.

Loan 12 consists of a short-term uncommitted line of credit agreement with a local bank in Singapore up to an aggregate amount of SGD6.5 million (₱284.1 million) signed on November 13, 2024. The loan is subject to variable interest rate based on COF plus spread of 0.75% per annum. The initial drawdown was availed on November 18, 2024 amounting to SGD4.0 million (₱175.2 million). Subsequent drawdown amounting to SGD2.5 million (₱108.9 million) was made on December 18, 2024. The loan is payable one year after the drawdown date. The maturity date of the loan was extended to May 18, 2026. As at December 31, 2025 and 2024, the carrying value of the loan amounted to SGD6.5 million (₱297.8 million) and SGD6.5 million (₱277.5 million), respectively.



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SGD-denominated loan of THWHPL. Loan 13 consists of a short-term uncommitted line of credit agreement with a local bank in Singapore amounting to SGD15.0 million (P663.0 million) signed on May 13, 2025. The loan is subject to interest rate based on SORA plus spread of 1.3% subject to quarterly repricing. The initial drawdown was availed on July 10, 2025, amounting to SGD3.0 million (P132.6 million). Subsequent drawdowns totaling to SGD4.4 million (P200.0 million) were availed on August 20 to December 23, 2025. The loan is payable one year after the drawdown date. As at December 31, 2025, the carrying value of the loan amounted to SGD7.4 million (P339.1 million).

MYR-denominated loans of CBTL-MY. Loan 14 consists of a short-term uncommitted line of credit agreement with a local bank in Malaysia up to an aggregate amount of MYR27.5 million (P333.3 million) signed on September 6, 2023. The loan is subject to variable interest rate based on KLIBOR plus spread of 2.0% subject to quarterly repricing. The drawdown was made on September 15, 2023 amounting to MYR27.5 million (P333.3 million). The loan is payable on September 15, 2024, the maturity date. On September 17, 2024, the maturity of the loan was extended to September 15, 2025. On September 15, 2025, the maturity of the loan was further extended to October 9, 2026. As at December 31, 2025 and 2024, the carrying value of the loan amounted to MYR27.5 million (P399.9 million) and MYR27.5 million (P357.2 million) respectively.

Loan 15 consists of a three-year facility agreement with a local bank in Malaysia up to an aggregate amount of MYR70.0 million (P418.6 million) available from November 13, 2024, the agreement date. The loan is subject to variable interest rate based on COF plus spread of 1.65% subject to quarterly repricing. The initial drawdown was availed on December 9, 2024 amounting to MYR32.0 million (P418.6 million). The principal is payable on December 8, 2025, the original maturity date has been extended to March 16, 2026. Subsequent drawdowns were availed on April 9, 2025 and July 31, 2025 amounting to MYR8.0 million (P102.6 million) and MYR8.0 million (P108.3 million), respectively. As at December 31, 2025 and 2024, the carrying value of the loan amounted to MYR48.0 million (P697.9 million) and MYR32.0 million (P415.7 million), respectively.

Loans 1 to 15 are guaranteed by the Ultimate Parent Company.

VND-denominated loans of SuperFoods Group. Loan 16 consists of a short-term uncommitted line of credit agreement with a local bank in Vietnam up to an aggregate amount of VND70.0 billion (P169.1 million) signed on April 24, 2024 and available until April 24, 2025, the maturity date. The loan is subject to a variable interest rate based on the Bank's three-month COF subject to quarterly repricing. The principal is payable one month from the drawdown date. Multiple drawdowns totaling to VND121.0 billion (P288.3 million) were availed in May to December 2024. On June 12, 2025, the credit facility was increased to VND150.0 billion (P337.4 million) with an extended maturity until June 12, 2026. In 2025, additional drawdowns totaling to VND279.8 billion (P645.3 million) were availed. As at December 31, 2025 and 2024, the carrying value of the loan amounted to VND134.4 billion (P314.4 million) and VND51.0 billion (P121.4 million), respectively.

Loan 17 consists of a short-term uncommitted line of credit agreement with a local bank in Vietnam up to an aggregate amount of VND300.0 billion (P690.9 million) signed on August 13, 2024. The loan is subject to a variable interest rate based on BLR plus a spread of up to 0.5% per annum. Each loan is payable 120 days from drawdown date. An initial drawdown amounting to VND5.0 billion (P11.4 million) was availed in March 2025 and was paid in full upon maturity. As at December 31, 2025, the carrying value of the loan amounted to nil.

Loan 18 consists of a short-term uncommitted line of credit agreement with a local bank in Vietnam up to an aggregate amount of VND120.0 billion (P280.8 million) signed on October 31, 2025. The loan is subject to a variable interest rate based on BLR plus a spread per annum. The loan is payable on August 31, 2026, the date of maturity. In 2025, drawdowns totaling to VND18.6 billion (P43.5 million) were availed. As at December 31, 2025, the carrying value of the loan amounted to VND18.6 billion (P43.5 million).

NTD-denominated loans of Milksha. Loan 19 consists of a short-term loan availed from a local bank in Taiwan on November 26, 2025 amounting to NTD30.0 million (P56.1 million) payable on November 25, 2026, the maturity date. The loan is subject to variable interest rate based on the Central Bank of the Republic of China (Taiwan) and other market indexes and repriced quarterly. As at December 31, 2025, the carrying value of the loan amounted to NTD30.0 million (P56.1 million).

PHP-denominated loan of the Parent Company. Loan 20 consists of a short-term loan availed from a local bank in the Philippines on July 23, 2025 amounting to P800.0 million payable on April 20, 2026, the maturity date. The loan is subject to fixed interest rate of 5.4% payable quarterly. As at December 31, 2025, the carrying value of the loan amounted to P800.0 million.

PHP-denominated loans of Zenith. Loan 21 consists of a short-term loan availed from a local bank in the Philippines on February 3, 2025 amounting to P500.0 million payable on January 29, 2026, the maturity date. The loan is subject to floating rate of 5.6% and repriced every six months. As at December 31, 2025, the carrying value of the loan amounted to P500.0 million.

Loan 22 consists of a short-term loan availed from a local bank in the Philippines on May 2, 2025 amounting to P1,500.0 million payable on April 27, 2026, the maturity date. The loan is subject to floating rate of 5.6% and repriced quarterly. As at December 31, 2025, the carrying value of the loan amounted to P1,500.0 million.

Loan 23 consists of a short-term loan availed from a local bank in the Philippines on August 6, 2025 amounting to P700.0 million payable on July 31, 2026, the maturity date. The loan is subject to fixed interest rate of 5.4% payable quarterly. As at December 31, 2025, the carrying value of the loan amounted to P700.0 million.

Loans 21 and 23 are guaranteed by the Ultimate Parent Company.

Interest expense recognized on short-term debt amounted to P777.5 million, P406.1 million and P358.1 million in 2025, 2024 and 2023, respectively (see Note 23).

Long-term Debt

The long-term debt consists of the following:

	2025	2024
Principal	P19,260,026	P16,127,742
Unamortized debt issue cost	(87,227)	(75,162)
	P19,172,799	P16,052,580



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The details of long-term debt follow:

	Availment Date	Maturity Date	Interest Rate	Condition	2025	2024
USD-denominated Subsidiary						
Loan 1	August 28 – November 12, 2024	April 19, 2027	SOFR plus spread; quarterly	Unsecured	₱1,469,750	₱1,735,500
VND-denominated Subsidiary						
Loan 2	August 27, 2020–July 30, 2021	July 26, 2025	Bank's three-month COF plus spread; quarterly	Unsecured	–	90,010
Loan 3	August 25, 2022–June – July 2023	August 25, 2027	Bank's BLR plus spread; quarterly	Unsecured	33,154	52,945
Loan 4	December 29, 2023–March 2024	December 28, 2028	Bank's three-month COF plus spread; quarterly	Unsecured	–	177,866
Loan 5	August 13, 2024–September–December 2024	September 12, 2029	VND three-month BLR; quarterly	Unsecured	618,030	258,393
Loan 6	October 3, 2024	March 1, 2028	VND three-month BLR; quarterly	Unsecured	421,200	618,280
Loan 7	October 3, 2024	September 27, 2026	VND three-month BLR; quarterly	Unsecured	101,212	239,998
Loan 8	July 17, 2025	July 17, 2030	Bank's three-month COF plus spread; quarterly	Unsecured	38,988	–
Loan 9	September 19, 2025–December 31, 2025	September 19, 2030	VND three-month BLR; quarterly	Unsecured	283,293	–
SGD-denominated Subsidiaries						
Loan 10	November 28, 2023–July 2024	November 28, 2026	SORA plus spread; quarterly	Unsecured	223,373	485,599
Loan 11	November 6, 2025	November 6, 2028	SORA plus spread; quarterly	Unsecured	271,239	–
MYR-denominated Subsidiary						
Loan 12	February 6, 2024	February 6, 2027	KLIBOR plus spread; quarterly	Unsecured	268,990	240,315
Loan 13	May 9, 2024	July 30, 2027	KLIBOR plus spread; quarterly	Unsecured	341,690	305,265
HKD-denominated Subsidiary						
Loan 14	November 6, 2025	November 28, 2028	HIBOR plus spread; quarterly	Unsecured	648,749	–

	Availment Date	Maturity Date	Interest Rate	Condition	2025	2024
Parent Company						
Loan 15	March 27, 2018	March 27, 2025	PDST-R2 plus spread; quarterly	Unsecured	–	208,875
Loan 16	May 11, 2018	May 11, 2025	PDST R2 plus spread; quarterly	Unsecured	–	298,661
Loan 17	August 15, 2018	August 15, 2025	PDST-R2 plus spread; quarterly	Unsecured	–	403,071
Loan 18	October 6, 2021	October 7, 2026	BVAL plus spread	Unsecured	995,000	1,989,000
Loan 19	July 25, 2024	July 25, 2031	BVAL plus spread	Unsecured	3,479,063	3,475,313
Loan 20	July 23, 2024	July 23, 2029	BVAL plus spread	Unsecured	2,796,375	2,979,375
Loan 21	January 6, 2025	January 6, 2032	BVAL plus spread	Unsecured	5,762,714	–
Subsidiaries						
Loan 22	May 8, 2019	May 8, 2026	BVAL plus spread	Unsecured	2,836	8,507
Loan 23	October 6, 2021	October 7, 2026	BVAL plus spread	Unsecured	746,250	1,491,750
Loan 24	October 6, 2021	October 8, 2026	Fixed	Unsecured	186,250	497,250
Loan 25	April 29, 2024	April 29, 2031	BVAL plus spread	Unsecured	484,643	496,607
					19,172,799	16,052,580
Less current portion – net of debt issue costs of ₱18.8 million and ₱19.6 million in 2025 and 2024, respectively					3,744,851	3,955,607
Noncurrent portion					₱15,427,948	₱12,096,973

SOFR – Secured Overnight Financing Rate
COF – Cost of Funds
BLR – Base Lending Rate
SORA – Singapore Overnight Rate Average
KLIBOR – Kuala Lumpur Interbank Offered Rate
PDST-R2 – Philippine Dealing System Treasury – Reference Rate Two
BVAL – Bloomberg Valuation Service
HIBOR – Hong Kong Interbank Offered Rate

USD-denominated loan of HFC. Loan 1 consists of a 3-year credit facility agreement signed on April 19, 2024, with an international cooperative bank in the US up to an aggregate amount of USD50.0 million (₱2,892.5 million). The credit facility is comprised of Term Loan and Uncommitted Revolving Credit Loan amounting to USD30.0 million (₱1,735.5 million) and USD20.0 million (₱1,157.0 million), respectively, available in multiple drawdowns. On August 28, 2024, USD15.0 million (₱844.2 million) of the term loan was availed subject to variable interest rate based on three-month SOFR plus spread of 1.5% subject to repricing. On November 12, 2024, USD15.0 million (₱882.4 million) of the uncommitted revolving credit loan was availed subject to variable interest rate based on one-month SOFR plus 1.5% spread. The USD15.0 million (₱882.4 million) from the uncommitted revolving credit loan was refinanced through the term loan on February 12, 2025, subject to variable interest rate based on three-month SOFR plus spread of 1.5% subject to repricing. The term loan is payable on April 19, 2027, the maturity date. As at December 31, 2025 and 2024, the carrying value of the loan amounted to USD25.0 million (₱1,469.8 million) and USD30.0 million (₱1,735.5 million), respectively.

VND-denominated loans of SuperFoods Group. Loan 4 consists of a 5-year facility agreement with a local bank in Vietnam up to an aggregate amount of VND79.5 billion (₱184.4 million) available in tranches within twelve (12) months from December 1, 2023, the agreement date. The loan is subject to a variable interest rate based on the Bank's three-month COF plus spread of 0.7%. The principal is payable in seventeen (17) quarterly installments commencing on the 13th month from the first utilization date. Initial drawdown amounting to VND3.2 billion (₱7.4 million) was availed on December 29, 2023. Multiple drawdowns totaling to



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VND76.3 billion (P182.3 million) were availed in 2024. The loan was prepaid in full in September 2025. As at December 31, 2025 and 2024, the carrying value of the loan amounted to nil and VND74.8 billion (P177.9 million), respectively.

Loans 2 to 4 are guaranteed by the Ultimate Parent Company.

Loan 5 consists of a 5-year facility agreement with a local bank in Vietnam up to an aggregate amount of VND400.0 billion (P930.4 million) available in tranches within twelve (12) months from August 13, 2024, the agreement date. The loan is subject to a variable interest rate based on the VND three-month BLR. The principal is payable in seventeen (17) quarterly installments commencing on the 13th month from the first utilization date. Subsequent tranches totaling to VND190.7 billion (P436.1 million) and VND108.7 billion (P257.6 million) were availed in 2025 and 2024, respectively. As at December 31, 2025 and 2024, the carrying value of the loan amounted to VND264.1 billion (P618.0 million) and VND108.7 billion (P258.4 million), respectively.

Loan 6 consists of a 3.5-year facility agreement with a local bank in Vietnam up to an aggregate amount of VND280.0 billion (P665.8 million). The loan is subject to a variable interest rate based on the VND three-month BLR. The principal, availed on October 3, 2024, is payable in fifteen (15) quarterly installments commencing on December 1, 2024. As at December 31, 2025 and 2024, the carrying value of the loan amounted to VND180.0 billion (P421.2 million) and VND261.0 billion (P618.3 million), respectively.

Loan 7 consists of a 2-year facility agreement with a local bank in Vietnam up to an aggregate amount of VND115.3 billion (P274.3 million) availed on October 3, 2024. The loan is subject to a variable interest rate based on the VND three-month BLR. The principal is payable in nine (9) quarterly installments commencing on December 27, 2024. As at December 31, 2025 and 2024, the carrying value of the loan amounted to VND42.3 billion (P101.2 million) and VND100.9 billion (P240.0 million), respectively.

