Jollibee Foods
CORPORATION

EMERGING STRONGER

2020 Annual Report

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CHAIRMAN'S MESSAGE

Our Mission and Vision Remains the Same Despite the Pandemic

CHAIRMAN'S MESSAGE

Our Mission and Vision Remains the Same Despite the Pandemic

Dear JFC Shareholders,

The past year has not been easy for many. Let me start by wishing that you and your families are all safe and well. Thank you for your continued confidence in Jollibee Foods Corporation.

I would like to reassure you that despite the massive changes brought about by the pandemic, JFC's mission and vision remain the same. We will continue to serve great-tasting food, bringing the joy of eating to everyone. We likewise continue to aim to be one of the top 5 restaurant companies in the world.

The pandemic was unthinkable before it happened. It was quite different from other crises that we faced before. The negative impact of the COVID-19 pandemic on JFC was very significant as it was on practically all other businesses. However, I would like to believe that we acted quickly and decisively in making very tough yet needed actions. During the early phase of the pandemic, we immediately shifted our financial management focus from improving profit and loss to cash preservation.

Our company implemented changes to our global business structure with the assumption that consumers around the world will not quickly revert to pre-pandemic behavior even when lockdowns and other forms of restrictions are lifted in different countries. We launched the Business Transformation Program in May 2020. We rationalized worldwide operations primarily in response to the business downturn caused by the pandemic. During the year, we permanently closed over 450 stores in various countries where we operate, as well as four commissaries in the Philippines. We significantly reduced headcount

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and overhead expenses in stores, supply chain facilities, and support group offices. JFC spent Php6.7 billion on this program.

We generated significant cost savings from the Business Transformation Program. These enabled JFC to become profitable again in the fourth quarter of 2020 despite a double-digit decline in consolidated revenues versus the previous year. In 2021 and the years ahead, we expect to realize the full impact of the Business Transformation with annual savings of Php2.6 billion.

We have taken steps to improve JFC's liquidity. Capital expenditures for the year were reduced to Php5.9 billion from the Php14.2 billion originally planned for the year.

In January 2020, through our wholly-owned subsidiary Jollibee Worldwide PTE. Ltd. (JWPL), JFC successfully completed the issuance of our first US dollar-denominated guaranteed senior perpetual capital securities amounting to USD600 million, with a coupon rate of 3.9%. This was the lowest coupon for a perpetual bond issued so far in the Philippines, the largest amount in a debut issuance for a perpetual bond in the Philippines, and one of the first perpetual bond issuances by any Asian restaurant company. The transaction marked the first time JFC tapped the debt capital market and the capital market since our Initial Public Offering in 1993. We used most of the proceeds from this bond issuance to fully pay the USD400 million short-term loan we obtained to finance the acquisition of International Coffee and Tea, LLC, the owner of The Coffee Bean & Tea Leaf®. This perpetual bond is accounted for as equity, not as debt.

In June 2020, also through JWPL, JFC issued a USD300.0 million 5.5-year and a USD300.0 million 10-year dual-tranche US dollar-denominated guaranteed senior notes with a coupon rate of 4.125% and 4.750%, respectively. The offering was intended as a precautionary measure from unforeseen eventualities that may be caused by the pandemic, as well as to fund initiatives of JFC and its group of companies.

We stayed focused on our long-term goals and continued to make investments for JFC's sustained growth. In October, JWPL purchased the 25% participating interest of Aragon Investments SPC (Aragon) in Titan Dining LP (Titan), a private equity fund and the ultimate holding entity of the Tim Ho Wan Brand. This increased JFC's participating interest in the Titan fund from 60% to 85%.

In September 2020, JFC opened the first-ever Tim Ho Wan restaurant in Mainland China, in Shanghai, marking the Michelin starred restaurant's entry into the world's second-largest consumer economy. Located in the Jing'an Kerry Center, which is just a few minutes away from the famous Jing'an Temple, Tim Ho Wan was the latest addition to the portfolio of brands directly operated by JFC. JFC entered into a joint venture agreement with the Tim Ho Wan Group to open and operate Tim Ho Wan restaurants in Mainland China in line with the agreement made in May 2018. As an important part of JFC's strategy, we aim to build

CHAIRMAN'S MESSAGE

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The year 2020 was one of the most challenging years for our company. Yet, I am very proud of how we acted to face the challenges of the crisis. I am also confident that the worst is now behind us, and we, myself included, will work even harder for the company to become much stronger in the years ahead.

a significant business serving Chinese cuisine in different parts of the world.

We continued to expand our store network organically with the opening of 338 stores across all brands and regions. We opened 81 stores in the Philippines and 257 abroad. This was the first time in JFC's history when it invested more in new stores abroad than in the Philippines. This crisis also demonstrated the advantages of the geographical diversification of our business. We continued to invest for long-term growth even amid the pandemic in countries that presented opportunities.

JFC took actions to assist communities around the world that have been affected by the pandemic and other natural disasters through our social responsibility arm, Jollibee Group Foundation (JGF).

In January, the Taal volcano eruption displaced families in the provinces of Batangas and Cavite. JGF activated its partners to bring hot meals, food packs, and hygiene kits to 19,000 affected families. JGF also partnered with the Batangas provincial government and local organizations in operating a community kitchen that fed 500 families daily for 30 days.

At the onset of the pandemic, JFC donated Php220 million worth of food from our brands. Of this amount, Php100 million was used to provide meals for 1.3 million health and checkpoint frontliners throughout the country. Php120 million was used to provide 2.5 million food packs to more than 500 thousand indigent families and give food donations to 27 community kitchens serving front liners and other communities. These efforts were coordinated with various public and private institutions. JFC was giving similar assistance to hospitals and health care institutions in communities where we operate in China and the United States.

JFC also allocated an emergency response fund amounting to Php1 billion to provide our employees and partners in the Philippines with the needed financial support to cope with the Enhanced Community Quarantine and the business downturn caused by the pandemic.

The year 2020 was one of the most challenging years for our company. Yet, I am very proud of how we acted to face the challenges of the crisis. I am also confident that the worst is now behind us, and we, myself included, will work even harder for the company to become much stronger in the years ahead.

On behalf of the Board of Directors, I would like to thank our JFC management and employees around the world for the exceptional work done and for the dedication they gave and continue to give to our company. Thank you to all our shareholders, customers, franchisees, and business partners for the continued support for Jollibee Foods Corporation. And to the JFC Board of Directors, thank you for your valuable guidance and support in weathering this storm and paving the way for our sustained, strong, and profitable growth in the future.

Tony Tan Caktiong
Chairman of the Board,
Jollibee Foods Corporation

CHIEF EXECUTIVE OFFICER'S MESSAGE

Rebuilding our Business and Improving Cost Through our Business Transformation Program

CHIEF EXECUTIVE OFFICER'S MESSAGE

Rebuilding our Business and Improving Cost Through our Business Transformation Program

Dear Shareholders,

When the year 2020 started, we were looking forward to a great year. In January, our businesses across all regions were performing strongly in sales and profit. Then the COVID-19 pandemic struck and brought the largest economic downturn in decades—affecting the lives of practically everyone in the world and causing the loss of over 1.7 million lives as of the end of 2020.