Loan 8 consists of a 5-year facility agreement with a local bank in Vietnam up to an aggregate amount of VND300.0 billion (P693.3 million). The loan is subject to a variable interest rate based on the Bank's three-month COF plus spread of 0.2%. The initial drawdown amounting to VND16.7 billion (P39.5 million) was availed on July 17, 2025. The principal is payable in seventeen (17) quarterly installments commencing on April 17, 2026. As at December 31, 2025, the carrying value of the loan amounted to VND16.7 billion (P39.0 million).

Loan 9 consists of a 5-year facility agreement with a local bank in Vietnam up to an aggregate amount of VND500.0 billion (P1,155.5 million). The loan is subject to a variable interest rate based on the VND three-month BLR plus spread of 0.5%. Multiple drawdowns totaling to VND121.1 billion (P283.0 million) were availed in September to December 2025. The principal is payable in seventeen (17) quarterly installments commencing on October 19, 2026. As at December 31, 2025, the carrying value of the loan amounted to VND121.1 billion (P283.3 million).

SGD-denominated loan of CBTL-SG. Loan 10 consists of a 3-year facility agreement with a local bank in Singapore up to an aggregate amount of SGD13.0 million (P547.2 million) available in tranches within four (4) months from November 2, 2023, acceptance date of the agreement. The loan is subject to variable interest rate based on SORA plus spread of 1.7% subject to quarterly repricing. Initial drawdown amounting to SGD4.5 million (P189.4 million) was availed on November 28, 2023. Subsequent drawdowns totaling to SGD8.5 million (P358.1 million) were availed in January, March and July 2024. The principal is payable in eight (8) quarterly installments, the first installment commencing in twelve (12) months from the date of the first drawdown. As at December 31, 2025 and 2024, the carrying value of the loan amounted to SGD4.9 million (P223.4 million) and SGD11.4 million (P485.6 million), respectively.

The loan is guaranteed by the Ultimate Parent Company.

SGD-denominated loan of THWPL. Loan 11 consists of a 3-year facility agreement with a local bank in Singapore up to an aggregate amount of SGD6.4 million (P295.3 million) availed on November 6, 2025. The loan is subject to an interest rate based on SORA plus spread of 1.35% subject to quarterly repricing. The principal is payable in monthly installments commencing on the month after availment. As at December 31, 2025, the carrying amount of the loan amounted to SGD5.9 million (P271.2 million).

The loan is guaranteed by the Ultimate Parent Company.

MYR-denominated loans of CBTL-MY. Loan 12 consists of a 3-year facility agreement with a local bank in Malaysia up to an aggregate amount of MYR18.5 million (P220.7 million) available from December 29, 2023, the agreement date. The loan is subject to variable interest rate based on three-month KLIBOR plus spread of 2.15% subject to quarterly repricing. The loan was availed in full on February 6, 2024. The principal is payable in four (4) quarterly installments commencing on the 25th month from the drawdown date. As at December 31, 2025 and 2024, the carrying value of the loan amounted to MYR18.5 million (P269.0 million) and MYR18.5 million (P240.3 million), respectively.

Loan 13 consists of a 3-year revolving facility agreement with a local bank in Malaysia up to an aggregate amount of MYR23.5 million (P285.1 million) available from April 25, 2024, the agreement date. The loan is subject to variable interest rate based on three-month KLIBOR plus spread of 2.15% subject to quarterly repricing. The loan was availed in full on May 9, 2024. The principal is payable in four (4) quarterly installments commencing on July 30, 2026. As at December 31, 2025 and 2024, the carrying value of the loan amounted to MYR23.5 million (P341.7 million) and MYR23.5 million (P305.3 million), respectively.

The loans are guaranteed by the Ultimate Parent Company.

HKD-denominated loan of THWL. Loan 14 consists of a 3-year facility agreement with a local bank in Hong Kong up to an aggregate amount of HKD86.1 million (P651.8 million) availed on November 6, 2025. The loan is subject to an interest rate based on HIBOR plus spread of 1.35% subject to quarterly repricing. The principal is payable in monthly installments commencing on the month after availment. As at December 31, 2025, the carrying amount of the loan amounted to HKD85.7 million (P648.7 million).

The loan is guaranteed by the Ultimate Parent Company.

PHP-denominated loans of the Parent Company. Loan 19 consists of a 7-year unsecured loan availed from a local bank in the Philippines on July 25, 2024 amounting to P3,500.0 million. The loan is subject to a floating rate based on PHP BVAL Reference Rate for three (3) months tenor plus spread of 0.48% subject to quarterly repricing. The Parent Company incurred debt issue cost of P26.3 million, representing documentary stamp tax, in relation to this loan. The principal is payable in equal quarterly installment commencing on the 2nd anniversary from the drawdown date. As at December 31, 2025 and 2024, the carrying amount of the loan amounted to P3,479.1 million, net of unamortized debt issue cost of P20.9 million and P3,475.3 million, net of unamortized debt issue cost of P24.7 million, respectively.

Loan 20 consists of a 5-year unsecured loan availed from a local bank in the Philippines on July 23, 2024 amounting to P3,000.0 million. The loan is subject to a floating rate based on PHP BVAL Reference Rate for three (3) months tenor plus spread of 0.48% subject to quarterly repricing. The Parent Company incurred debt issue cost of P22.5 million, representing documentary stamp tax, in relation to this loan. The principal is payable in equal quarterly installment commencing on the 1st anniversary from the drawdown date. As at December 31, 2025 and 2024, the carrying amount of the loan amounted to P2,786.4 million, net of unamortized debt issue cost of P16.1 million and P2,979.4 million, net of unamortized debt issue cost of P20.6 million, respectively.

Loan 21 consists of a 7-year unsecured loan from a local bank in the Philippines on January 6, 2025 amounting to P5,800.0 million. The loan is subject to a floating rate based on PHP BVAL Reference Rate for three (3) months tenor plus spread of 0.48% subject to quarterly repricing. The Parent Company incurred debt issue cost of P43.5 million, representing documentary stamp tax, in relation to this loan. The principal is payable in equal quarterly installments commencing on the 2nd anniversary from the drawdown date. As at December 31, 2025, the carrying amount of the loan amounted to P5,762.7 million, net of unamortized debt issue cost of P37.3 million.

The Parent Company's PHP-denominated long-term debt (Loans 15 to 21) amounted to P13,033.2 million, net of unamortized debt issue cost of P79.3 million, and P9,354.3 million, net of unamortized debt issue cost of P60.7 million, as at December 31, 2025 and 2024, respectively. The current portion amounted to P1,911.8 million, net of unamortized debt issue cost of P13.3 million and P2,092.1 million, net of unamortized debt issue cost of P10.4 million, as at December 31, 2025 and 2024, respectively.

PHP-denominated loans of Zenith. Zenith's PHP-denominated long-term debt (Loans 22 to 24) amounted to P935.3 million, net of unamortized debt issue cost of P5.0 million, and P1,997.5 million, net of unamortized debt issue cost of P11.1 million, as



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at December 31, 2025 and 2024, respectively. The current portion amounted to ₱935.3 million, net of unamortized debt issue cost of 6.0 million and ₱999.7 million, net of unamortized debt issue cost of ₱6.1 million, as at December 31, 2025 and 2024, respectively.

PHP-denominated loan of PERFI. Loan 25 consists of a 7-year unsecured loan acquired from a local bank in the Philippines on April 29, 2024 amounting to ₱500.0 million. The loan is subject to a floating rate based on PHP BVAL Reference Rate for three (3) months tenor plus spread of 0.7%. PERFI incurred debt issue cost of ₱3.8 million, representing documentary stamp tax, in relation to this loan. The principal is payable annually commencing on the 4th quarter from the drawdown date amounting to ₱12.5 million and the remaining balance on the maturity date. As at December 31, 2025 and 2024, the carrying amount of the loan amounted to ₱484.6 million, net of unamortized debt issue cost of ₱2.9 million and ₱496.6 million, net of unamortized debt issue cost of ₱3.4 million, respectively.

Loans 22 to 25 are guaranteed by the Parent Company.

The Parent Company is subject to certain debt covenants which include, among others, maintaining Debt-to-Equity ratio, Debt-to-EBITDA ratio and Debt-to-Service Coverage Ratio. The Parent Company is in compliance with the applicable debt covenants as at December 31, 2025 and 2024.

Various denominated loans of Tim Ho Wan. The Jollibee Group assumed the loans from the acquisition of Tim Ho Wan business on January 2, 2025 with an aggregate amount of ₱1,183.8 million (see Note 11). The loans are subject to variable interest rates and payable upon maturity. The loans were prepaid in full on November 6, 2025. As at December 31, 2025, the carrying amount of the loans is nil.

Interest expense recognized on long-term debt amounted to ₱1,190.0 million, ₱780.2 million and ₱740.5 million in 2025, 2024 and 2023, respectively (see Note 23). Amortization of debt issue cost charged to statements of comprehensive income under "Interest Income (Expense) and Other Income (Expense) account" and presented under the "Insurance claims and others" amounted ₱31,435.7 million, ₱28,837.6 million, ₱23,678.6 million, in 2025, 2024 and 2023, respectively (see Note 23).

The future expected principal settlements of the Jollibee Group's long-term debt follow:

	2025	2024
2025	₱-	₱4,160,035
2026	5,133,473	4,029,507
2027	4,284,327	3,900,700
2028 to 2031	9,842,226	4,037,500
	19,260,026	16,127,742
Less debt issue costs	(87,227)	(75,162)
	₱19,172,799	₱16,052,580

Embedded Derivatives

Certain long-term loans of the Jollibee Group include provisions for an option to convert the variable interest rate into a fixed interest rate. Certain long-term loans are also subject to an interest rate floor. In addition, the Jollibee Group's long-term loans generally provide an option to pre-pay the loan in full before the maturity date.

The Jollibee Group assessed that the derivatives embedded in the loan contracts need not be bifurcated since they are clearly and closely related to the economic characteristics and risks of the host loan contract and do not qualify for separate accounting as at December 31, 2025 and 2024.

Senior Debt Securities (Notes)

On June 24, 2020, the Jollibee Group, through JWPL, issued a USD300.0 million (₱14,994.0 million) 5.5-year and USD300.0 million (₱14,994.0 million) 10-year Reg S dual tranche US dollar denominated guaranteed Notes with coupon rates of 4.125% and 4.750%, respectively, and payable semi-annually. This was listed in the Singapore Exchange Securities Trading Limited on June 25, 2020.

The proceeds from the issuance were used for general corporate purposes as well as fund initiatives of the Jollibee Group (see Note 10).

The Jollibee Group incurred debt issue cost of USD4.0 million (₱200.4 million) for this transaction. As at December 31, 2025 and 2024, the carrying value of the Notes amounted to USD598.2 million (₱35,168.1 million) and USD597.8 million (₱34,582.6 million), net of unamortized debt issue cost of USD1.8 million (₱105.9 million) and USD2.2 million (₱127.4 million), respectively.

On January 24, 2026, JWPL, redeemed the Notes and delisted in Singapore Exchange Securities Trading Limited on January 25, 2026.

On April 2, 2025, the Jollibee Group, through JWPL, issued a USD300.0 million (₱17,128.5 million) 5-Reg S only US dollar denominated senior unsecured guaranteed Note with a fixed coupon rate of 5.332%, payable semi-annually. This was listed in the Singapore Exchange Securities Trading Limited on April 3, 2025.

The proceeds from the issuance were used for general corporate purposes and/or refinancing of JWPL's existing borrowings.

The Jollibee Group incurred debt issue cost of USD2.4 million (₱137.8 million) for this transaction. As at December 31, 2025, the carrying value of the Note amounted to USD297.9 million (₱17,516.4 million), net of unamortized debt-issue cost of USD2.1 million (₱120.6 million).

Interest expense recognized on senior debt securities amounted to ₱2,216.0 million, ₱1,525.3 million and ₱1,481.1 million in 2025, 2024 and 2023, respectively (see Note 23). Amortization of debt issue cost charged to statements of comprehensive income under "Interest Income (Expense) and Other Income (Expense) account" and presented under "Insurance claims and others" amounted ₱43,938.0 million, ₱23,036.0 million, ₱22,368.4 million, in 2025, 2024 and 2023, respectively (see Note 23).

19. Equity

a. Preferred Stock

On September 24, 2021, the Philippine SEC approved the shelf registration in the Philippines of 20,000,000 cumulative, non-voting, non-participating, non-convertible, redeemable, peso-denominated perpetual preferred shares to be offered within a period of three (3) years from the date of effectivity of the registration statement and granted the Parent Company the permit to sell 8,000,000 preferred shares and an over subscription option of up to 4,000,000 preferred shares, at an offer price of ₱1,000 per share in two (2) series: Preferred Shares-Series A and Series B with a dividend rate of 3.2821% and 4.2405% per annum, respectively.

On October 14, 2021, the Parent Company issued Preferred Shares-Series A and Series B totaling to 3,000,000 shares and 9,000,000 shares, respectively. The preferred shares were listed in the Philippine Stock Exchange (PSE) on the same day.

On March 8, 2024, the BOD of the Parent Company approved the plan to offer and issue in the Philippines an additional 5,000,000 preferred shares with an oversubscription option of up to 3,000,000 preferred shares. The preferred shares will be sold at a subscription price of ₱1,000.00 per share, with an estimated issue size of ₱5.0 billion to up to ₱8.0 billion, if the oversubscription option is fully exercised. These will be cumulative, non-voting, non-participating, non-convertible, redeemable, peso-denominated perpetual preferred shares.

On July 29, 2024, the Parent Company announced the withdrawal of its application to offer and list up to 8,000,000 preferred shares filed with the Philippine SEC and PSE in September 2024.

On September 13, 2024, the BOD of the Parent Company approved the redemption of all its 3,000,000 Preferred Shares-Series A issued and listed on the PSE on October 14, 2021.

In accordance with the terms of issuance, the Parent Company will redeem all outstanding Preferred Shares-Series A on October 14, 2024 at a redemption price equal to the offer price of ₱1,000 plus any accrued and unpaid cash dividends, after



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deducting transfer costs customarily chargeable to stockholders, as applicable, to effect the redemption (Redemption Price). Holders of Preferred Shares–Series A as at September 30, 2024 will receive the Redemption Price.

On October 15, 2024, the Parent Company redeemed all outstanding Preferred Shares–Series A and holders thereof as at September 30, 2024 were paid the Redemption Price.

Following the redemption, the redeemed preferred shares shall not be considered retired and may be reissued by the Corporation. The redeemed preferred shares shall be kept as Treasury Shares.