Our business in China was the first to be hit by the pandemic in late January. By mid-March, our businesses in the Philippines, other parts of Asia, the Middle East, Europe, and North America started to suffer the impact of the pandemic. At the end of the first quarter of 2020, 70% of our stores in the Philippines and 50% worldwide had to be closed temporarily because of lockdowns and other forms of restrictions imposed to contain the pandemic.

These lockdowns were gradually lifted across all regions, and eventually, JFC slowly reopened stores that had been temporarily closed. By the end of the year 2020, 96% of the group's worldwide outlets were already operating: 98% of stores in the Philippines, 100% in China and EMEAA (Europe, Middle East, Asia), 94% in North America, 95% of SuperFoods and 90% for The Coffee Bean & Tea Leaf® (CBTL). For the entire year, JFC's sales dropped significantly. We incurred losses in the first three quarters of the year.

Despite the uncertainties, we stayed clearly focused on our mission "to serve great tasting food, bringing the joy of eating to everyone." We strengthened our off-premise channels to continue serving our customers. We continued to enhance delivery for both in-house and third-party aggregators. We boosted take-out

CHIEF EXECUTIVE OFFICER'S MESSAGE

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Despite the uncertainties, we stayed clearly focused on our mission – "to serve great tasting food, bringing the joy of eating to everyone."

sales through call and pickup. We introduced curbside pickup for stores that do not have a drive-through. We also improved the turnaround time of drive-through operations to serve more customers. We also launched new products that are suited for off-premise sales and consumption. Our off-premise channels became the driver of our business and contributed a greater percentage of total sales. For example, in December 2020, off-premise sales accounted for 73.2% in the Philippines, 59% in China, and 76% in North America, including CBTL.

We focused on rebuilding our business along with implementing major cost improvements under our Business Transformation Program. As our Chairman explained in his message, the Business Transformation Program, which we launched in May 2020, involved the rationalization of worldwide operations primarily in response to the business downturn caused by the pandemic. During the year, we permanently closed four commissaries and 486 stores, of which 262 were covered by the Business Transformation Program. We also significantly reduced headcount, as well as operating and general and administrative expenses in our stores, supply chain facilities, and support group offices. In June 2020, we made a provision of Php7 billion for this program and spent a total of Php6.7 billion - Php4.7 billion of which were in cash spending while Php2.0 billion represented write-off of book value of assets. JFC generated savings from the program, and about Php2.6 billion are expected to be realized annually in full in 2021 and the years ahead.

JFC's financial results were significantly affected by the negative effects of the pandemic. JFC's consolidated revenues decreased by Php50.3 billion or 28.0% to Php129.3 billion for the year 2020, primarily as a result of permanent and temporary closure of stores and lower sales per store. System-wide sales, which measure sales to consumers from both Group-owned and franchised stores, decreased by Php67.8 billion or 27.8%, from Php243.8 billion for 2019 to Php176.0 billion for 2020.

Same-store sales growth of the Philippine business declined by 34.4% due to a higher level of restrictions imposed in the country. Same-store sales of foreign businesses declined by 12.4%; China -17.9%; North America -7.4%; Europe, Middle East, and Asia business -12.7%; and SuperFoods -15.3%. In general, same-store sales recovered faster in developed countries than in developing countries due to higher purchasing power fueled by the stimulus package from their governments and unemployment pay from their social security system.

JFC's consolidated net loss attributable to equity holders of the Parent Company amounted to Php11.5 billion in 2020 compared with Php7.3 billion profit generated in 2019. This was the largest loss and the only recorded annual loss in JFC's history. The net loss of Php11.5 billion included actual expenses related to the JFC's business transformation program amounting to Php6.7 billion. It also included significant costs incurred at the onset of the crisis, such as an Emergency Response Fund

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The year 2020 was extremely challenging for JFC as for most other businesses, but I have always believed in our JFC family's resiliency and perseverance that has seen us through many past obstacles.

for employees and workers, assistance to front liners, health workers, and low-income households, which were partly offset by economic stimulus packages received from the governments of Singapore, China, United States, and Europe.

The 2019 Audited Consolidated Financial Statements of JFC was restated to reflect the additional gain of Php1.1 billion (Php883.6 million of which was attributable to JFC), resulting from the finalization of the Purchase Price Allocation (PPA) of The Coffee Bean & Tea Leaf® (CBTL), by an independent 3rd Party Valuer. In 2019, the PPA was determined on a provisional basis. PFRS 3, Business Combination, provides for a measurement period of one year from the date of acquisition wherein the acquirer may adjust the provisional amounts. Basically, the fair market value of the net assets acquired by JFC through its wholly-owned subsidiary, JWPL, was markedly higher than the purchase price of Php17.1 billion (USD327.9 million) by a total of Php4.3 billion based on independent 3rd Party Valuations.

While JFC's loss for the year was quite significant, our company was able to return to profitability in the fourth quarter after hitting its lowest point in the second quarter. Net income attributable to equity holders of the Parent Company for the fourth quarter of 2020 amounted to Php2.0 billion, 34.5% lower compared to the restated net income for the fourth quarter of 2019.

All regions in the JFC Group generated recurring profit in the fourth quarter: Philippines, China, North America (Philippine brands), Europe, Middle East, Africa, and other parts of Asia, including Highlands Coffee in Vietnam. We have significantly improved the Smashburger and CBTL businesses such that they were in a reasonable position to start generating profit in 2021. Our profit recovery was a reflection of JFC's capability to execute complex and massive undertakings like the Business Transformation in a very short time.

JFC started to generate positive EBITDA (Earnings before interest, taxes, depreciation, and amortization or roughly operating cash flows) as early as June 2020. In the fourth quarter, EBITDA amounted to Php7.1 billion compared to Php1.4 billion in the third quarter. JFC issued long-term securities as follows: Senior Perpetual Securities in January 2020 (USD600.0 million) and the Senior Debt Securities in June 2020 (USD300.0 Million maturing in 5.5 years and USD300.0 million maturing in 10 years). The substantial portion of the proceeds from the issuance, net of the payment of USD400.0 million short-term debt used primarily for the acquisition of CBTL, remained mostly intact and was invested in money market and fixed income funds. A total of Php1.3 billion was recognized as gain from the investments in Financial Assets at Fair Value Through Profit or Loss (FVTPL), contributing to JFC's consolidated profit.

While the pandemic adversely impacted JFC's revenues and profit for the year, we strengthened our balance sheet. JFC's total assets increased by 12.5% to Php210.8 billion in 2020 compared to 2019 total assets (as

CHIEF EXECUTIVE OFFICER'S MESSAGE

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restated) primarily due to the FVTPL in USD-denominated investments worth Php35.7 billion or about USD742.6 million. JFC maintained a cash balance of Php21.4 billion, 2.2% higher than the cash balance as of December 31, 2019. Our balance sheet reflected JFC's capability to withstand the crises and invest for long-term growth when and where opportunities arise.

In 2020, JFC spent Php5.9 billion in capital expenditures, mostly for new stores. This was 58.5% lower than the Php14.2 billion investment originally planned for the year. JFC became far more selective in its investments in 2020 to preserve cash as a precautionary measure in the business downturn. A total of 338 new stores were opened in 2020, 81 in the Philippines and 257 abroad. For the first time in JFC's history, more new stores were opened abroad than in the Philippines led by SuperFoods (mostly Highlands Coffee in Vietnam), 115; CBTL, 55; Yonghe King, 38, and Jollibee International, 35: EMEAA, 19; North America, 16.

Despite the crisis, JFC declared a cash dividend of Php1.30 per share, representing 50% of the cash dividend declared in 2019. We paid out this dividend from JFC's cash reserves in May and December 2020.

The year 2020 was extremely challenging for JFC as for most other businesses, but I have always believed in our JFC family's resiliency and perseverance that has seen us through many past obstacles. JFC has emerged stronger from this crisis as we move forward to achieving our vision of becoming one of the top 5 restaurant companies in the world.

To our JFC employees: thank you for your endurance against adversities, your hard work, and your commitment. I would also like to thank our business partners—our franchisees, suppliers, landlords, and lessors who worked with us in finding mutually viable solutions to address the business challenges brought by the pandemic. Thank you to the JFC Board of Directors for your guidance and support. And to you, our shareholders and customers, thank you for the trust you have placed in us.

Ernesto Tanmantiong
President & Chief Executive Officer
Jollibee Foods Corporation

Jollibee

Spreading Joy and Bouncing Forward Amidst Trying Times

JOLLIBEE PHILIPPINES

JOLLIBEE PHILIPPINES

Spreading Joy and Bouncing Forward Amidst Trying Times

While the whole restaurant industry was challenged due to COVID-19, Jollibee Philippines remained steadfast in delivering joy by shifting its focus towards off-premise channels, strategically launching new products and innovative services, as well as enforcing and communicating safety measures to provide high-quality and safe food.

While the decline in dine-in revenue impacted overall performance, its delivery service stepped up and delivered systemwide sales growth of 100% and contributed to 12% of total sales.

One key initiative was the new Jollibee App, which provided accessibility and convenience to customers. The app achieved 1M downloads within a month, spurred by the sustained demand for Jollibee despite the pandemic and exclusive promos such as the Jollibee Funko Pop! Ride. Innovative services such as Order and Pick Up and Jollibee Virtual Party were also introduced, allowing customers to skip the lines and schedule orders, as well as safely celebrate special occasions, respectively.

Jollibee brought joy amidst the pandemic through its products, reinforcing Chickenjoy as an enabler of family bonding with campaigns such as "Pinakamasarap Para sa Pamilya," and the Family Savers and Christmas Joy Promos. Jolly Spaghetti and Yumburger also launched campaigns to communicate taste and value superiority. Jollibee also introduced Ready-To-Cook meals, group meal bundles, and family pans, catering to families staying mostly at home.

2020 remained a banner year for new products, with the comeback of Champ receiving much excitement and enthusiasm. Jollibee also launched new products like the Mango Graham & Caramel Popcorn Sundae,

JOLLIBEE PHILIPPINES

Spreading Joy and Bouncing Forward Amidst Trying Times

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Iced Coffee with Coffee Jelly, Brown Sugar Milk Tea with Pearls, Buko Pie, and Crisscut Fries.

To reassure customers, the brand launched the "Safe at Ang Saya" campaign to show how safety is prioritized across its delivery, take-out, drive-thru, and dine-in services. Jollibee likewise led Jollibee Group brands in supporting "Ingat Angat," a private sector-initiated campaign aimed at encouraging consumers to re-ignite the economy while reinforcing safety.

The year wouldn't be complete without the anticipated #KwentongJollibee short film series. The #KwentongJollibee Valentines, Mother's Day, and Father's Day series once again inspired the nation and touched hearts. The brand also launched a timely heart-tugging Christmas Ad, "Joy of Family," which garnered 55M views. It surfaces the powerful truth that we should be most thankful for family, which is the greatest source of joy.

Jollibee persevered the unprecedented crisis of COVID-19 through strong leadership, organizational agility, teamwork, and a commitment to serve.

As the brand enters another year, Jollibee has never been more resolute in its goal to deliver excellence, spread joy, and bounce forward to emerge stronger than ever.

Thriving Despite the Pandemic

JOLLIBEE INTERNATIONAL

JOLLIBEE INTERNATIONAL

Thriving Despite the Pandemic

Jollibee International successfully weathered the tough market challenges of 2020 and ended the year with a recovery to 2019 sales levels and profitability.

NORTH AMERICA

Coming from a record-breaking 2019, Jollibee North America experienced a slowdown in the first few months of the pandemic, but quickly recovered and ended the year with double-digit systemwide sales growth.

To address the challenges of the year, the brand recalibrated its strategies by focusing on its bestsellers and fan favorites and communicating the exceptional taste and value of its products; heightening its commitment to safety and sanitation; and building its off-premise channels to offer access and convenience.

With the closure of dine-in, the brand put strong emphasis on take-out, drive-thru, and delivery. The brand launched its nationwide delivery service via DoorDash to continue serving customers who wanted to minimize trips outside of their homes.

2020 marked the most aggressive year of North American expansion in the brand's history, with Jollibee opening 16 restaurants across North America—in Texas, California, Florida, Hawaii, New Jersey, Nevada, and the provinces of Alberta and Ontario in Canada.

True to its mission of spreading joy even amidst a crisis, the brand also donated thousands of meals to healthcare workers across the continent.

EUROPE, MIDDLE EAST, AND ASIA (EXCLUDING THE PHILIPPINES)

Jollibee in Europe, Middle East, and Asia (EMEAA) recovered by innovating amidst the challenges of the pandemic. The brand shifted to off-premise channels and launched new and relevant products. Across EMEAA markets, initiatives in off-premise channels, such as digital ordering kiosks, a cloud kitchen, Jollibee merchandise and tie-ups with delivery partners have improved sales.

Jollibee Vietnam focused on leapfrogging performance in off-premise channels. With the launch of Chickenjoy bestseller group meals

JOLLIBEE INTERNATIONAL

Thriving Despite the Pandemic

Jollibee International successfully weathered the tough market challenges of 2020 and ended the year with a recovery to 2019 sales levels and profitability.

and a focus on operational excellence, the delivery channel saw exponential growth and became the top sales driver for Jollibee. Chili Chicken, a local favorite, continued to attract more mainstream patronage, resulting in double-digit sales growth.

Jollibee's first cloud kitchen was launched in Dubai, followed by four more across the region. The launch of group meal combos also drove strong growth.

Jollibee sustained its market leadership in Brunei and ended the year with growth. Chickenjoy was also crowned as the "Best Fried Chicken" in the Brunei Food Awards 2020, alongside a strong taste superiority campaign.

Jollibee Singapore ended the year with positive same-store sales growth. Jollibee Singapore launched the first-ever contactless mobile ordering system in the Jollibee Group and opened two cloud kitchens to expand delivery coverage. The brand is poised to go mainstream with 69% non-Filipino customers.

In Europe, Jollibee's expansion continued with new stores in Rome, Italy, and in Liverpool and Leicester, UK. In recent openings, 40% of transactions were from locals who enjoyed Jollibee classics, along with new products.