The total number of shareholders of the Parent Company for Preferred Shares–Series B is 7 as at December 31, 2025 and 2024

b. Common Stock

The movements in the account are as follows:

	2025	2024
Authorized – ₱1 par value		
Balance at beginning and end of year	₱1,430,000	₱1,430,000
Issued and subscribed:		
Balance at beginning of year	₱1,135,538	₱1,132,331
Issuances during the year	1,570	3,207
Balance at end of year	₱1,137,108	₱1,135,538

The total number of shareholders for common shares of the Parent Company is 2,863 and 2,905 as at December 31, 2025 and 2024, respectively.

c. Additional Paid-in-Capital

The movements in the additional paid-in-capital pertain to the difference between the exercise prices of stock options exercised and the par value of Parent Company's shares. As at December 31, 2025 and 2024, stock options totaling 1,570,369 shares and 3,207,065 shares, respectively, were exercised (see Note 26). This resulted in an additional paid-in capital amounting to ₱314.8 million and ₱694.3 million for the years ended December 31, 2025 and 2024, respectively.

Stock options expense amounting to ₱342.5 million, ₱497.3 million and ₱353.9 million in 2025, 2024 and 2023 respectively, were also recognized as part of additional paid-in capital (see Notes 22, 26 and 27).

The Parent Company derecognized deferred tax assets on MSOP and ELTIP in additional paid-in capital resulting to a decrease of ₱72.7 million in 2025 and recognized deferred tax assets in additional paid-in capital resulting to an increase of ₱53.4 million in 2024.

As at December 31, 2025 and 2024, total additional paid-in capital amounted to ₱14,492.6 million and ₱13,907.9 million, respectively.

d. Treasury Shares

The cost of preferred and common stock of the Parent Company held in treasury is ₱3,000.0 million and ₱180.5 million as at December 31, 2025 and 2024, respectively. This consists of 3,000,000 shares and 16,447,340 shares as at December 31, 2025 and 2024, respectively.

e. Senior Perpetual Securities (Securities)

The Securities amounting to USD600.0 million (₱30,588.0 million) was issued by the Jollibee Group, through JWPL, on January 23, 2020 and was listed in the Singapore Exchange Securities Trading Limited (SGX-ST) on January 24, 2020. The Securities

confer a right to receive a return on the Securities (the "Distribution") every Distribution Payment Date as described in the terms and conditions of the Securities. These distributions are payable semi-annually in arrears on the Distribution Payment Dates of each year. The Securities offered an initial distribution rate of 3.9%, noncallable in five (5) years and payable semi-annually. However, the Issuer may, at its sole and absolute discretion, prior to any Distribution Payment Date, resolve to defer payment of all or some of the Distribution which would otherwise be payable on that Distribution Payment Date subject to exceptions enumerated in the terms and conditions of the Securities. The Securities are perpetual securities in respect of which there is no fixed redemption date, but the Issuer may, at its option change the status of the Securities or redeem the same on instances defined under its terms and conditions. The Securities are unconditionally and irrevocably guaranteed by the Parent Company.

The proceeds from issuance of the Securities were partially used to refinance the short-term debt for the acquisition of CBTL while some were invested to bond funds (see Note 10).

The Securities are treated as equity as part of non-controlling interests in the consolidated financial statements of the Jollibee Group because nothing in the terms and conditions of the Securities gives rise to an obligation of the Jollibee Group to deliver cash or another financial asset in the future as defined by PAS 32.

In 2021, JWPL made a Tender Offer to the holders of the Securities and repurchased and cancelled an aggregate principal amount of USD203.5 million (₱10,323.2 million) Securities.

On December 19, 2024, the Jollibee Group disclosed that JWPL will redeem the remaining Securities on January 23, 2025. The redemption price will be the principal amount of the Securities, plus any accrued but unpaid Distributions and any Arrears of Distribution (including any amount of Distributions accrued thereon). Upon redemption, the Securities will be cancelled and subsequently delisted from the Singapore Exchange Securities Trading Limited.

On January 23, 2025, JWPL completed the redemption of the remaining Securities amounting to USD396.5 million (₱23,236.9 million) and paid the Distribution amounting to USD7.7 million (₱453.1 million). Subsequently, the Securities were delisted on January 23, 2025.

As at December 31, 2025 and 2024, the Securities amounted to nil and USD396.5 million (₱20,264.8 million), respectively. Accrued distribution amounted to nil and USD6.7 million (₱390.1 million) as at December 31, 2025 and 2024, respectively (see Note 16).

f. Excess of Cost Over the Carrying Value of Non-controlling Interests Acquired

The amount of excess of cost over the carrying value of non-controlling interests acquired as at December 31, 2025 and 2024, recognized as part of "Equity Attributable to Equity Holders of the Parent Company" section in the consolidated statements of financial position, resulted from the acquisitions of the following non-controlling interests:

20% of Greenwich in 2006	₱168,257
15% of Yonghe King in 2007	375,721
40% of Adgraphix in 2010	(1,214)
30% of Mang Inasal in 2016	1,217,615
30% of HBFPPPL in 2016	391,782
15% of SJBFB in 2018	(347,395)
30% of Smashburger Long Island in 2020	95,774
49% of Smashburger Westchester in 2020	125,800
	<u>₱2,026,340</u>

g. Retained Earnings

The Jollibee Group has a cash dividend policy of declaring one-third of the Jollibee Group's net income for the year as cash dividends payable to all common stockholders. It uses best estimate of its net income as basis for declaring cash dividends.



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Actual cash dividends per share declared as a percentage of the EPS are 36.7%, 33.6% and 30.9% in 2025, 2024 and 2023, respectively.

Preferred Shares–Series A and Series B shareholders, subject to the discretion of the BOD to the extent permitted by law, are entitled to dividends. If cash dividends are declared, cash dividends shall be as follows:

- Preferred Shares–Series A shall be at the fixed rate of 3.2821% per annum; and,
- Preferred Shares–Series B shall be at the fixed rate of 4.2405% per annum.

Cash dividends on Preferred Shares–Series A and Series B will be payable quarterly.

The Parent Company's cash dividend declarations for 2025, 2024 and 2023 follow:

Declaration Date	Record Date	Payment Date	Cash Dividend per Share	Total Cash Dividends Declared
(In Thousands, except dividend per share)				
2025				
Common Shares				
April 14	May 2	May 16	₱1.33	₱1,488,951
November 14	November 28	December 16	2.11	2,364,595
			₱3.44	₱3,853,546
Preferred Shares–Series B				
March 7	March 24	April 15	₱10.60	₱95,411
June 16	July 1	July 15	10.60	95,411
September 15	September 30	October 15	10.60	95,411
December 15	January 6, 2026	January 15, 2026	10.60	95,411
			₱42.40	₱381,644
2024				
Common Shares				
April 23	May 9	May 23	₱1.15	₱1,284,336
November 11	November 25	December 10	1.82	2,036,190
			₱2.97	₱3,320,526
Preferred Shares–Series A				
March 8	March 25	April 15	₱8.21	₱24,616
June 10	July 2	July 15	8.21	24,616
September 13	September 30	October 15	8.21	24,616
			₱24.63	₱73,848
Preferred Shares–Series B				
March 8	March 25	April 15	₱10.60	₱95,411
June 10	July 2	July 15	10.60	95,411
September 13	September 30	October 15	10.60	95,411
December 19	January 8, 2025	January 15, 2025	10.60	95,411
			₱42.40	₱381,644

Declaration Date	Record Date	Payment Date	Cash Dividend per Share	Total Cash Dividends Declared
(In Thousands, except dividend per share)				
2023				
Common Shares				
April 17	May 3	May 22	₱1.07	₱1,193,241
November 10	November 24	December 11	1.23	1,372,451
			₱2.30	₱2,565,692
Preferred Shares–Series A				
March 14	March 29	April 14	₱8.21	₱24,616
June 16	July 4	July 14	8.21	24,616
September 19	October 4	October 16	8.21	24,616
December 15	January 3, 2024	January 15, 2024	8.21	24,616
			₱32.84	₱98,464
Preferred Shares–Series B				
March 14	March 29	April 14	₱10.60	₱95,411
June 16	July 4	July 14	10.60	95,411
September 19	October 4	October 16	10.60	95,411
December 15	January 3, 2024	January 15, 2024	10.60	95,411
			₱42.40	₱381,644

An important part of the Jollibee Group's growth strategy is the acquisition of new businesses in the Philippines and abroad. Examples were acquisitions of 85% of Yonghe King in 2004 in PRC (₱1,200.0 million), 100% of Red Ribbon in 2005 (₱1,700.0 million), the remaining 20% minority share in Greenwich in 2006 (₱384.0 million), the remaining 15% share of Yonghe King in 2007 (₱413.7 million), 100% of Hong Zhuang Yuan restaurant chain in PRC in 2008 (₱2,600.0 million), 70% of Mang Inasal in 2010 (₱2,976.2 million), 100% of Chowking US operations in 2011 (₱693.3 million), 40% of SJBFL LLC, the parent company of the entities comprising the Smashburger business in the US including transaction costs in 2015 (₱4,812.8 million), the remaining 30% minority share each in Mang Inasal (₱2,000.0 million), HBFPL (₱514.9 million) and 100% of GSC (₱8.6 million) in 2016, additional 10% share in SuperFoods Group in 2017 (₱2,712.7 million), the remaining 60% share in SJBFL LLC in 2018 (₱5,735.8 million), 80% of The Coffee Bean & Tea Leaf in 2019 (₱17,098.7 million), the remaining 30% minority share in Smashburger Long Island in 2020 (₱95.8 million), 51% of Milksha in 2022 (₱654.5 million), 60% stake of MHL in 2023 (₱910.1 million), 70% share in Compose Coffee in 2024 (₱13,851.6 million) and 100% of Tim Ho Wan in 2025 (₱10,695.8 million).

The Jollibee Group plans to continue to make substantial acquisitions in the coming years. The Jollibee Group uses its cash generated from operations to finance these acquisitions and capital expenditures. These limit the amount of cash dividends that it can declare and pay.

On March 8, 2024, the BOD approved the release of the previously approved appropriated retained earnings in 2021 amounting to ₱18,700.0 million and new appropriation of ₱23,400.0 million from the Parent Company's unappropriated retained earnings for capital expenditures in 2024.

On March 7, 2025, the BOD approved the release of the previously approved appropriated retained earnings in 2024 amounting to ₱23,400.0 million and new appropriation of ₱38,000.0 million from the Parent Company's unappropriated retained earnings for capital expenditures in 2025–2026. Consequently, appropriated retained earnings for capital expenditures amounted to ₱38,000.0 million and ₱23,400.0 million as at December 31, 2025 and 2024, respectively.

The unappropriated retained earnings of the Parent Company is also restricted to the extent of cost of preferred and common stock held in treasury amounting to ₱3,180.5 million as at December 31, 2025 and 2024. The unappropriated retained earnings of the Jollibee Group include accumulated losses from its subsidiaries.

The Parent Company's retained earnings available for dividend declaration, computed based on the guidelines provided in SEC Memorandum Circular No. 11, amounted to ₱24,053.4 million and ₱33,528.1 million as at December 31, 2025 and 2024, respectively.



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In relation with the Securities Regulation Code, below is the summary of the Parent Company's track record of registration of securities.

	Number of Shares Registered	Initial Issue/ Offer Price	Listing date	Number of Holders of Securities	
				2025	2024
Common shares	75,000,000	₱9	July 14, 1993	2,863	2,905
Preferred shares-Series A	3,000,000	1,000	October 14, 2021	–	–
Preferred shares-Series B	9,000,000	1,000	October 14, 2021	7	7

20. Royalty, Set-up Fees and Others

This account consists of:

	2025	2024	2023
Royalty fees	₱15,244,994	₱14,318,894	₱12,089,063
Service fees	2,113,196	713,259	440,758
Set-up fees	1,237,128	756,816	438,205
Scrap sales	285,769	164,293	151,588
Rent income (see Note 29)	20,310	31,768	20,084
Delivery fees and others	157,575	162,751	205,680
	₱19,058,972	₱16,147,781	₱13,345,378

The Jollibee Group has existing Royalty and Service Agreements with independent franchisees for the latter to operate QSR outlets under the "Jollibee", "Greenwich", "Chowking", "Yong He King", "Red Ribbon", "Hong Zhuang Yuan", "Mang Inasal", "Highlands Coffee", "Smashburger", "The Coffee Bean & Tea Leaf", "Milksha", "Compose Coffee" and "Tim Ho Wan" concepts and trade names. In consideration thereof, the franchisees agree to pay set-up fees and monthly royalty fees equivalent to a certain percentage of the franchisees' net sales. The Jollibee Group's franchisees pay service fees for various services, including repairs and maintenance services, rendered by the Jollibee Group's personnel.

21. Direct Costs

This account consists of:

	2025	2024	2023
Cost of Sales			
Cost of inventories (Note 8)	₱146,610,191	₱124,907,082	₱113,996,948
Personnel costs:			
Salaries, wages and other employee benefits	31,771,083	28,605,518	25,776,101
Pension expense (see Note 25)	256,136	224,933	201,686
Depreciation and amortization (see Notes 12 and 29)	17,789,440	16,938,465	16,236,912
Contracted services	10,464,334	10,331,889	9,796,329
Rent (see Note 29)	7,754,556	6,829,795	5,618,557
Electricity and other utilities	7,406,911	6,774,379	6,254,822
Supplies	3,723,083	3,440,555	3,406,884
Repairs and maintenance	3,498,504	3,263,857	2,876,502
Security and janitorial	1,650,183	1,475,572	1,285,592

	2025	2024	2023
Communication	448,859	448,670	408,253
Professional fees	322,077	236,870	176,784
Representation and entertainment	81,658	82,817	78,245
Delivery costs, insurance and others	11,026,778	9,798,033	8,632,670
	242,803,793	213,358,435	194,746,285
Cost of Services			
Advertising expense	5,554,717	4,864,579	4,060,409
	₱248,358,510	₱218,223,014	₱198,806,694

22. General and Administrative Expenses

This account consists of:

	2025	2024	2023
Personnel costs:			
Salaries, wages and other employee benefits	₱16,072,365	₱15,333,732	₱13,111,630
Stock options expense (see Notes 19, 26 and 27)	342,509	497,273	353,863
Pension expense (see Note 25)	318,262	277,919	244,247
Taxes and licenses	3,129,330	2,918,002	2,827,061
Contracted services	1,756,593	1,421,937	1,174,063
Professional fees	1,743,387	1,872,837	1,467,482
Membership and subscriptions	1,409,628	982,033	539,979
Depreciation and amortization (see Notes 12, 13, 14, 15 and 29)	989,745	808,469	716,904
Transportation and travel	795,384	806,557	633,251
Impairment in value of:			
Receivables (see Note 7)	267,975	450,373	278,846
Inventories (see Note 8)	167,721	60,390	177,937
Other current assets (see Note 9)	126,264	–	8,058
Property, plant and equipment (see Note 12)	97,018	204,836	160,354
Rent (see Note 29)	483,887	509,290	562,084
Repairs and maintenance	319,603	376,297	484,443
Corporate events	273,625	252,240	155,306
Loss on retirements and disposals of property, plant and equipment (see Note 12)	253,053	279,780	400,881
Insurance	225,426	233,164	202,698
Supplies	194,547	190,893	167,341
Training	183,323	116,787	83,525
Donations	180,380	165,482	148,856
Communication	135,281	167,627	177,270
Electricity and other utilities	73,164	69,363	55,976
Security and janitorial	70,494	39,128	18,404
Representation and entertainment	70,323	73,424	68,123
Reversals of provision for impairment on:			
Property, plant and equipment (see Note 12)	(47,784)	(68,965)	(49,777)
Inventories (see Note 8)	(4,797)	(70,855)	(44,702)
Receivables (see Note 7)	(976)	(67,173)	(7,800)
Right-of-use assets	–	–	(130,843)
Association dues	45,206	42,928	52,533
Research and development and others	1,325,002	1,804,655	2,046,012
	₱30,995,938	₱29,748,423	₱26,084,005



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23. Interest Income (Expense) and Other Income (Expense)

	2025	2024	2023
Interest income			
Cash and cash equivalents and short-term investments (see Note 6)	₱588,202	₱826,603	₱755,505
Loans and advances (see Note 11)	83,694	103,305	80,686
Accretion of:			
Interest on security and other deposits and employee car plan receivables (see Note 15)	30,065	21,151	26,294
Lease receivables	–	7,984	1,030
	₱701,961	₱959,043	₱863,515
Interest expense			
Financing:			
Senior debt securities (see Note 18)	(₱2,216,040)	(₱1,525,346)	(₱1,481,149)
Long-term debt (see Note 18)	(1,190,036)	(780,163)	(740,472)
Short-term debt (see Note 18)	(777,545)	(406,102)	(358,054)
	(4,183,621)	(2,711,611)	(2,579,675)
Accretion of:			
Lease liabilities (see Note 29)	(3,398,461)	(3,056,484)	(2,799,307)
Customer deposits (see Note 16)	(15,979)	(3,457)	(3,059)
	(3,414,440)	(3,059,941)	(2,802,366)
	(₱7,598,061)	(₱5,771,552)	(₱5,382,041)
	2025	2024	2023
Other income (expense)			
Write-off of liabilities	₱1,937,699	₱2,613,326	₱1,200,237
Bank charges	(1,030,257)	(895,794)	(847,526)
Gain on pre-termination of lease agreements (see Note 29)	594,910	69,424	78,840
Reversal of (provisions for) contingencies (see Note 17)	296,665	(296,844)	(35,808)
Rebates, suppliers' incentives and government subsidies	295,621	389,814	473,177
Other rentals	69,680	108,920	18,953
Foreign exchange loss – net	(64,031)	(801,808)	(106,514)
Penalties and charges	53,835	73,243	113,724
Mark-to-market gain on financial assets at FVTPL (see Note 10)	20,938	178,589	530,939
Gain on disposal of an associate (see Note 11)	20,149	–	–
Charges to franchisees	11,022	11,037	19,519
Insurance claims and others	470,058	330,439	421,326
	₱2,676,289	₱1,780,346	₱1,866,867

In the normal course of business, the Jollibee Group accrues liabilities based on management's best estimate of costs incurred, particularly in cases when the Jollibee Group has not yet received final billings from suppliers and vendors. There are also ongoing negotiations and reconciliations with suppliers and vendors on certain liabilities recorded. These balances are continuously reviewed by management and are adjusted based on these reviews, resulting in a write-off of certain liabilities as other income.

Insurance claims and others include claims from insurance settlements and others.

24. Income Taxes

The Jollibee Group's provision for current income tax consists of the following:

	2025	2024	2023
Final tax withheld on:			
Royalty income	₱2,924,814	₱2,623,349	₱2,350,190
Interest income	71,074	114,748	116,391
RCIT:			
With itemized deduction	3,913,447	2,654,782	1,879,515
With Optional Standard Deduction (OSD)	1,443	2,228	3,161
MCIT	115,634	131,651	91,850
Capital gains	3,383	–	–
	₱7,029,795	₱5,526,758	₱4,441,107

RCIT consists of corporate income taxes from the Jollibee Group's operations in the Philippines, PRC, USA, Canada, Vietnam, Singapore, South Korea, and Europe.

In 2025, 2024 and 2023, Grandworth, a wholly owned subsidiary, elected to use OSD in computing for its taxable income. The net tax benefit (disadvantage) from the availment of OSD amounted to (₱0.2 million), (₱2.2) million and ₱0.7 million in 2025, 2024 and 2023, respectively.

The components of the Jollibee Group's recognized net deferred tax assets as at December 31 follow:

	2025	2024
Deferred tax assets:		
Lease liabilities	₱7,966,538	₱7,835,896
NOLCO:		
US-based entities	6,452,700	5,259,925
PH-based entity	1,012,124	195,423
PRC-based entities	620,850	429,801
EU-based entity	205,923	38,477
Accrued expenses	715,475	833,719
Pension liability and other benefits	713,889	684,768
Accrued benefit liability and bonus	373,965	438,123
Accumulated impairment loss in value of receivables, inventories, property, plant and equipment and other nonfinancial assets	392,716	361,642
Provision	318,557	337,655
Contract revenue	244,389	78,457
MSOP and ELTIP	204,214	477,641



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	2025	2024
Unrealized foreign exchange loss	₱200,453	₱222,729
Unamortized past service costs	187,936	5,857
Excess MCIT and RCIT	80,604	130,601
Unaccreted discount on security deposits and employee car plan receivables	14,162	8,795
Others	500	356
	19,704,995	17,339,865
Deferred tax liabilities:		
Right-of-use assets	6,442,088	6,393,635
Excess of fair value over book value of identifiable assets of acquired businesses	1,476,360	981,074
Unrealized foreign exchange gain	208,254	329,423
Operating lease receivables	221,779	212,774
Unaccreted discount on employee car plan receivables and security deposits	23,317	24,452
Prepaid rent	13,572	13,602
Deferred rent expense	7,277	8,153
Unrealized gain on change in fair value of financial assets at FVTPL	5,561	4,323
	8,398,208	7,967,436
Deferred tax assets – net	₱11,306,787	₱9,372,429

The components of the Jollibee Group's recognized net deferred tax liabilities as at December 31 are as follows:

	2025	2024
Deferred tax assets:		
Lease liabilities	₱4,557,996	₱4,602,385
Capital allowance	379,331	316,731
NOLCO:		
SG-based entities	230,789	45,122
US-based entity	41,828	45,692
PH-based entity	–	347,383
Accrued expenses	37,049	17,953
Allowance for impairment loss on receivables, inventories and property, plant and equipment	16,339	12,710
Contract revenue	6,051	46,889
Provision	5,834	20,767
Pension liability and other benefits	–	22,563
Accrued bonus	–	9,993
Excess MCIT and RCIT	–	11,145
Unamortized past service costs	–	10,163
MSOP and ELTIP	–	8,792
Unaccreted discount on security deposits and employee car plan receivables	–	8,964
	5,275,217	5,527,252
Deferred tax liabilities:		
Excess of fair value over book value of identifiable assets of acquired businesses	₱7,307,801	₱7,074,543
Right-of-use assets	4,085,008	4,168,551
Unaccreted discount on employee car plan receivables, security and product security deposits	19,258	1,401
	11,412,067	11,244,495
Deferred tax liabilities – net	₱6,136,850	₱5,717,243

The rollforward analysis of the net deferred tax assets and liabilities of the Jollibee Group follows:

	2025	2024
Balance at beginning of year	₱3,655,186	₱3,798,133
Income tax effect to profit or loss	1,880,706	2,136,514
Income tax effect arising from business acquisition	(715,085)	(2,562,010)
Income tax effect of remeasurements of net defined benefit plan	131,270	28,204
Tax effect of MSOP and ELTIP	(72,869)	53,414
Translation adjustments	290,729	200,931
Balance at end of year	₱5,169,937	₱3,655,186

OSD

The avilment of the OSD method also affected the recognition of several deferred tax assets and liabilities. Deferred tax assets and liabilities, for which the related income and expense are not considered in determining gross income for income tax purposes, are not recognized. This is because the manner by which the Jollibee Group expects to recover or settle the underlying assets and liabilities, for which the deferred tax assets and liabilities were initially recognized, would not result to any future tax consequence under the OSD method. Meanwhile, deferred tax assets and liabilities, for which the related income and expense are considered in determining gross income for income tax purposes, are recognized only to the extent of their future tax consequence under the OSD method. Hence, the tax base of these deferred tax assets and liabilities is reduced by the 40% allowable deduction provided for under the OSD method.

Accordingly, the Jollibee Group's deferred tax assets and liabilities, which were not recognized due to the use of the OSD method, are as follows:

	2025	2024
Deferred tax assets:		
Allowance for impairment loss on receivables and nonfinancial assets	₱3,366	₱4,449
Unaccreted discount on financial instruments and others	–	149
	3,366	4,598
Deferred tax liabilities – others	–	59
Deferred tax assets – net	₱3,366	₱4,539

As at December 31, 2025 and 2024, the component of deferred tax assets of the PH-based subsidiaries which were not recognized as it is not probable that taxable income will be sufficient against which they can be utilized are as follows:

	2025	2024
NOLCO	₱ 1,512,327	₱2,620,285
Excess MCIT over RCIT	327,529	143,866
	₱1,839,856	₱2,764,151



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As at December 31, 2025, NOLCO of the US-based entities that can be claimed as deductions from taxable income are as follows:

Incurred	Tax Losses	Deferred Tax at 21%
2025	₱5,470,890	₱1,148,887
2024	3,425,805	719,419
2023	3,025,424	635,339
2022	2,797,557	587,487
2021	2,987,062	627,283
2020	4,911,276	1,031,368
2019	4,118,048	864,790
2018	1,975,300	414,813
2017	976,205	205,003
2016	884,629	185,772
2015	163,543	34,344
	30,735,739	6,454,505
Utilization	(219,938)	(46,187)
Translation adjustments	410,523	86,210
	₱30,926,324	₱6,494,528

The Jollibee Group continues to recognize NOLCO of US-based entities, even in recurring losses, since these NOLCO have no prescription effective taxable year 2018. The 2015, 2016 and 2017 NOLCO will expire in 2035, 2036 and 2037, respectively. In addition, the Jollibee Group assess that they will have future taxable income to be able to utilize the NOLCO.

The PRC enterprise income tax law provides that income tax rates are unified at 25%. As at December 31, 2025, NOLCO of the PRC-based entities that can be claimed as deductions from taxable income are as follows:

Incurred	Carryforward Benefit Up to	Tax Losses	Deferred Tax at 25%
2025	December 31, 2030	₱669,044	₱167,261
2024	December 31, 2029	385,840	96,460
2023	December 31, 2028	248,304	62,076
2022	December 31, 2027	537,108	134,277
2021	December 31, 2026	97,144	24,286
2020	December 31, 2028	450,804	112,701
		2,388,244	597,061
Translation adjustments		95,156	23,789
		₱2,483,400	₱620,850

As provided in Article 4 of the Announcement of the Ministry of Finance and the State Administration of Taxation No. 8 of 2020, the maximum carryforward year for losses incurred by enterprises in difficult industries greatly affected by the pandemic in 2020 is extended from five (5) years to eight (8) years.

As at December 31, 2025, NOLCO and excess of MCIT over RCIT of the PH-based entities that can be claimed as deductions from taxable income and income tax due, respectively, are as follows:

Incurred/Paid	Carryforward Benefit up to	NOLCO	Excess of MCIT over RCIT
2025	December 31, 2028	₱1,961,385	₱68,768
2024	December 31, 2027	684,502	6,221
2023	December 31, 2026	1,402,610	5,615
		₱4,048,497	₱80,604

As at December 31, 2025, NOLCO of the EU-based entity that can be claimed as deductions from taxable income are as follows:

Incurred	Tax Losses	Deferred Tax at 19%
2025	₱862,537	₱163,882
2020	186,789	35,490
2018	15,721	2,987
	1,065,047	202,359
Translation adjustments	18,758	3,564
	₱1,083,805	₱205,923

NOLCO of EU-based entity has no prescription.

As at December 31, 2025, NOLCO of the SG-based entities that can be claimed as deductions from taxable income are as follows:

Incurred	Tax Losses	Deferred Tax at 17%
2024	₱499,729	₱84,954
2023	170,371	28,963
2019	95,053	16,159
	765,153	130,076
Acquisition of a business	527,588	89,690
Translation adjustment	6,018	11,023
	₱1,298,759	₱230,789

NOLCO of SG-based entities has no prescription.

The following are the movements in deferred tax assets on NOLCO of the Jollibee Group:

	2025	2024
Balance at beginning of year	₱6,361,823	₱4,780,910
Additions	2,034,303	1,777,566
Acquisition of a business	89,690	–
Utilization during the year	(46,187)	(48,754)
Write-offs and expirations	–	(344,266)
Translation adjustments	124,585	196,367
	₱8,564,214	₱6,361,823



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The net change in deferred tax liabilities recognized in equity amounted to ₱131.2 million, ₱28.2 million and ₱98.9 million in 2025, 2024 and 2023, respectively.

The reconciliation of provision for income tax computed at the statutory income tax rates to provision for income tax as shown in the consolidated statements of comprehensive income are as follows:

	2025	2024	2023
Provision for income tax at statutory income tax rate	₱5,638,585	₱4,535,441	₱3,085,589
Income tax effects of:			
Effect of different tax rate for royalty and interest income	(751,027)	(687,313)	(618,410)
Net movement in unrecognized DTA	376,277	393,965	94,939
Expired/written off NOLCO and excess of MCIT over RCIT	253,136	(124,079)	481,675
Tax effect of MSOP and ELTIP	226,885	(128,855)	45,432
Nondeductible expenses	156,357	224,599	44,221
Intrinsic value of stock options exercised	(9,799)	(23,802)	(9,951)
Nontaxable income	(2,678)	(80,208)	(46,796)
Difference between OSD and itemized deductions	226	(534)	(723)
Stock option expense	–	–	(8,894)
Effect of different tax rates for international operations and others	(738,873)	(718,970)	289,819
	₱5,149,089	₱3,390,244	₱3,356,901

Provision for current income tax of foreign entities operating in the US, Canada, PRC, Vietnam, Singapore and South Korea amounted to ₱215.2 million, ₱155.4 million, nil, ₱315.5 million, ₱348.7 million and ₱615.9 million, respectively, in 2025 and ₱172.8 million, ₱50.0 million, ₱3.0 million, ₱190.4 million, ₱17.1 million and ₱277.4 million, respectively, in 2024.