GREENWICH

Powering Up its Awesome in 2020

GREENWICH

Powering Up Its Awesome in 2020

For Greenwich, 2020 is a testimony that strength does not come from what the brand can do, but from overcoming the things it once thought it could not do in the face of a volatile environment.

Greenwich Barkada's optimistic attitude proved to be an asset in the past year. This outlook was reinforced by instituting affirmative communications channels from all levels through periodic business addresses and several Human Resources and Franchising-led engagements to keep its stakeholders more connected.

When it comes to products, the brand continues to take pride in the superiority of its bestsellers. Pizza sales grew significantly with Total Pizza Average Daily Sales booming by over 25% versus pre-pandemic period, resulting in a double-digit percentage growth in contribution to business.
Greenwich has been consistent in championing taste and quality. In the year-end Mystery Shopper Report, Greenwich posted outstanding results with an 84% Overall Gold Standard Consistency Rating, and a 4.3/5.0 Overall Customer Satisfaction Rating.
The #1 pizza and pasta brand in the Philippines ensured it was agile through and through. To make the brand more accessible, "Call and Pickup" service of close to 300 stores was activated within three months. In September, Ginny the chatbot was launched, posting a record-breaking over 30% conversion rate among profile visitors.

Greenwich was able to quickly set up 60 "Park, Order, and Go" stores, the brand's drive-thru equivalent. The delivery network of Greenwich has grown from 47% delivery stores before the pandemic to 87% delivery stores by end of 2020.

GREENWICH

Powering Up Its Awesome in 2020

For Greenwich, 2020 is a testimony that strength does not come from what the brand can do, but from overcoming the things it once thought it could not do in the face of a volatile environment.

The new normal stimulated the brand to become even more adaptable in learning new things. Greenwich evolved with the changing consumer behavior by instituting safe restaurant systems to recapture dine-in vigor and strengthening off-premise channels through accelerated digital adaptability. Greenwich's charming store safety video helped aid a strong transaction count improvement during its August posting period, while the viral takeout bestsellers campaign drove the 399 Dealicious Duo to a 30% upsurge. Both campaigns were recognized by esteemed marketeers for excellence in creative communications in the Philippines and Asia-Pacific, respectively. Moreover, the consistent push and strategic move of value for money pizza bundle Overloaded Trio to takeout saw a sizable off-premise growth of over 200% versus previous year.

Aligning with the customer's budget, occasion, and channel preference, the brand offered new pizza flavors that are delicious yet affordable like Cheesy Bacon & Ham Classic and Cheeseburger Classic; logged December 31 sales higher than 2019; and posted an all-time high delivery sales record of over PHP1.5 billion respectively—all ultimately contributing to a positive total cash flow for full year.

The brand relentlessly powered up its awesome in 2020 by addressing safety first, providing team support, collaborating with its stakeholders, and extending the unyielding "*kabarkada*" (close friend) service to its customers. On its upcoming 50th year anniversary, Greenwich is poised to take on the future with an all-in mindset and an all-gold heartbeat to fully overcome, continuously lead, and completely dominate the pizza market.

Chowking 超群

CHOWKING

Adapting Quickly Helps Steer Chowking into Recovery

CHOWKING

Adapting Quickly Helps Steer Chowking into Recovery

Chowking's recovery plan was hinged on great-tasting new products and product improvements, growth in off-premise channels, cut-through communications and promos, and network and store hours expansion.

Chowking highlighted craveable, affordable products such as Pork Chao Fan, Chinese Style Fried Chicken, and introduced new products and exciting taste improvements.

The brand launched the improved Sweet 'n' Sour Chicken, with bigger and crunchier chicken chunks. The brand also came out with Chick 'n Sauce, which earned high praise and Net Promoter Scores. Chowking also introduced its Ready-to-Cook line so that customers can enjoy their delicious favorites in the comfort of their homes.

Chowking mitigated the impact of the African Swine Fever for its branches located in affected areas by launching non-pork products such as Beef Shanghai Rolls, Chicken Wonton, Chicken Siomai, and Chicken Asado Siopao. The latter was declared the "Best Siopao in Cebu" according to a distinguished panel of judges from local publication Sunstar Cebu.

The brand also quickly aligned its efforts on the increasing demand for off-premise consumption. Chowking's delivery coverage grew as delivery services became available to 84% of its store network. Delivery sales tripled, enabling the brand to climb a step to fourth place within the entire branded eat-out category. The in-house delivery Call Access coverage was expanded and the customer experience of the ChowkingDelivery.com website was enhanced.

Takeout remained strong as the channel's year-end sales performance was comparable to the pre-pandemic level. Following strict guidelines, Chowking quickly reopened stores and extended business hours even as quarantine conditions evolved. Chowking also pioneered the "Park, Order and Go" scheme and aggressively implemented the "Call & Pickup" system.

Chowking's Sucat Commissary maintained high standards for safety and food quality, and upgraded its Food Safety System to comply with the new standards (FSSC 22000).

Chowking PH held steadfast in 2020, as it maintained its position as the country's leading Chinese fast-food brand. Sales considerably picked up. The revenue increase and brand-building initiatives were complemented by robust cost-management efforts to improve profitability.

CHOWKING INTERNATIONAL

Adapting Quickly Helps Steer Chowking into Recovery

Chowking's recovery plan was hinged on great-tasting new products and product improvements, growth in off-premise channels, cut-through communications and promos, and network and store hours expansion.

CHOWKING INTERNATIONAL

In the Middle East, Chowking focused on off-premise channels, delivery, and take-out. The brand launched group meal combos, expanded in-house delivery and aggregator capabilities, and launched the Chowking delivery app in the UAE. Chowking also achieved milestones including its store opening in Jeddah—completing Chowking's presence in all three regions of Kingdom of Saudi Arabia—and the first Chowking Middle East cloud kitchen in Kuwait.

2020 was a breakthrough year for Chowking USA as it generated profit despite the uncertainty brought about by the pandemic, driven by high same store sales and cost management.

Siopao sales reached its highest volume in the US. Lauriat pulled through with the introduction of value-for-money bundles that catered to more in-home group consumption.

When dine-in closed, delivery was launched via the DoorDash platform to make the brand accessible to its consumers.

In 2021, Chowking will push even further and wow customers even better by serving delicious Chinese food and providing delightful service.

YONGHE KING

YONGHE KING

Yonghe King Ends the Year on a Strong Note through Innovations and Digital Transformation

Despite a challenging year, Yonghe King ended 2020 strong, ranking second in terms of operating profit among the Jollibee Group brands worldwide during the second half of 2020. The brand was consistently profitable from July to December, and by the fourth quarter, had fully recovered to its fourth quarter 2019 sales and profit levels.

Yonghe King's delivery business continued to see very strong growth in 2020, achieving double-digit growth for the third straight year. Delivery sales grew by more than 25% and accounted for over 50% of the brand's system-wide sales. Many of the brand's stores across China ranked among the top 10 delivery stores within their respective business districts.

In response to customers' changing behavior due to the pandemic, Yonghe King fast-tracked its digital transformation. The brand collaborated with leading technology companies Tencent and Alibaba to develop online pre-ordering, QR code ordering, and self-service ordering kiosks for its stores. Orders by mini-app accounted for 30% of the dine-in orders, improving operational efficiency of the stores while reducing operational costs. The brand also offered more channels for its customers by showcasing food via live webcasts and offering Group Meals that allowed customers to have their food delivered to multiple locations.