Pillar Two Rules

The Organization for Economic Co-operation and Development (OECD/G20 Exclusive Framework on Base Erosion and Profit Shifting (BEPS) addresses the tax challenges arising from the digitalization of the global economy. The Global Anti-Base Erosion Model Rules (Pillar Two model rules) apply to multinational enterprises (MNEs) with annual revenue exceeding EUR750 million per their consolidated financial statements.

The Pillar Two model rules introduce four (4) new taxing mechanisms under which MNEs would pay a minimum level of tax (Minimum Tax):

- The Qualified Domestic Minimum Top-up Tax (QDMTT)
- The Income Inclusion Rule (IIR)
- The Under Taxed Payment/Profits Rule (UTPR)
- The Subject to Tax Rule

The Subject to Tax Rule is a tax treaty-based rule that generally proposes a Minimum Tax on certain cross-border intercompany transactions that otherwise are not subject to a minimum level of tax. The new taxing mechanisms can impose a minimum tax on the income arising in each jurisdiction in which an MNE operates. The IIR, UTPR and QDMTT do so by imposing a top-up tax in a jurisdiction whenever the effective tax rate (ETR), determined on a jurisdiction basis under the Pillar Two rules, is below the 15% minimum rate.

On May 23, 2023, IASB issued International Tax Reform – Pillar Two Model Rules – Amendment to IAS 12 (the Amendments). The Amendments clarify that IAS 12 applies to income tax arising from tax law enacted or substantially enacted to implement the Pillar Two Model rules published by OECD, including the tax law that implements a QDMTT. The Jollibee Group has adopted these amendments, which introduce:

- A mandatory temporary exception to the accounting for deferred taxes arising from the jurisdictional implementation of Pillar Two model rules; and,
- Disclosure requirements for affected entities to help users of the financial statements better understand an entity's exposure to Pillar Two income taxes arising from that legislation.

The Pillar Two model rule was adopted by the Jollibee Group at the end of year 2023 and are applicable from January 1, 2024. According to this rule, the Jollibee Group is considered an MNE to which the Pillar Two rules shall be applied. At the same time, Pillar Two legislation has been enacted or substantively enacted in several of the jurisdictions in which the Jollibee Group operates effective January 1, 2024 and some jurisdiction to be effective on January 1, 2025.

The Jollibee Group has assessed its potential tax exposure to Pillar Two income taxes based on 2023 and 2024 country-by-country reporting and the 2024 and 2025 financial for its constituent entities. The Pillar Two effective tax rates in most of the jurisdictions in which the Jollibee Group operates is above 15%, while some of the jurisdictions qualify under the transitional safe harbour reliefs. The Jollibee Group has identified subsidiaries that operate in jurisdiction with low statutory tax rates and noted that the potential current tax exposures under Pillar Two rules was not material as at December 31, 2025 and 2024.

The Jollibee Group will continue to monitor the Pillar Two legislative developments and assess its potential impact to its consolidated financial statements.

25. Pension Liability

Defined Benefit Plan

The Parent Company and certain PH-based subsidiaries have funded, independently-administered, non-contributory defined benefit pension plan covering all permanent employees. The benefits are based on the employees' projected salaries and number of years of service.

The funds are administered by trustee banks. Subject to the specific instructions provided in writing, the Parent Company and certain PH-based subsidiaries direct the trustee banks to hold, invest and reinvest the funds and keep the same invested, in its sole discretion, without distinction between principal and income, but not limited to, certain cash and other short-term deposits, investments in government and corporate debt securities and quoted equity securities.

Under the existing regulatory framework, Republic Act No. 7641, Retirement Pay Law, requires a provision for retirement pay to qualified private sector employees in the absence of any retirement plan in the entity, provided however that the employees' retirement benefits under any collective bargaining and other agreements shall not be less than those provided under the law. The law does not require minimum funding of the plan.

The following tables summarize the components of "Pension expense", included under "Cost of sales" and "General and administrative expenses" accounts in the consolidated statements of comprehensive income and "Pension liability" account in the consolidated statements of financial position, which are based on annual actuarial valuations.



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Changes in pension liability of the Jollibee Group in 2025 are as follows:

	Present Value of Defined Benefit Obligation	Fair Value of Plan Assets	Pension Liability
At January 1, 2024	₱5,091,654	₱2,240,261	₱2,851,393
Opening balance adjustment	395	–	395
Pension expense (see Notes 21 and 22):			
Current service cost	381,992	–	381,992
Net interest	318,424	138,896	179,528
Settlement loss	12,878	–	12,878
	713,294	138,896	574,398
Benefits paid	(554,116)	(563,354)	9,238
Settlement paid	(51,284)	(42,046)	(9,238)
Remeasurements in other comprehensive income:			
Return on plan assets (excluding amount included in net interest)	–	13,323	(13,323)
Actuarial changes arising from changes in financial assumptions	(59,268)	–	(59,268)
Actuarial changes due to experience adjustment	613,855	–	613,855
Actuarial changes due to demographic adjustment	(16,184)	–	(16,184)
	538,403	13,323	525,080
Contributions	–	1,073,590	(1,073,590)
At December 31, 2025	₱5,738,346	₱2,860,670	₱2,877,676

Changes in pension liability of the Jollibee Group in 2024 are as follows:

	Present Value of Defined Benefit Obligation	Fair Value of Plan Assets	Pension Liability
At January 1, 2024	₱4,610,165	₱2,278,935	₱2,331,230
Pension expense (see Notes 21 and 22):			
Current service cost	354,097	–	354,097
Net interest	282,239	139,915	142,324
Settlement loss	6,431	–	6,431
	642,767	139,915	502,852
Benefits paid	(229,418)	(229,338)	(80)
Settlement paid	(50,123)	(50,123)	–
Remeasurements in other comprehensive income:			
Return on plan assets (excluding amount included in net interest)	–	5,452	(5,452)
Actuarial changes arising from changes in financial assumptions	(54,563)	–	(54,563)
Actuarial changes due to experience adjustment	180,146	–	180,146
Actuarial changes due to demographic adjustment	(7,314)	–	(7,314)
	118,269	5,452	112,817
Contributions	–	95,420	(95,420)
Transferred out – net	(6)	–	(6)
At December 31, 2024	₱5,091,654	₱2,240,261	₱2,851,393

The maximum economic benefit available is a combination of expected refunds from the plan and reductions in future contributions.

The following table presents the carrying amounts, which approximate the estimated fair values, of the assets of the plan:

	2025	2024
Cash and cash equivalents	₱3,379	₱8,273
Investments in government and corporate debt securities	2,662,776	2,513,620
Investments in quoted equity securities:		
Banks	182,644	180,139
Holding firms	181,207	178,146
Property	128,031	104,159
Transportation	125,722	86,328
Electricity, energy, power and water	57,535	51,559
Food and beverage	56,552	62,225
Telecommunications	43,936	47,358
Others	15,154	11,837
Interest and dividends receivable	40,857	2,908
Fund liabilities (see Notes 7 and 27)	(637,123)	(1,006,291)
	₱2,860,670	2,240,261

The plan assets consist of the following:

- Investments in government securities consist of retail treasury bonds that bear interest ranging from 6.00%–6.25% and have maturities from October 2026 to October 2037 and fixed-rate treasury notes that bear interest ranging from 3.63%–9.25% and have maturities from September 2027 to January 2050.
- Investments in debt securities consist of long-term corporate bonds in the property sector, which bear interest ranging from 4.34%–6.99% maturing from March 2027 to July 2034.
- Investments in equity securities consist of investments in listed equity securities, including equity securities of the Parent Company, for certain retirement plans of the Jollibee Group (see Note 27).
- Other financial assets held by the retirement plan are primarily accrued interest income on cash and cash equivalents, debt instruments and other securities.

Pension expense as well as the present value of the pension liability are determined using actuarial valuations. The actuarial valuation involves making various assumptions. The principal assumptions used in determining pension expense and liability for the defined benefit plans are shown below:

	2025	2024
Discount rate	6.3%– 6.7%	6.1%– 6.2%
Salary increase rate	6%	6%



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The sensitivity analysis below has been determined based on reasonably possible changes of each significant assumption on the present value of the defined benefit obligation as at the end of the reporting year, assuming all other assumptions were held constant:

	Increase (Decrease)	Philippine Plan	
		2025	2024
Discount rates	+0.50%	(215,617)	(111,883)
	-0.50%	232,575	120,387
Future salary increases	+0.50%	233,180	120,502
	-0.50%	(218,121)	(131,865)

Shown below is the maturity analysis of the undiscounted benefit payments as at December 31:

	2025	2024
Less than 1	₱1,604,873	₱1,322,267
More than 1 year to 5 years	1,791,501	1,652,390
More than 5 years to 10 years	3,104,276	2,835,359
More than 10 years to 15 years	4,238,588	3,589,200
More than 15 years to 20 years	3,956,330	3,669,681
More than 20 years	10,269,124	9,655,504

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

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

The Parent Company and certain PH-based subsidiaries contributed ₱1,073.6 million and ₱95.4 million to the defined benefit pension plans in 2025 and 2024, respectively. The Parent Company and certain PH-based subsidiaries expect to contribute approximately ₱848.0 million to the fund in 2026.

The average duration of the defined benefit obligation is 10 years as at December 31, 2025 and 2024.

Defined Contribution Plan

The employees of the PRC-domiciled subsidiaries of the Jollibee Group are members of a state-managed pension benefit scheme operated by the national government. These subsidiaries are required to contribute a specified percentage of their payroll costs to the pension benefit scheme to fund the benefits. The only obligation of these subsidiaries with respect to the pension benefit scheme is to make the specified contributions. Pension expense under the defined contribution plan amounted to ₱524.4 million, ₱470.8 million and ₱577.6 million in 2025, 2024 and 2023, respectively.

26. Stock Options Plan

Senior Management Stock Option and Incentive Plan

On January 10, 2017 and December 17, 2002, the SEC approved the exemption requested by the Jollibee Group on the registration requirements of 31,500,000 and 101,500,000 options, respectively, underlying the Parent Company's common shares to be issued pursuant to the Jollibee Group's Senior Management Stock Option and Incentive Plan (the Plan). The Plan covers selected key members of management of the Jollibee Group and designated affiliated entities.

On December 23, 2022, the Philippine SEC approved the registration of up to 136,000,000 common shares with a par value of ₱1.00 per share to be issued at ₱167.20 to ₱216.80 per share to eligible participants of the Jollibee Group pursuant to the Plan.

The Plan is divided into two programs, namely, the Management Stock Option Program (MSOP) and the Executive Long-term Incentive Program (ELTIP). The MSOP provides a yearly stock option grant program based on Jollibee Group and individual performance while the ELTIP provides stock ownership as an incentive to reinforce entrepreneurial and long-term ownership behavior of executive participants.

MSOP. The MSOP is a yearly stock option grant program open to members of the senior management committee of the Jollibee Group and members of the management committee, key talents and designated consultants of some of the business units.

Each MSOP cycle refers to the period commencing on the MSOP grant date and ending on the last day of the MSOP exercise period. Vesting is conditional on the employment of the employee-participants in the Jollibee Group within the vesting period. The options will vest at the rate of one-third of the total options granted on each anniversary of the MSOP grant date until the third anniversary.

The exercise price of the stock options is determined by the Jollibee Group with reference to the prevailing market prices over the three months immediately preceding the date of grant for the 1st to the 7th MSOP cycle. Starting with the 8th MSOP cycle, the exercise price of the option is determined by the Jollibee Group with reference to the market closing price at date of grant.

The options will vest at the rate of one-third of the total options granted from the start of the grant date on each anniversary date which will start after a year from the grant date. For instance, under the 1st MSOP cycle, the Compensation Committee of the Jollibee Group granted 2,385,000 options to eligible participants on July 1, 2004. One-third of the options granted, or 795,000 options, vested and may be exercised starting July 1, 2005. The exercise period for the 1st MSOP cycle was until June 30, 2012. From July 1, 2005 to August 13, 2024, the Compensation Committee granted series of MSOP grants under the 2nd to 21st MSOP cycle to eligible participants. These options vest similar to the 1st MSOP cycle. There were no additional stock option grants under MSOP in 2025.

The options under MSOP expire eight (8) years after grant date. The 1st, 2nd, 3rd, 4th, 5th, 6th, 7th, 8th, 9th, 10th, 11th, 12th, 13th and 14th MSOP cycles expired in 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024 and 2025, respectively.

The Jollibee Group does not pay cash as a form of settlement.



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The movements in the number of stock options outstanding under MSOP and related weighted average exercise prices (WAEP) in 2025, 2024 and 2023 follow:

	2025		2024		2023	
	Number of Options	WAEP	Number of Options	WAEP	Number of Options	WAEP
Total options granted at beginning of year	73,822,820	₱139.62	71,014,940	₱135.87	65,466,338	₱129.24
Options granted during the year	–	–	2,807,880	234.60	5,548,602	214.00
Total options granted at end of year	73,822,820	₱139.62	73,822,820	₱139.62	71,014,940	₱135.87
Outstanding at beginning of year	20,133,023	₱211.66	21,024,259	₱209.77	17,246,159	₱205.97
Options granted during the year	–	–	2,807,880	234.60	5,548,602	214.00
Options exercised during the year	(1,475,924)	203.83	(3,162,620)	218.04	(827,462)	189.72
Options forfeited during the year	(663,769)	214.45	(536,496)	219.90	(943,040)	182.77
Outstanding at end of year	17,993,330	₱212.20	20,133,023	₱211.66	21,024,259	₱209.77
Exercisable at end of year	14,271,876	₱209.03	12,184,447	₱204.91	11,185,984	₱208.08

The weighted average share price of the Parent Company's common shares is ₱220.80, ₱246.97 and ₱234.57 in 2025, 2024 and 2023, respectively. The weighted average remaining contractual life for the stock options outstanding is 4.36 years, 5.04 years and 5.16 years as at December 31, 2025, 2024 and 2023, respectively.

The weighted average fair value of stock options granted in 2025, 2024 and 2023 is nil, ₱80.55 and ₱77.52, respectively. The fair value of share options as at the date of grant is estimated using the Black-Scholes Option Pricing Model, taking into account, the terms and conditions upon which the options were granted. The option style used for this plan is the American style because the option plan allows exercise before the expiry date.

The inputs in the valuation of the options granted on the dates of grant for each MSOP cycle are shown below:

MSOP Cycle	Year of Grant	Dividend Yield	Expected Volatility	Risk-free Interest Rate	Expected Life of the Option	Stock Price on Grant Date	Exercise Price
14th	2017	2.00%	16.70%	3.92%	3–4 years	₱206.20	₱206.20
15th	2018	2.00%	28.98%	4.95%	3–4 years	245.00	245.00
16th	2019	2.00%	27.65%	4.18%	3–4 years	219.00	219.00
17th	2020	2.00%	35.17%	2.40%	3–4 years	138.00	138.00
18th	2021	1.70%	36.19%	2.29%	3–4 years	189.60	189.60
19th	2022	1.70%	37.18%	4.92%	3–4 years	218.00	218.00
20th	2023	1.56%	34.42%	6.63%	5 years	214.00	214.00
21st	2024	1.83%	34.39%	6.08%	5 years	234.60	234.60

The expected life of the stock options is based on historical data and current expectations and is not necessarily indicative of the exercise patterns that may occur. The expected volatility reflects the assumption that the historical volatility over a period similar to the life of the options is indicative of future trends, which may also not necessarily be the actual outcome.

ELTIP. The ELTIP entitlement is given to members of the senior management committee and designated consultants of the Jollibee Group. Each ELTIP cycle refers to the period commencing on the ELTIP entitlement date and ending on the last day of the ELTIP exercise period. Actual grant and vesting are conditional upon achievement of the Jollibee Group's medium to long-term goals and individual targets in a given period, and the employment of the employee-participants in the Jollibee Group within the vesting period. If the goals are achieved, the options will be granted. For the 3rd ELTIP cycle, a percentage of the

options to be granted are based on the percentage of growth in annual earnings per share such that 100%, 50% or 25% of the options are granted when percentage of growth in annual earnings per share are 12% and above, 10% to less than 12% or 8% to less than 10%, respectively. For the 4th ELTIP cycle, the percentage of the options to be granted and the targeted percentage of growth in annual earnings per share have been further revised such that 150%, 100% or 50% of the options granted when percentage of growth in annual earnings per share are 15% and above, 12% to less than 15% or 10% to less than 12%, respectively.

The exercise price of the stock options under ELTIP is determined by the Jollibee Group with reference to the prevailing market prices over the three months immediately preceding the date of entitlement for the first and second ELTIP cycles. Starting with the 3rd ELTIP cycle, the exercise price of the option is determined by the Jollibee Group with reference to the closing market price as at the date of entitlement.

The options will vest at the rate of one-third of the total options granted on each anniversary date which will start after the goals are achieved. For instance, on July 1, 2004, the Compensation Committee gave an entitlement of 22,750,000 options under the 1st ELTIP cycle to eligible participants. One-third of the options granted, or 7,583,333 options, vested and were exercised starting July 1, 2007 until June 30, 2012. On July 1, 2008, October 19, 2012, August 25, 2015, January 3, 2018, May 19, 2021 and May 1, 2024, entitlement to 20,399,999, 24,350,000, 11,470,000, 9,290,000, 15,629,998 and 11,368,932 options were given to eligible participants under the 1st, 2nd, 3rd, 4th, 5th and 6th ELTIP cycles, respectively. The 1st, 2nd, 3rd and 4th ELTIP cycles expired on June 30, 2012, April 30, 2017, April 30, 2020 and April 30, 2023, respectively. The 5th ELTIP cycle was not granted to ELTIP participants as the Jollibee Group did not achieve the minimum hurdle rate of 10% annual growth of the EPS due to the impact of the COVID-19 pandemic to Jollibee Group's business performance in 2020. There were no additional stock option grants under ELTIP in 2025.

The Jollibee Group does not pay cash as a form of settlement.

The movements in the number of stock options outstanding for the 5th to 6th ELTIP cycles and related WAEP in 2025, 2024 and 2023 follow:

	2025		2024		2023	
	Number of Options	WAEP	Number of Options	WAEP	Number of Options	WAEP
Total options granted as at beginning of year	90,338,931	₱87.21	78,969,999	₱74.58	78,969,999	₱74.58
Options granted during the year	–	–	11,368,932	175.00	–	–
Total options granted as at end of year	90,338,931	₱87.21	90,338,931	₱87.21	78,969,999	₱74.58
Outstanding at beginning of year	11,324,487	₱175.00	–	₱–	476,667	₱180.00
Options granted during the year	–	–	11,368,932	175.00	–	–
Options exercised during the year	(94,445)	175.00	(44,445)	175.00	(286,667)	180.00
Options forfeited during the year	(177,778)	175.00	–	–	(190,000)	180.00
Outstanding as at end of year	11,052,264	₱175.00	11,324,487	₱175.00	–	₱–
Exercisable as at end of year	7,262,620	₱175.00	3,745,199	₱175.00	–	₱–

The weighted average remaining contractual life for the stock options outstanding is 3.33 years and 4.33 years as at December 31, 2025 and 2024, respectively.

The fair value of stock options granted is ₱50.55 in 2024. The fair value of share options as at the date of grant is estimated using the Black-Scholes Option Pricing Model, taking into account the terms and conditions upon which the options were granted. The option style used for this plan is the American style because this option plan allows exercise before the maturity date.



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The inputs to the model used for the options granted on the date of grant for the 6th ELTIP cycle are shown below:

ELTIP Cycle	Year of Grant	Dividend Yield	Expected Volatility	Risk-free Interest Rate	Expected Life of the Option	Stock Price on Grant Date	Exercise Price
6th	2024	1.70%	33.12%	3.13%	5 years	₱175.00	₱175.00

The expected life of the stock options is based on historical data and current expectations and is not necessarily indicative of the exercise patterns that may occur. The expected volatility reflects the assumption that the historical volatility over a period similar to the life of the options is indicative of future trends, which may also not necessarily be the actual outcome.

The cost of the stock options expense charged to operations for both MSOP and ELTIP in the "General and administrative expenses" account amounted to ₱342.5 million, ₱497.3 million and ₱353.9 million in 2025, 2024 and 2023, respectively (see Notes 19, 22 and 27). Correspondingly, a credit was made to additional paid-in-capital (see Note 19).

Restricted Stock Unit Program (RSUP)

On October 1, 2024, the Parent Company has replaced the MSOP and ELTIP with an RSUP to align leadership behavior with long-term shareholder value creation.

The RSUP is a long-term incentive program under the Plan established by the Parent Company. It entitles participants to earn stock units, subject to meeting set eligibility and performance criteria. Eligible participants include the leadership teams, key talents and designated consultants of the Jollibee Group

The RSUP emphasizes performance over a 3- horizon, with clearly defined performance hurdles to drive sustained profitability and growth. Designed to support the Jollibee Group's strategic objectives, the RSUP fosters value creation, strengthens growth momentum, and positions the Jollibee Group for global leadership in the QSR industry.

The RSUP has an annual cycle. Every year, employees who meet the set eligibility criteria are identified as RSUP participants and are granted stock units. Granted stock units will cliff-vest over a 3-year period. On the RSUP vesting date, the number of shares to be issued to the grantees of stock units will be computed using the Stock Units Multiplier. The Stock Units Multiplier shall take into account the Jollibee Group's achievement of its performance targets based on the Jollibee Group's three (3)-year share price growth rate for the relevant RSUP Stock Unit Cycle.

On October 1, 2024, under the RSUP Cycle 1, the Jollibee Group has given a total of 3,205,850 stock units entitlement to eligible participants. The vesting date is on October 1, 2027, subject to meeting the Jollibee Group's 3-year share price growth rate targets.

Under RSUP Cycle 2, the Jollibee Group has given a total of 3,544,398 restricted stock units which are scheduled to vest on October 1, 2028.

The grant date fair value of the RSUs was determined using a valuation model. The share price input used in the valuation was based on the 50-day simple moving average (SMA-50) of the Parent Company's closing share prices immediately preceding the grant date.

27. Related Party Transactions

The Jollibee Group has transactions with related parties. Enterprises and individuals that directly, or indirectly through one or more intermediaries, control or are controlled by, or under common control with the Jollibee Group, including holding companies, subsidiaries and fellow subsidiaries are related entities of the Jollibee Group. Individuals owning, directly or indirectly, an interest in the voting power of the Jollibee Group that give them significant influence over the enterprise, key management personnel, including directors and officers of the Jollibee Group, and close members of the family of these individuals and companies associated with these individuals also constitute related parties.

Compensation of Key Management Personnel of the Jollibee Group

The aggregate compensation and benefits to key management personnel of the Jollibee Group are as follows:

	2025	2024	2023
Salaries and short-term benefits	₱2,940,470	₱2,629,284	₱2,195,691
Stock options expense (see Notes 19, 22 and 26)	342,509	497,273	353,863
Net pension expense	171,741	196,114	272,801
Employee car plan and other long-term benefits	55,666	55,179	49,533
	₱3,510,386	₱3,377,850	₱2,871,888

Transactions with the Retirement Plans

As at December 31, 2025 and 2024, certain retirement funds of the Jollibee Group include investment in equity securities of the Parent Company with details as follows:

	2025	2024
Number of shares	113,940	108,100
Market value	₱20,509	₱31,072
Cost	27,011	27,609
Unrealized gain (loss)	(₱6,502)	₱3,463

The Jollibee Group's receivable from the retirement fund amounted to ₱631.5 million and ₱1,009.0 million as at December 31, 2025 and 2024, respectively (see Notes 7 and 25). The receivable arose from benefit payments made by the Jollibee Group for and on behalf of the retirement plans. The receivable is noninterest-bearing.

Terms and Conditions of Transactions with other Related Parties

Transactions with related parties are made at market prices and are normally settled in cash. The Jollibee Group has approval process and established limits when entering into material related party transactions. For related party transactions related to advances to joint ventures which include the terms and conditions, transactions and outstanding balance as at December 31, 2025 and 2024, respectively, are disclosed in Note 11 to the consolidated financial statements. Other related party transactions between entities under the Jollibee Group are eliminated in the consolidation process

28. Earnings Per Share (EPS)

Basic and diluted EPS are computed as follows:

	2025	2024	2023
	<i>(In Thousand pesos, except for shares data and EPS)</i>		
Net income attributable to the equity holders of the Parent Company	₱10,871,634	₱10,316,529	₱8,766,116
Less dividends on preferred shares - net of tax	359,102	428,181	451,105
Adjusted net income attributable to the equity holders of the Parent Company (a)	₱10,512,532	₱9,888,348	₱8,315,011
Weighted average number of shares - basic (b)	1,120,016,957	1,117,243,842	1,115,319,822
Weighted average number of shares outstanding under the stock options plan	20,745,962	27,182,399	8,282,429
Weighted average number of shares that would have been purchased at fair market value	(17,895,772)	(24,014,732)	(6,520,800)
Adjusted weighted average shares - diluted (c)	1,122,867,147	1,120,411,509	1,117,081,451
EPS			
Basic (a/b)	₱9.386	₱8.851	₱7.455
Diluted (a/c)	9.362	8.826	7.444



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Potential common shares for stock options under the 14th, 15th, 16th, 19th, 20th and 21st MSOP cycles in 2025 and 13th, 15th and 21st MSOP cycles in 2024 were not included in the calculation of the diluted EPS because they are anti-dilutive.

29. Leases

Jollibee Group as Lessee

The Jollibee Group has lease contracts for QSR outlets, warehouses, and office spaces. Leases of QSR outlets and warehouses generally have lease terms between three (3) to twenty (20) years. The Jollibee Group's obligations under its leases are secured by the lessor's title to the leased assets. Generally, the Jollibee Group is restricted from assigning and subleasing the leased assets. There are several lease contracts that include extension and termination options and variable lease payments, which are further discussed in subsequent paragraphs.

The Jollibee Group also has certain leases of QSR outlets with lease term of 12 months or less. The Jollibee Group applies the short-term lease' recognition exemptions for these leases.

Set out below are the carrying amounts of right-of-use assets recognized and the movements during the year:

	QSR Outlets	Warehouses	Office Spaces	Total
As at December 31, 2023	₱43,372,460	₱1,360,810	₱232,785	₱44,966,055
Additions	8,634,010	53,371	94,646	8,782,027
Depreciation expense	(9,081,139)	(64,412)	(130,618)	(9,276,169)
Pre-terminations	(457,175)	-	-	(457,175)
Cumulative translation adjustments	508,110	-	6,650	514,760
As at December 31, 2024	42,976,266	1,349,769	203,463	44,529,498
Additions	10,096,243	-	194,838	10,291,081
Acquisition of a business (see Note 11)	1,707,033	-	-	1,707,033
Depreciation expense (see Notes 21 and 22)	(9,109,708)	(90,689)	(105,379)	(9,305,776)
Pre-terminations (see Note 23)	(2,762,790)	(106,989)	(203,120)	(3,072,899)
Cumulative translation adjustments	589,966	-	(1,437)	588,529
As at December 31, 2025	₱43,497,010	₱1,152,091	₱88,365	₱44,737,466

Set out below are the carrying amounts of lease liabilities (included under interest-bearing loans and borrowings) and the movements during the year:

	2025	2024
Balance at beginning of year	₱52,221,444	₱51,731,529
Additions	10,278,329	8,734,271
Acquisition of a business (see Note 11)	1,707,033	-
Payments	(11,792,014)	(11,343,098)
Pre-terminations (see Note 23)	(3,667,809)	(526,599)
Accretion of interest (see Note 23)	3,398,461	3,056,484
Cumulative translation adjustments	673,716	568,857
Balance at end of year	₱52,819,160	₱52,221,444
Current	₱8,190,642	₱8,106,429
Noncurrent	44,628,518	44,115,015

The maturity analysis of lease liabilities is disclosed in Note 31.

The following are the amounts recognized in profit or loss:

	2025	2024	2023
Depreciation expense of right-of-use assets (see Notes 21 and 22)	₱9,305,776	₱9,276,169	₱9,400,560
Rent expense - short-term leases (see Notes 21 and 22)	5,456,054	4,782,869	3,802,175
Interest expense on lease liabilities (see Note 23)	3,398,461	3,056,484	2,799,307
Rent expense - variable lease payments (see Notes 21 and 22)	2,782,389	2,556,216	2,378,466
Gain on pre-termination of lease agreements (see Note 23)	(594,910)	(69,424)	(78,840)
	₱20,347,770	₱19,602,314	₱18,301,668

The Jollibee Group had total cash outflows for leases of ₱20,030.5 million, ₱18,682.2 million and ₱17,339.3 million in 2025, 2024 and 2023, respectively.