Yonghe King generated sales of over RMB1 million through live webcasts. With its videos garnering over 30 million views, Yonghe King was one of the first Chinese-style fast food brands to launch live webcasts. The brand's collaboration with a well-known domestic fashion brand to promote its best-selling product, soy milk, had drawn over 100 million impressions.

Yonghe King's new innovative products—Minced Pork Rice with Shredded Chicken, New Pancake, and Chinese Wine-flavored Soy Milk—helped

YONGHE KING

Yonghe King Ends the Year on a Strong Note through Innovations and Digital Transformation

Despite a challenging year, Yonghe King ended 2020 strong, ranking second in terms of operating profit among the Jollibee Group brands worldwide during the second half of 2020. The brand was consistently profitable from July to December, and by the fourth quarter, had fully recovered to its fourth quarter 2019 sales and profit levels.

improve overall revenues, together with the continued strong sales of its flagship products Soy Milk, Minced Pork Rice, and Crispy Tender Chicken Thigh.

In July 2020, Yonghe King opened its first high-efficiency kitchen store in Kangqiao, Shanghai. The kitchen size for this new store model is 60 square meters, 20% smaller compared to its 75-square meter regular restaurants. It uses more advanced and sophisticated kitchen equipment, allowing more efficient and streamlined cooking processes. This new store kitchen model helped reduce store operating expenses, resulting in a 2% year-on-year increase in store operating income.

Yonghe King was conferred the Healthy Food of China Seven-Star Award and 315 Brand Winning Customer Satisfaction for the ninth consecutive year. Furthermore, it continued to win many other honorable titles such as "Top Ten Fast Food Brands in China" and "Top 100 Catering Enterprises in China 2020." All these prestigious awards have reaffirmed Yonghe King's effort to raise the bar for the food service industry in China.

Yonghe King also supported the battle against COVID-19 by strictly following and implementing government regulations on epidemic prevention and control. The brand also donated over 10,000 meals to show its appreciation to COVID-19 frontline workers.

RED RIBBON

Resilience Helps Red Ribbon Unleash its Potential Amid Crisis

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Resilience Helps Red Ribbon Unleash its Potential Amid Crisis

Red Ribbon's extraordinary resilience as an organization and as a brand was unleashed in 2020 amid the COVID-19 pandemic.

Red Ribbon opened the year strong with its Valentine's red-letter day initiatives, as well as campaigns that strengthened its foothold on birthday occasions while driving value superiority among customers. The brand was poised to meet its projected targets until the pandemic set in.

The brand persevered to keep as many stores and commissaries open as possible through the swift development of safety protocols and tools, and in strict compliance with the safety guidelines of the government and Jollibee Group. Despite the challenges brought about by the community quarantines, Red Ribbon opened a total of 20 new stores, allowing it to reach and serve more communities.

Aside from safety, convenient digital access points and delivery channels became invaluable for customers. Red Ribbon stepped up its game in delivery through aggregators, in-house delivery (REDS), and chatbot ordering (RIA), and aggressively pushed these services across its communication channels. As a result, Red Ribbon exponentially grew delivery by almost 700% versus pre-pandemic period.

The brand also quickly ensured that other safe access points and services such as call and pickup, curbside pickup, advance ordering, e-gifting, and cashless payment solutions were made available for customers' convenience.

To further excite the market and encourage celebrating with a cake, the brand successfully launched two new cake innovations—the Yema Caramel Cake and the Cookies and Cream Dedication Cake made with real Oreo cookies.

To help increase everyday relevance of the brand, Red Ribbon launched its first offering under its new Bread Rolls range. This is a significant move for the brand as it strengthens its play in breads, an essential baked goods category.

Throughout the year, the brand witnessed how Filipino families continued to celebrate with Red Ribbon during the pandemic as the brand continued to encourage celebration of life and special moments with loved ones especially during Mother's Day, Father's Day, and the Christmas season. It also increased the relevance of its pastries and cake rolls during the pandemic by repositioning these as good for work-at-home and study-at-home consumption.

By the end of the year, Red Ribbon Philippines fully returned to its pre-pandemic average daily sales level—a testament to its dedication to not only recover, but to also serve its customers' needs amid the challenges. •

RED RIBBON USA

Resilience Helps Red Ribbon Unleash its Potential Amid Crisis

Red Ribbon USA rose above the year's challenges and brought sweet moments in 2020.

Red Ribbon USA rose above the year's challenges and brought sweet moments in 2020. Its bestsellers—Mamon, Chicken Empanada and Mango Supreme cake—registered significant growth compared with pre-pandemic levels. With the closure of dine-in, the demand for convenience and accessibility of stay-at-home orders grew bigger than ever. The brand immediately launched the DoorDash delivery channel to serve this demand.

The brand's success in the US in 2020 was driven by its team's hard work and dedication, proving once again the team's passion for excellence and commitment to customer service.

宏狀元
1992
—現熬粥—

HONG ZHUANG YUAN

Hong Zhuang Yuan Innovates to Succeed in Today's Digital Reality

HONG ZHUANG YUAN

Hong Zhuang Yuan Innovates to Succeed in Today's Digital Reality

When the pandemic hit China early in the year, it prompted Hong Zhuang Yuan to pivot the businesses from offline to online. Digital marketing became a vital engine for the brand to communicate and connect with its customers.

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The brand also made use of the Millennial-dominated social media platform, Douyin (or TikTok) to promote its flagship product Zhuang Yuan Stir-Fried Chicken and boost dine-in sales.

Delivery sales continued to grow, accounting for over 60% of total store sales in 2020 compared to about 40% during pre-pandemic levels. Hong Zhuang Yuan also attained its goal of "zero complaint" for its delivery services and services offered over the Dianping shopping platform—laying a solid foundation for subsequent star ratings.

Through these initiatives, Hong Zhuang Yuan's same store sales returned to positive territory in August and registered double-digit growth in same store sales from September to December 2020.

Hong Zhuang Yuan also succeeded in optimizing its main office cost structure resulting in significant reduction of expenses for the year by close to 30% compared to 2019. This helped the business turn profitable in the second half of the year.

Hong Zhuang Yuan looks forward to sustained recovery of the business in 2021 and onwards.

MANG INASAL

Mang Inasal's Off-Premise Focus Addresses Impact of Pandemic

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Mang Inasal quickly adapted to new business realities when the pandemic hit in 2020, exploring ways to strengthen its off-premise channels to ensure brand continuity and sustainability.

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On top of further building its Takeout and Delivery, the brand innovated through new Take-out Access Points like Call & Pick Up and Park, Order, & Go. These gave customers more options to enjoy Mang Inasal food in the comforts of their home. Mang Inasal also developed and promoted formats relevant to these channels such as the Family Size product offering for Chicken Inasal Large Paa and Pecho, Palabok, BBQ, Pork and Bangus Sisig.

The brand optimized its digital platforms to cater to customers across all channels. Mang Inasal strengthened its partnership with GrabFood -- from 98 stores in 2019 to 316 stores in 2020 and FoodPanda -- from 30 to 385 stores.

It also introduced a Facebook Messenger Chatbot that facilitated online ordering to Mang Inasal Delivery Stores (MIDS). By year-end, MIDS reached 109 stores, up from 45 from a year ago. Mang Inasal also gathered its customers in a Viber community to facilitate updates on MIDS contact numbers, latest product offering, and promotions.

MANG INASAL

Mang Inasal's Off-Premise Focus Addresses Impact of Pandemic

Mang Inasal quickly adapted to new business realities when the pandemic hit in 2020, exploring ways to strengthen its off-premise channels to ensure brand continuity and sustainability.

In all access points, the brand constantly reminded customers of Mang Inasal's strict food quality standards and safety protocols.

Mang Inasal enhanced its menu by introducing new products like the Chicken Inasal Regular, Chicken Inasal Spicy Pecho, Limited Time Offer Buko Pandan Halo-Halo, Triple Rice Meal, and Todo Solb Meal as well as formats like the Buddy and Family Size.

Mindful of the economic challenges confronting its customers, Mang Inasal also strengthened its value-for-money proposition through the Everyday Sarap Savers Campaign.

Mang Inasal capped 2020 with its Takeout and Delivery Blowout that stirred excitement among its customers and drove sales for these access points.

All these helped the brand recover gradually as seen in the sales uptrend starting second half of the year, driven by the 30% contribution from off-premise channels, up from their 10% contribution in 2019.

In preparation for a strong come back, Mang Inasal is further strengthening its off-premise business to create new demand. It will also intensify efforts at ensuring quality, rebuilding income streams, and sharpening the capability of its store and support teams.

BURGER KING

Innovations and Off-Premise Channels Spur Recovery for Burger King Philippines

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Innovations and Off-Premise Channels Spur Recovery for Burger King Philippines

BK Philippines quickly adjusted its strategies based on the changes in consumer behavior, such as producing content that resonates with consumers in their new reality.

Much like any other brand, Burger King (BK) Philippines was not spared from the effects of COVID-19. While it was off to a strong start in 2020, the brand took a hard hit as almost 70% of its store network was forced to temporarily close during the height of the lockdowns from March to May, significantly affecting sales.

BK Philippines quickly adjusted its strategies based on the changes in consumer behavior, such as producing content that resonates with consumers in their new reality. The brand launched the #ThankYouWhopper campaign that enabled customers to thank and honor their quarantine heroes by sending them a Whopper or Whopper Jr. Several innovations such as the BK King Box, King Feast for 4, and Crown Rewards Loyalty Program were introduced to cater to customers that were now spending most of their time at home. These efforts helped sustain the brand's relevance in the new context of its customers.

To further drive excitement, BK Philippines brought successful global innovations to the country and introduced two new products: Angry Whopper and Plant-Based Whopper. Both products became instant hits, contributing strong incremental sales and bringing new customers to the brand that

BURGER KING

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propelled November and December Average Daily Sales back to pre-pandemic levels. As a result, BK Philippines finished with an all-time high of 8.8% in occasion share as of end-December 2020.

The brand's path to recovery was also driven by the aggressive growth of off-premise channels. The brand ended the year with 79% sales contribution coming from off-premise channels: Delivery through third-party aggregators and their expanded retail trade area coverage, Drive-thru, and Take-out performance.

All the brand-building, channel, and trade efforts were instrumental in catapulting Burger King to the top 11th spot in the Branded Eat-out Category from its previous 17th place.

The year 2020 may have been challenging for the Branded Eat-Out category, but with the brand's sharp focus on its best-sellers, value platforms, exciting innovations, and new ordering channels, BK Philippines has emerged stronger and is off to a promising 2021.

HIGHLANDS COFFEE

Highlands Coffee Expands Leadership in Vietnamese Coffee Market

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Highlands Coffee has strengthened its market leadership in Vietnam's coffee retailing market. In 2020, the brand managed to open 101 stores despite the pandemic. It ended the year with 483 stores in Vietnam and the Philippines, a 20% increase in store count from a year ago.

The brand has a significant growth opportunity moving forward, anchored by the largest and fastest growing coffee market across South-East Asia that is in the early days of a "modernization shift" from stand-alone independent to branded chain players. Highlands is Vietnam's 'Flag Carrier' brand and most popular café chain, with a powerful social media presence and a brand that represents Vietnam's emergent consumer lifestyle. With its iconic brand, highly popular products such as Phin Sua Da® and Green Tea Freeze®, and its national footprint in 37 cities and provinces across Vietnam, Highlands is ideally positioned to influence and address the emerging Vietnamese consumer.

Founded over 20 years ago, Highlands Coffee employs a proven, scalable business model led by an experienced and world class management team, with outlet expansion supported by best-in-class store rollout capabilities. The brand enjoys market leading unit level economics, a trend that is expected to grow and continue as it moves forward. The brand has a clear and focused growth strategy targeted on driving comparative growth, unit growth, and margin expansion, with an abundant and long-term growth opportunity in Vietnam. Highlands has a strong track record of consumer-led innovation across products, store concepts and service models. With deliveries and take-out share of spend growth expected to outpace dine-in growth over the next 5 years, Highlands is well positioned to address consumer trends across these channels.

PHO24®

PHO24 Thrives Despite Challenges of the Pandemic

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PHO24® persisted and achieved remarkable results in 2020. This was made possible by the brand's agility and swift focus on delivery, as well as the right strategy to expand its store network.

Despite the uncertainty brought about by the COVID-19, PHO24 persisted and achieved remarkable results in 2020. This was made possible by the brand's agility and swift focus on delivery, as well as the right strategy to expand its store network.

To ensure business continuity during COVID-19 outbreak while adapting to consumers' changing eating habits, PHO24 partnered with four major aggregators - Grab, Now, Baemin, and Gojek. As a result, delivery transactions' proportion grew from 0% to 25% during the lockdown period and has stabilized to 10-15% after the lockdown was lifted. The agility to shift the business model has rewarded PHO24 with a new sales channel that allowed stores to connect with its customers in the new reality.

PHO24 also made an important milestone in terms of store expansion with +64% network growth, bringing the total store count from 22 to 36. Many new stores achieved record sales, bringing the brand's new modern concept for the first time to millions of customers.

The opening of PHO24's first store in Vung Tau City in Southern Vietnam in 2020 also marked a significant achievement for the brand, with the store serving up to 1,000 Pho bowls during the Grand Opening day. This success reflects the growing number of Vietnamese diners choosing PHO24 as their preferred and trusted pho brand.

To keep up with its fast-paced store network growth, PHO24 continues to build its organizational capabilities to scale up and drive operational excellence to bring the best experience to its guests, while rallying up all marketing communications to continue building brand trust across markets. PHO24 remains steadfast in its vision to becoming the Global #1 PHO Chain.

SMASHBURGER

Smashed It: Smashburger's Transformation Achieves Industry-Leading Growth

SMASHBURGER®

Smashed It: Smashburger's Transformation Achieves Industry-Leading Growth

With perseverance and a commitment to the health and safety of every employee and guest, Smashburger achieved industry-leading same-store sales growth and massive market share gains. Fast-action adaptability on strategy and execution enabled the team to restore corporate, same-store sales growth in less than two months after the pandemic outbreak while preserving store employees' livelihood.