Jollibee Group as Lessor

The Jollibee Group entered into commercial property leases for its investment property units. These leases have terms of between three (3) and twenty (20) years. Leases generally include a clause to enable upward revision of the rent charges on an annual basis based on prevailing market conditions.

Rent income recognized on a straight-line basis amounted to ₱20.3 million, ₱31.8 million and ₱20.1 million in 2025, 2024 and 2023, respectively (see Note 20).

30. Contingencies

The Jollibee Group is involved in litigations, claims and disputes, and regulatory assessments which are normal to its business. Management believes that the ultimate liability, if any, with respect to these litigations, claims and disputes will not materially affect the financial position and financial performance of the Jollibee Group. Thus, other than the provisions in Note 17, there were no other provisions made for contingencies.

The Jollibee Group does not provide further information on these provisions and contingencies in order not to impair the outcome of the litigations, claims and disputes.

31. Financial Risk Management Objectives and Policies

The Jollibee Group is exposed to a variety of financial risks from its operating, investing and financing activities. The Jollibee Group's risk management policies focus on actively securing the Jollibee Group's short-term to medium-term cash flows by minimizing the exposure to financial markets.

The Jollibee Group's principal financial instruments comprise of cash and cash equivalents, short-term investments, current portion of financial assets at FVTPL, receivables, short-term and long-term debts and senior debt securities. The main purpose of these financial instruments is to obtain financing for the Jollibee Group's operations. The Jollibee Group has other financial assets and liabilities such as security and other deposits, lease liabilities and trade payables and other current liabilities (excluding accrual for local and other taxes, liabilities to government agencies and unearned revenue from gift certificates) which arise directly from its operations and noncurrent portion of financial assets at FVTPL.

The main risks arising from these financial instruments are interest rate risk, foreign currency risk, credit risk and liquidity risk. The risk management policies reviewed regularly by the Parent Company's BOD and management for managing each of these risks are summarized as follows:



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Interest Rate Risk

Interest rate risk arises from the possibility that the fair value or future cash flows of financial instruments will fluctuate because of changes in market interest rates.

The Jollibee Group's exposure to interest rate risk relates primarily to short-term and long-term debts with floating interest rates. Floating rate financial instruments are subject to cash flow interest rate risk. The Jollibee Group's interest rate exposure management policy centers on reducing the Jollibee Group's overall interest expense and exposure to changes in the interest rates.

With the Jollibee Group's Corporate Planning Team, it enters into loan contracts with variable interest rates and option to fix interest rates which can be availed to manage its loan risks.

There is minimal exposure on the other sources of the Jollibee Group's interest rate risk. These other sources are from the Jollibee Group's cash in banks, short-term deposits and short-term investments.

The following table demonstrates the sensitivity to a reasonably possible change in interest rates, with all other variables held constant, of the Jollibee Group's income before income tax as at December 31, 2025, 2024 and 2023. The impact on the Jollibee Group's income before income tax is due to changes in the fair value of floating interest rates.

Long-term Debt with Floating Interest Rates

	Increase/ Decrease in Basis Points	Effect in Profit or Loss Before Income Tax		
		2025	2024	2023
PHP	+100	(P142,669)	(P113,512)	(P93,435)
	-100	142,669	113,512	93,435
USD	+100	(17,410)	(17,355)	(15,448)
	-100	17,410	17,355	15,448
VND	+100	(14,569)	(14,375)	(15,393)
	-100	14,569	14,375	15,393
MYR	+100	(6,107)	(5,456)	–
	-100	6,107	5,456	–
SGD	+100	(2,234)	(4,856)	(1,894)
	-100	2,234	4,856	1,894
HKD	+100	(6,487)	–	–
	-100	6,487	–	–

The assumed movement in basis point for interest rate sensitivity analysis is based on the currently observable market environment.

Foreign Currency Risk

The Jollibee Group's exposure to foreign currency risk arises from the Parent Company's investments outside the Philippines, which are mainly in the USA, PRC, Vietnam, Singapore, South Korea and Europe. The net assets (liabilities) of foreign businesses account for (22.4%) and 8.0% of the consolidated net assets of the Jollibee Group as at December 31, 2025 and 2024, respectively.

The Jollibee Group also has transactional foreign currency exposures. Such exposures arise from the Jollibee Group's Philippine operations' cash and cash equivalents, receivables and trade payables in foreign currencies.

The table below shows the Jollibee Group's Philippine operations' foreign currency-denominated monetary assets and liabilities and their peso equivalents as at December 31:

	2025		2024	
	USD	PHP Equivalent	USD	PHP Equivalent
Foreign currency denominated assets:				
Cash and cash equivalents	40,793	2,398,220	18,521	1,071,440
Receivables	11,339	666,620	13,127	759,397
	52,132	3,064,840	31,648	1,830,837
Foreign currency denominated liability -				
Accounts payable - trade	(13,529)	(795,370)	(6,234)	(360,637)
Foreign currency denominated assets - net	38,603	2,269,470	25,414	1,470,200

Foreign Currency Risk Sensitivity Analysis

The Jollibee Group has recognized in its profit or loss, a net foreign exchange loss of P64.0 million, P801.8 million and P106.5 million in 2025, 2024 and 2023, respectively (see Note 23), included under "Other income (expense)" account. This resulted from the movements of the Philippine peso against the USD as shown below:

December 31, 2025	58.79
December 31, 2024	57.85
December 31, 2023	55.37

The table below demonstrates the sensitivity to a reasonably possible change in USD to Philippine peso exchange rate, with all other variables held constant, of the Jollibee Group's income before income tax (due to changes in the fair value of monetary assets and liabilities) as at December 31:

	2025		2024	
	Effect on Income before Income Tax	Effect on Equity before Income Tax	Effect on Income before Income Tax	Effect on Equity before Income Tax
Appreciation (Depreciation) of P against Foreign Currency				
USD	1.50	(P57,905)	(P38,121)	(P38,121)
	(1.50)	57,905	38,121	38,121
	1.00	(38,603)	(25,414)	(25,414)
	(1.00)	38,603	25,414	25,414

Credit Risk

Credit risk is the risk that a customer or counterparty fails to fulfill its contractual obligations to the Jollibee Group. This includes risk of non-payment by borrowers, failed settlement of transactions and default on outstanding contracts.

The Jollibee Group has a strict credit policy. Its credit transactions are with franchisees and customers that have gone through rigorous screening before granting them the franchise. The credit terms are very short, while deposits and advance payments are also required before rendering the services or delivering the goods, thus, mitigating the possibility of non-collection. In cases of non-collection, defaults of the debtors are not tolerated; the exposure is contained the moment a default occurs and transactions that will further increase the exposure of the Jollibee Group are discontinued.

The Jollibee Group has no significant concentration of credit risk with counterparty. The Jollibee Group's franchisee profile is such that no single franchisee accounts for more than 5% of the total system-wide sales of the Jollibee Group.

Credit Risk Exposure. The tables below show the maximum exposure to credit risk of the Jollibee Group as at December 31, 2025 and 2024 without considering the effects of collaterals and other credit risk mitigation techniques:



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	2025		
	Gross Maximum Exposure (a)	Fair Value and Financial Effect of Collateral or Credit Enhancement (b)	Net Exposure (c) = (a) - (b)
(In Millions)			
Financial Assets at Amortized Cost			
Cash and cash equivalents*	₱34,611.1	₱304.1	₱34,307.0**
Short-term investments	103.2	–	103.2
Receivables:			
Trade	7,949.9	–	7,949.9
Advances to employees	1,679.6	–	1,679.6
Receivable from retirement fund	631.5	–	631.5
Employee car plan receivables****	179.8	–	179.8
Other receivables***	158.0	–	158.0
Other noncurrent assets -			
Security and other deposits****	4,945.5	–	4,945.5
Financial assets at FVTPL**	396.5	–	396.5
	₱50,655.1	₱304.1	₱50,351.0

* Excluding cash on hand amounting to ₱333.1 million.

** Gross financial assets after taking into account insurance bank deposits for cash and cash equivalents.

*** Including interest receivable and excluding receivables from government agencies amounting to ₱76.6 million

**** Including current portion.

	2024		
	Gross Maximum Exposure (a)	Fair Value and Financial Effect of Collateral or Credit Enhancement (b)	Net Exposure (c) = (a) - (b)
(In Millions)			
Financial Assets at Amortized Cost			
Cash and cash equivalents*	₱28,991.4	₱304.1	₱28,687.3**
Short-term investments	85.5	–	85.5
Receivables:			
Trade	7,600.6	–	7,600.6
Advances to employees	1,473.3	–	1,473.3
Receivable from retirement fund	1,009.0	–	1,009.0
Employee car plan receivables****	187.4	–	187.4
Other receivables***	6.1	–	6.1
Other noncurrent assets -			
Security and other deposits****	4,272.6	–	4,272.6
Financial assets at FVTPL****	585.6	–	585.6
	₱44,211.5	₱304.1	₱43,907.4

* Excluding cash on hand amounting to ₱335.2 million.

** Gross financial assets after taking into account insurance bank deposits for cash and cash equivalents.

*** Including interest receivable and excluding receivables from government agencies amounting to ₱85.5 million

**** Including noncurrent portion

With respect to credit risk arising from financial assets of the Jollibee Group, the Jollibee Group's exposure to credit risk arises from default of the counterparty, with a gross maximum exposure equal to the carrying amount of these instruments.

Credit Quality. The financial assets of the Jollibee Group are grouped according to stage of which description is explained as follows:

Stage 1 - Those that are considered current and up to 30 days past due, and based on change in rating, delinquencies and payment history, do not demonstrate significant increase in credit risk.

Stage 2 - Those that, based on change in rating, delinquencies and payment history, demonstrate significant increase in credit risk, and/or are considered more than 30 days past due but does not demonstrate objective evidence of impairment as at reporting date.

Stage 3 - Those that are considered in default or demonstrate objective evidence of impairment as at reporting date.

The tables below show determination of ECL stage of the Jollibee Group's financial assets:

	2025			
	Total	Stage 1	Stage 2	Stage 3
		12-month ECL	Lifetime ECL	Lifetime ECL
(in Millions)				
Financial Assets at Amortized Cost				
Cash in bank and short-term deposits	₱34,611.1	₱34,611.1	₱–	₱–
Receivables:				
Trade	7,949.9	5,314.6	1,016.0	1,619.3
Advances to employees	1,679.6	1,679.6	–	–
Receivable from retirement fund	631.5	42.5	589.0	–
Employee car plan receivables*	179.8	179.8	–	–
Other receivables**	158.0	158.0	–	–
Financial Assets at FVTPL*	396.5	396.5	–	–
	₱45,606.4	₱42,382.1	₱1,605.0	₱1,619.3

*Including noncurrent portion

** Including interest receivable and excluding receivables from government agencies amounting to ₱76.6 million

	2024			
	Total	Stage 1	Stage 2	Stage 3
		12-month ECL	Lifetime ECL	Lifetime ECL
(in Millions)				
Financial Assets at Amortized Cost				
Cash in bank and short-term deposits	₱28,991.4	₱28,991.4	₱–	₱–
Receivables:				
Trade	7,600.6	5,012.9	1,205.8	1,381.9
Advances to employees	1,473.3	1,473.3	–	–
Receivable from retirement fund	1,009.0	53.0	956.0	–
Employee car plan receivables*	187.4	187.4	–	–
Other receivables**	6.1	6.1	–	–
Financial Assets at FVTPL*	585.6	585.6	–	–
	₱39,853.4	₱36,309.7	₱2,161.8	₱1,381.9

*Including noncurrent portion

** Including interest receivable and excluding receivables from government agencies amounting to ₱85.5 million



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Liquidity Risk

The Jollibee Group's exposure to liquidity risk refers to the risk that its financial liabilities are not serviced in a timely manner and that its working capital requirements and planned capital expenditures are not met. To manage this exposure and to ensure sufficient liquidity levels, the Jollibee Group closely monitors its cash flows to be able to finance its capital expenditures and to pay its obligations as and when they fall due.

On a weekly basis, the Jollibee Group's Cash and Banking Team monitors its collections, expenditures and any excess/deficiency in the working capital requirements, by preparing cash position reports that present actual and projected cash flows for the subsequent week. Cash outflows resulting from major expenditures are planned so that money market placements are available in time for the planned major expenditure. In addition, the Jollibee Group has short-term cash deposits and portfolio investments and has available credit lines with accredited banking institutions, in case there is a sudden deficiency. The Jollibee Group maintains a level of cash and cash equivalents deemed sufficient to finance its operations. No changes were made in the objectives, policies or processes of the Jollibee Group.

The Jollibee Group's financial assets, which have maturity of less than 12 months and are used to meet its short-term liquidity needs, are cash and cash equivalents, short-term investments, financial assets at FVTPL and trade receivables amounting to P34,944.2 million, P103.2 million, P1.9 million and P6,330.7 million, respectively, as at December 31, 2025 and P29,326.6 million, P85.5 million, P211.5 million and P6,218.7 million, respectively, as at December 31, 2024.

The tables below summarize the maturity profile of the Jollibee Group's other financial liabilities based on the contractual undiscounted cash flows as at December 31:

	2025				Total
	Due and Demandable	Less than 1 year	1 to 5 years	Over 5 years	
	(in Millions)				
Financial Liabilities					
Trade payables and other current liabilities*	P14,128.4	P33,052.8	P-	P-	P47,181.2
Short-term debt	-	14,650.5	-	-	14,650.5
Long-term debt (including current portion)	-	6,178.5	14,261.6	2,042.8	22,482.9
Senior debt securities	-	19,124.9	42,202.9	-	61,327.8
Lease liabilities	-	10,948.1	33,127.3	42,589.6	86,665
Total Financial Liabilities	P14,128.4	P83,954.8	P89,591.8	P44,632.4	P232,307.4

*Excluding statutory obligations such as local and other taxes payable, PHIC, SSS, HDMF and NHMFC payables and unearned revenue from gift certificates amounting to P5,673.6 million as at December 31, 2025

	2024				Total
	Due and Demandable	Less than 1 year	1 to 5 years	Over 5 years	
	(in Millions)				
Financial Liabilities					
Trade payables and other current liabilities*	P11,695.0	P31,037.4	P-	P-	P42,732.4
Short-term debt	-	6,472.2	-	-	6,472.2
Long-term debt (including current portion)	-	4,870.6	11,953.9	1,616.8	18,441.3
Senior debt securities	-	1,182.3	21,010.4	17,767.2	39,959.9
Lease liabilities	-	10,733.2	34,484.1	38,363.0	83,580.3
Total Financial Liabilities	P11,695.0	P54,295.7	P67,448.4	P57,747.0	P191,186.1

*Excluding statutory obligations such as local and other taxes payable, PHIC, SSS, HDMF and NHMFC payables and unearned revenue from gift certificates amounting to P5,632.6 million as at December 31, 2024

Price Risk

Price risk is the risk that the fair value or future cash flows of financial instruments will fluctuate because of changes in market prices (other than those arising from interest rate or foreign exchange rate risk), whether those changes are caused by factors specific to the individual financial instrument or contract, or by factors affecting all similar contracts or financial instruments traded in the market.