Smashburger successfully executed its 5-point business plan designed to accelerate growth, and is now better positioned to move to the top two better-burger brands in a few years.

1. **Team Infrastructure**
   When the Jollibee Group acquired Smashburger, the company provided frameworks for infrastructure, processes, and systems to improve performance. A short-term need was to have the right team to help rebuild the brand. Internal departments were strengthened, with expert external hires in Operations, Marketing, Finance, Real Estate, and Training.

2. **Taste Superiority**
   Smashburger launched a premium, blockbuster product—the Smoked Bacon Brisket Burger. Introduced in May, the product launch generated one of the highest single-day promotion sales numbers in 2020. Success continued with subsequent product launches, including the Colorado Burger, Gingerbread Shake, and Pulled Pork Tailgater. A relentless focus on product quality also contributed higher flavor and value scores in 2020.

3. **Redefining the Store Portfolio**
   Smashburger quickly executed strategic real estate decisions with a hub and spoke approach. This included opening restaurants in high-volume foot traffic areas while maintaining presence in suburban sites.

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The brand also introduced a modern restaurant look that features an open kitchen concept, giving customers a full view of the culinary process. This new model offers an approachable dining experience, equipped with drive-up or virtual drive-thru components, innovative cubby systems that foster a contactless experience, and a socially distanced, outdoor setting.

4. Food Quality, Service, Cleanliness and Condition of Restaurants (FSC)

The FSC approach has become a cultural driver for the operations of the better-burger brand. Smashburger earned massive gains in customer satisfaction from 2019 to 2020, including a 3 percentage point increase in Net Promoter Score.

5. Brand Positioning

Smashburger redefined its position in the burger category by showcasing its obsession with the culinary process of burger creation. In early 2020, the "Smashed It" rebranding campaign was launched, which included updates to restaurant redesigns, brand image, and marketing campaigns.

The brand also underwent a digital marketing transformation to craft a seamless digital customer journey. Major improvements to the digital strategy, performance marketing, search engine optimization and marketing, and new e-commerce platforms resulted in a 436% increase in digital sales. Smashburger continues to build its digital estate through more AI-driven targeting and messaging via its rewards program and e-commerce platforms.

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Giving Back

The brand launched an award-winning #FeedTheFrontliners program early in the pandemic, encouraging consumers to help donate Smashburger meals to frontline workers. The program distributed $170,000 worth of meals for frontline employees throughout the U.S.

Despite the sweeping impact of COVID-19 on the restaurant industry, Smashburger accelerated its brand turnaround and growth plans to become one of the top-performing restaurant brands in the industry. Thanks to its team, Smashburger is well on its way to becoming the #1 better-burger concept worldwide. Smashed It!

Bright Spots for The Coffee Bean & Tea Leaf®

THE COFFEE BEAN & TEA LEAF®

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Bright Spots for The Coffee Bean & Tea Leaf®

The world experienced a dramatic shift in 2020. While there were several challenges throughout the year that The Coffee Bean & Tea Leaf® (CBTL) stores in the different parts of the world had to navigate— including the impact of Covid-19— there were also several bright spots for the brand. The company was able to quickly adapt and adjust to the new normal of living and doing business.

In the United States, CBTL expanded its existing partnerships and overall reach with third-party delivery platforms such as Postmates and DoorDash and built out an in-app delivery system tied into the *CBTL* Rewards Loyalty program. CBTL USA also worked to re-platform its coffeebean.com ecommerce site. These improvements helped contribute to a 108% sales increase versus the prior year.

CBTL USA moved to non-kosher status which enabled the brand to offer a broader selection of items. Their two new breakfast sandwiches quickly became bestselling food/bakery items on the menu.

There was also a strong resurgence of *The Original Ice Blended®* drink, which registered a 3.1% growth in total sales mix vs. the prior year, accounting for 19.3% of total average daily sales (ADS).

After several years of absence, *the CBTL* brand heralded its return to New York with the opening of a new Brooklyn location, the first of many planned locations across the New York City metropolitan area.

In Singapore, the CBTL team reacted swiftly to the challenges brought by the pandemic with various initiatives such as launching bundle

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promotions on food delivery portals and converting more heartland stores to operate 24/7 to capture market share. CBTL Singapore branches launched trending products such as Dalgona Coffee, Basque Burnt Cheesecake, and limited-edition merchandise to excite local consumers and improve the brand's share of their wallet.

CBTL Malaysia's resilient team also expanded their third-party delivery platforms and partnered with E-commerce giant Shopee, bringing 17% of total ADS mix. The brand continued with its menu innovations with the introduction of 838 beans for the Gibraltar and Ristretto series and the launch of petite whole cakes, which helped improve sales for the beverage and whole-cake categories.

For International Franchise, despite the pandemic, the brand succeeded in opening new stores in the Philippines (5), Pakistan (4), Brunei (2), and Kuwait (2). The brand successfully established a strong relationship with Lazada and Shopee, which increased sales of retail and ready-to-drink products. The brand also partnered with renowned delivery platforms, which helped increase sales during nationwide lockdowns.

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Other notable brand initiatives for 2020 included the ongoing commitment to communities where CBTL stores are located. International franchisees gave discounts or free beverages. CBTL USA continued its support of First Responders, honoring the heroic men and women on the frontlines during the pandemic. Through CBTL's Caring Cup *Heroes at Heart* initiative, the CBTL USA raised USD75,000 dollars benefitting Frontline Heroes.

CBTL Philippines also held online Caring Cup Conversations with frontliners through Facebook Live. Through customer donations, CBTL Philippines provided 14,470 meals and 52,791 cups of coffee to major health institutions. Meanwhile, CBTL Malaysia donated RM142,000 of their Caring Cup funds to sponsor a second mobile clinic unit with its partner hospital Assunta to provide essential healthcare to the poor communities in Kuala Lumpur and Selangor.

Jollibee Group FOUNDATION

Being a Force for Good In Times of Uncertainty

JOLLIBEE GROUP FOUNDATION

JOLLIBEE GROUP FOUNDATION

Being a Force for Good in Times of Uncertainty

In 2020, the Jollibee Group Foundation (JGF) concluded the toughest year yet with a renewed sense of purpose, passion, and energy. As the country grappled with calamities and a global pandemic, hunger among low-income families grew more pervasive and persistent. As a response, JGF refocused its priorities to meet these emerging challenges with creativity, agility, and innovation.

FARMER ENTREPRENEURSHIP PROGRAM (FEP)

Smallholder farmers remain at the heart of JGF's work. Mindful of their role in providing food for Filipinos, FEP is a comprehensive agro-entrepreneurship program that engages partners to help organize small-scale farming communities all over the Philippines. The program sharpens the technical skills and business acumen of farmers, and links them with institutional markets for increased and steady income. Since the program's launch in 2008, 17 farmer-groups composed of almost 600 farmers have become regular suppliers of the Jollibee Group.

Despite the lockdown restrictions, FEP's farmer groups managed to fulfill delivery commitments to the Jollibee Group, supplying 800 metric tons in 2020. This brings their total deliveries to the company since 2008 to almost 8,000 metric tons, earning more than PHP300 million in sales. Through JGF's help, farmer communities also gained access to other institutional and online markets. This helped reduce their vulnerability to the impact of the pandemic.