The Jollibee Group's price risk exposure relates to financial assets which values will fluctuate as a result of changes in market prices.

The Jollibee Group price risk policy requires it to manage such risks by setting and monitoring objectives and constraints on investments.

The Jollibee Group has no significant concentration of price risk.

The Jollibee Group is not exposed to significant equity price risk on its investment in quoted equity securities consisting of investment in golf and club shares and private equity fund.

At the reporting date, the Jollibee Group's exposure to other price risk arises from the changes in fair value of bond funds. The Jollibee Group has determined that an increase (decrease) ranging from 1% to 5% on the market prices could have an impact of approximately P0.1 million and P6.3 million on the profit or loss and equity before income tax as at December 31, 2025 and 2024, respectively.

The analysis was performed for reasonably possible movements in the market index with all other variables held constant. The correlation of variables will have a significant effect in determining the ultimate impact on price risk, but to demonstrate the impact due to changes in variables, variables had to be changed on an individual basis.

Capital Management Policy

Capital includes equity attributable to equity holders of the Parent Company.

The primary objective of the Jollibee Group's capital management is to ensure that it maintains a strong credit rating and healthy capital ratios in order to support its business and maximize shareholder value. The Jollibee Group has sufficient capitalization.

The Jollibee Group generates cash flows from operations sufficient to finance its organic growth. It declares cash dividends representing at least one-third of its consolidated net income, a ratio that would still leave some additional cash for future expansion. If needed, the Jollibee Group would borrow money for acquisitions of new businesses.

As at December 31, 2025 and 2024, the Jollibee Group's debt ratio and net debt ratio are as follows:

Debt Ratio

	2025	2024
Total debt (a)	P203,714,022	P168,983,475
Total equity attributable to equity holders of the Parent Company	78,386,945	73,038,833
Total debt and equity attributable to equity holders of the Parent Company (b)	P282,102,992	P242,022,308
Debt ratio (a/b)	72%	70%

	2025	2024
Total debt	P203,714,022	P168,983,475
Less cash and cash equivalents, short-term investments and current portion of financial assets at FVTPL	35,049,323	29,623,638
Net debt (a)	168,664,699	139,359,837
Total equity attributable to equity holders of the Parent Company	78,386,945	73,038,833
Net debt and equity attributable to equity holders of the Parent Company (b)	P247,051,644	P212,398,670
Net debt ratio (a/b)	68%	66%



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32. Fair Value of Financial Assets and Liabilities

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at measurement date.

Financial Instruments Which Carrying Amounts Approximate Fair Value. Management has determined that the carrying amounts of cash and cash equivalents, short-term investments, receivables, trade payables and other current liabilities, based on their notional amounts, reasonably approximate their fair values because of their short-term nature or due to the immaterial effect of discounting when the present value of future cash flows from these instruments are calculated.

Financial Assets at FVTPL. The fair value of bond funds, private equity fund investment and quoted shares of stock in golf and leisure clubs are based on quoted prices. The Jollibee Group does not have the intention to dispose its quoted shares of stock in the near term.

Security and Other Deposits, Employee Car Plan Receivables, Long-term Debt and Lease Liabilities. Management has determined that the estimated fair value of security and other deposits, noncurrent portion of employee car plan receivables, long-term debt and lease liabilities are based on the discounted value of future cash flows using the following applicable rates in 2025 and 2024:

Security and other deposits	2.79%–11.13%
Employee car plan receivables	2.32%–8.00%
Long-term debt	3.54%–7.23%
Lease liabilities	2.00%–9.00%

The following tables provide the fair value measurement hierarchy of the Jollibee Group's recurring financial assets and liabilities.

Quantitative disclosure fair value measurement hierarchy for assets as at December 31, 2025 (Unaudited):

	Fair Value Measurement Using				
	Carrying Value	Total	Quoted Prices in Active Markets (Level 1)	Significant Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)
Assets measured at fair value -					
Financial assets at FVTPL	₱396,521	₱396,521	₱-	₱396,521	₱-
Assets for which fair value is disclosed:					
Other noncurrent assets:					
Security and other deposits	4,545,474	2,049,361	-	-	2,049,361
Employee car plan receivables	179,768	130,970	-	-	130,970

	Fair Value Measurement Using				
	Carrying Value	Total	Quoted Prices in Active Markets (Level 1)	Significant Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)
Assets measured at fair value -					
Financial assets at FVTPL	₱585,580	₱585,580	₱-	₱585,580	₱-
Assets for which fair value is disclosed:					
Other noncurrent assets:					
Security and other deposits	4,272,588	1,926,329	-	-	1,926,329
Employee car plan receivables	187,355	136,422	-	-	136,422

Quantitative fair value measurement hierarchy for liabilities as at December 31, 2025:

	Date of Valuation	Total	Fair Value Measurement Using		
			Quoted Prices in Active Markets (Level 1)	Significant Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)
Liabilities disclosed at fair value:					
Tenants' deposit	December 31, 2024	₱5,216	₱-	₱-	₱5,216
Long-term debt	December 31, 2024	19,172,799	-	-	19,172,799

Quantitative fair value measurement hierarchy for liabilities as at December 31, 2024:

	Date of Valuation	Total	Fair Value Measurement Using		
			Quoted Prices in Active Markets (Level 1)	Significant Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)
Liabilities disclosed at fair value:					
Tenants' deposit	December 31, 2024	₱3,578	₱-	₱-	₱3,578
Long-term debt	December 31, 2024	16,052,580	-	-	16,052,580

There were no transfers between Level 1 and Level 2 fair value measurements, and no transfers into and out of Level 3 fair value measurements during the .



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33. Notes to the Statements of Cash Flows

For the years ended December 31, 2025 and 2024, movements in the Jollibee Group's liabilities and equity arising from financing activities follow:

	2025												
	January 1a, 2025	Cash Flows	Dividends Declared (Note 19)	Granted Stock Options to Employees and Subsidiaries (Note 22)	Interest Expense (Note 23)	Amortization of Debt Issue Cost (Note 18)	Cumulative Translation Adjustments	Share in Net Earnings of Non- controlling Interest (Note 11)	Share in Cumulative Translation Adjustments of Non-controlling Interest (Note 11)	Additions (Note 29)	Pre-termination of Leases (Note 29)	Acquisition of a Business (Note 11)	December 31, 2025
Dividends and distributions payable (see Note 16)	₱605.8	(₱4,674.9)	₱4,292.9	₱-	₱-	₱-	₱5.4	₱-	₱-	₱-	₱-	₱-	₱229.2
Short-term debt (Note 18)	6,472.2	8,275.6	-	-	-	-	(97.3)	-	-	-	-	-	14,650.5
Long-term debt (Note 18)	16,052.5	1,799.0	-	-	-	31.4	106.1	-	-	-	-	1,183.8	19,172.8
Senior debt securities (Note 18)	34,582.6	16,990.7	-	-	-	43.9	1,067.4	-	-	-	-	-	52,684.6
Interest payable (Note 16)	559.4	(3,836.5)	-	-	4,183.6	-	-	-	-	-	-	-	906.5
Lease liabilities (Note 29)	52,221.4	(11,792.0)	-	-	3,398.5	-	673.7	-	10,278.4	(3,667.8)	1,707	-	52,819.2
Preferred stock (Note 19)	12,000.0	-	-	-	-	-	-	-	-	-	-	-	12,000.0
Common stock (Note 19)	1,135.5	1.6	-	-	-	-	-	-	-	-	-	-	1,137.1
Additional paid-in capital (Note 19)	13,907.9	314.8	-	269.8	-	-	-	-	-	-	-	-	14,492.5
Senior perpetual securities (Note 19)	20,264.8	(23,236.9)	-	-	-	-	2,972.1	-	-	-	-	-	-
Non-controlling interest (Note 11)	1,263.8	(516.6)	(57.7)	-	-	-	-	133.6	(32.8)	-	-	104.9	895.2
Total liabilities and equity on financing activities	₱159,065.9	(₱16,675.2)	₱4,235.2	₱269.8	₱7,582.1	₱75.3	₱4,727.4	₱133.6	(₱32.8)	₱10,278.4	(₱3,667.8)	₱2,995.7	₱168,987.6



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	2024													
	January 1, 2024	Cash Flows	Dividends Declared (Note 19)	Granted Stock Options to Employees and Subsidiaries (Note 22)	Interest Expense (Note 23)	Amortization of Debt Issue Cost (Note 18)	Cumulative Translation Adjustments (in Millions)	Share in Net Earnings of Non- controlling Interest (Note 11)	Share in Cumulative Translation Adjustments of Non- controlling Interest (Note 11)	Additions (Note 29)	Pre-termination of Leases (Note 29)	Acquisition of a Business (Note 11)	Stock held in Treasury (Note 19)	December 31, 2024
Dividends and distributions payable (see Note 16)	₱594.6	(₱4,663.9)	₱4,663.4	₱-	₱-	₱-	₱11.7	₱-	₱-	₱-	₱-	₱-	₱-	₱605.8
Short-term debt (Note 18)	5,751.7	500.9	-	-	-	-	219.6	-	-	-	-	-	-	6,472.2
Long-term debt (Note 18)	12,617.0	3,233.1	-	-	-	28.8	173.6	-	-	-	-	-	-	16,052.5
Senior debt securities (Note 18)	33,077.8	-	-	-	-	23.0	1,481.8	-	-	-	-	-	-	34,582.6
Interest payable (Note 16)	542.4	(2,694.6)	-	-	2,711.6	-	-	-	-	-	-	-	-	559.4
Lease liabilities (Note 29)	51,731.5	(11,343.1)	-	-	3,056.5	-	568.8	-	-	8,734.3	(526.6)	-	-	52,221.4
Preferred stock (Note 19)	12,000.0	(3,000.0)	-	-	-	-	-	-	-	-	-	-	3,000.0	12,000.0
Common stock (Note 19)	1,132.3	3.2	-	-	-	-	-	-	-	-	-	-	-	1,135.5
Additional paid-in capital (Note 19)	12,662.9	694.3	-	550.7	-	-	-	-	-	-	-	-	-	13,907.9
Senior perpetual securities (Note 19)	20,264.8	-	-	-	-	-	-	-	-	-	-	-	-	20,264.8
Non-controlling interest (Note 11)	(1,931.0)	(87.9)	(887.4)	-	-	-	-	479.3	(295.7)	-	-	3,986.5	-	1,263.8
Total liabilities and equity on financing activities	₱148,444.0	(₱17,358.0)	₱3,776.0	₱550.7	₱5,768.1	₱51.8	₱2,455.5	₱479.3	(₱295.7)	₱8,734.3	(₱526.6)	₱3,986.5	₱3,000.0	₱159,065.9



NOTES TO AUDITED CONSOLIDATED FINANCIAL STATEMENTS

34. Events After Reporting Period

Business Combination

On February 13, 2026, the Jollibee Group, through Jolli-K, a 70% subsidiary of the Parent Company's wholly owned subsidiary, JWPL, signed definitive agreements to acquire 100% ownership in All Day Fresh Co., Ltd. (All Day Fresh) for approximately USD87.0 million (₱5,047.7 million). All Day Fresh is primarily engaged in the franchise business and food service operations of "Shabu All Day", a hot pot and eat-all-you-can restaurant brand with stores across South Korea. Completion of this transaction is subject to certain closing and financing conditions, and the final purchase price will be confirmed after closing.

Dividend Declaration

On March 9, 2026, the BOD of the Parent Company approved the declaration of regular cash dividend of ₱10.60125 per share (₱95.4 million) of preferred shares Series B to stockholders of record as at March 24, 2026. The cash dividend is expected to be paid on April 15, 2026.

JOLLIBEE FOODS CORPORATION

Doing business under the name and style of Jollibee

AND SUBSIDIARIES

INDEX TO THE SUPPLEMENTARY SCHEDULES

For the Years Ended December 31, 2025

In compliance with Revised Securities Regulation Code Rule 68, the Company has prepared the following schedules:

- A. Financial Assets (Temporary Investments, Time Deposits and Financial Assets at Fair Value through Profit or Loss)
- B. Amounts Receivable from Directors, Officers, Employees, Related Parties and Principal Stockholders (Other than Related Parties)*
- C. Amounts Receivable from Related Parties which are Eliminated during the Consolidation of Financial Statements
- D. Long-term Debt
- E. Indebtedness to Related Parties*
- F. Guarantees of Securities of Other Issuers*
- G. Capital Stock
- H. Reconciliation of Retained Earnings Available for Dividend Declaration

**These schedules, which are required by Revised SRC Rule 68 have been omitted because they are not applicable.*



COMPANY INFORMATION & STOCKHOLDER SERVICES

Company Headquarters

10/F Jollibee Plaza Building
No. 10 F. Ortigas Jr. Road
Ortigas Center, Pasig City,
Philippines 1605

Telephone: (632) 8634-1111

Website: www.jollibee.com

For investor inquiries,
please contact ir@jollibee.com

Annual Stockholders Meeting

The Annual Stockholders' Meeting will be held on June 26, 2026 at 2:00 P.M. The Corporation shall conduct the meeting virtually and stockholders may attend and participate via remote communication and by voting in absentia or by appointing the Chairman of the meeting as their proxy.

Stakeholder Inquiry

Inquiries regarding dividend payments, account status, address changes, stock certificates, and other pertinent matters may be addressed to the Company's registrar and transfer agent:

For Common Stock, please contact:
RCBC Trust Corporation
Stock Transfer Office
The Yuchengco Centre
Unit 08, 25th Floor
333 Senator Gil J. Puyat Avenue,
Barangay Bel-Air,
Makati City

Telephone: (632) 8894-9000 locals 3690,
3691, 3693 and 3694

Email address: rbcstocktransfer@rcbc.com

For Preferred Stock, please contact:
Stock Transfer Service, Inc.
34F Unit D, Rufino Pacific Tower.
6784 Ayala Avenue, Makati City
Telephone: (632) 5310-1343

SEC Form 17-A

The financial information in this report, in the opinion of Management, substantially conforms with the information required in the "17-A Report" submitted to the Securities and Exchange Commission.

SEC Form 17-A is available in the Jollibee Group's corporate website.

Leading with Joy

Building one of the world's fastest-growing restaurant companies



10,300+
Stores

33
Countries served

28,900+
Team members

 Serving joy around the world

 Sustained profitable growth

 Loved by millions every day

 Empowering talent

 Strong partnerships for the future