JOLLIBEE GROUP FOODAID

Jollibee FoodAID is Jollibee Group's disaster response program. In 2020, much of JGF's resources were poured into FoodAID, as the Jollibee Group responded to calls for food donations in the wake of disasters.

In January, the Taal volcano eruption displaced families in the provinces of Batangas and Cavite. Before long, JGF had activated its partners to bring hot meals, food packs, and hygiene kits to 19,000 affected families; and partnered with the Batangas provincial government and local organizations to operate a community kitchen to feed 500 families daily for 30 days.

The imposition of community quarantine in March and the need for food support for frontliners and low-income communities led JGF to quickly organize a food distribution network. This involved the Jollibee Group

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commissary, Jollibee Group restaurants, hospital kitchens, local non-government organization (NGO) partners, and community kitchens , as well as volunteers among Jollibee Group employees. The Jollibee Group's Research and Development Team formulated low-cost, delicious, and nutritious ready-to-cook food products that families and community kitchens can easily prepare. On the ground, over 80 NGO and community partners helped cook or distribute the meals. By December, with donations from Jollibee Group, business partners, donor organizations, other corporate foundations, and the general public, JGF had distribuited over 5.5 million meals.

JGF's other program partners also pitched in. In Sipalay City in Visayas, Kapalong, and Iligan City in Mindanao, Busog Lusog Talino (BLT) School Feeding Program Kitchens were activated to cook for frontliners and communities in need.

ACCESS, CURRICULUM, AND EMPLOYABILITY (ACE) SCHOLARSHIP PROGRAM

Over the years, ACE has provided educational assistance to more than 2,200 underprivileged Filipino youth so they can access gainful employment and attain better lives for themselves and their families. While the lockdown restrictions affected program implementation in 2020, ACE was still able to graduate 66 Quick Service Restaurant Operations (QSRO) scholars through its partner, Anihan Technical School. Meanwhile, 22 QSRO scholars in Anihan; 380 Agro-entrepreneurship, and 120 Mechanical scholars in various Don Bosco schools in different parts of the country are expected to complete their training in 2021.

BOARD OF DIRECTORS & CORPORATE MANAGEMENT TEAM

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Chairman Emeritus

TONY TAN CAKTIONG
Chairman of the Board

WILLIAM TAN UNTIONG
Director / Corporate Secretary

ERNESTO TANMANTIONG
Director / CEO and President

JOSEPH TANBUNTIONG
Director / Treasurer

ANG CHO SIT
Director

ANTONIO CHUA POE ENG
Director

(RET) CHIEF JUSTICE ARTEMIO PANGANIBAN
Director

CEZAR CONSING
Independent Director

CESAR PURISIMA
Independent Director

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Chairman of the Board

ERNESTO TANMANTIONG
Chief Executive Officer and President

YSMAEL BAYSA
Chief Financial Officer

ARSENIO SABADO
Chief Human Resources Officer

WILLIAM TAN UNTIONG
Chief Real Estate and Design Officer

DANIEL RAFAEL RAMON GOMEZ III
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General Manager, Greenwich Business

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(Highlands Coffee and PHO24®)
Interim CEO, Coffee Bean & Tea Leaf Business

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Chief Sustainability and Public Affairs Officer

SUSANA TANMANTIONG
Chief Procurement Officer

ATTY. VALERIE AMANTE
VP and Head – Global Legal and Global Ethics
Assistant Corporate Secretary

MARILOU SIBAYAN
VP and Comptroller - Worldwide

LORNA ATUN
AVP - Internal Audit

JOLLIBEE GROUP FOUNDATION, INC.

GRACE TAN CAKTIONG
President, Jollibee Group Foundation, Inc.

**As of December 31, 2020*

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SELECTED FINANCIAL DATA

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

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

** Philippines and International*

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

STATEMENT OF MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL STATEMENTS

The management of JOLLIBEE FOODS CORPORATION AND SUBSIDIARIES (the JFC Group) is responsible for the preparation and fair presentation of the consolidated financial statements including the schedules attached therein, for the years ended December 31, 2020, 2019 and 2018, in accordance with the prescribed financial reporting framework indicated therein, and for such internal control as management determines is necessary to enable the preparation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

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

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

The Board of Directors reviews and approves the consolidated financial statements including the schedules attached therein, and submits the same to the stockholders. SyCip Gorres Velayo & Co., the independent auditor appointed by the stockholders for the years ended December 31, 2020, 2019 and 2018, has audited the consolidated financial statements of the JFC Group in accordance with Philippine Standards on Auditing, and in its report to the stockholders, has expressed its opinion on the fairness of presentation upon completion of such audit.

Signed under oath by the following:

TONY TAN CAKTIONG
Chairman of the Board

ERNESTO TANMANTIONG
President and Chief Executive Officer

YSMAEL BAYSA
Chief Financial Officer

MARILOU N. SIBAYAN
Vice President and Comptroller - Worldwide

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

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

Name	Competent Evidence of Identity
Tony Tan Caktiong	SSS Number: 03-3229034-2
Ernesto Tanmantiong	SSS Number: 03-6292699-0
Ysmael V. Baysa	SSS Number: 03-4228219-1
Marilou N. Sibayan	SSS Number: 03-9964176-9

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

Witness my hand and seal this

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Book No. 2
Series of 2021

ANA ISABEL F. CASTELO
Notary Public-Pasig City
Notarial Commission No. 157 Expiring on December 2021
147 Jollibee Plaza 10 F. Ortigas Jr. Avenue,
Ortigas Center Pasig City
PTR No. 6451026 1-15-20 / Pasig City
IBP No. 109107 1-10-20 / Pasig City
MCLE Compliance No. VI-0019013 / 3-5-19
Roll of Attorney's No. 70174

INDEPENDENT AUDITOR'S REPORT

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

OPINION

We have audited the consolidated financial statements of Jollibee Foods Corporation Doing business under the name and style of Jollibee (the Parent Company) and its subsidiaries (the JFC Group), which comprise the consolidated statements of financial position as at December 31, 2020 and 2019, 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, 2020, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the JFC Group as at December 31, 2020 and 2019, and its consolidated financial performance and its consolidated cash flows for each of the three years in the period ended December 31, 2020 in accordance with Philippine Financial Reporting Standards (PFRSs).

BASIS FOR OPINION

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

KEY AUDIT MATTERS

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

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

Acquisition of The Coffee Bean & Tea Leaf (CBTL) – Finalization of Purchase Price Allocation

On September 24, 2019, the JFC Group, through its 80%-owned subsidiary, Super Magnificent Coffee Company Hungary Kft., acquired 100% interest over The Coffee Bean & Tea Leaf (CBTL). In 2019, the purchase price allocation was determined on a provisional basis. PFRS 3, Business Combination, provides for a measurement period of one year from the date of acquisition wherein the acquirer may adjust provisional amounts.

We considered the finalization of the purchase price allocation in 2020 to be a key audit matter because it requires significant management judgment and estimation in identifying the underlying acquired assets and liabilities and in determining their fair values, specifically the acquired property and equipment, trademark and other intangible assets. The 2019 consolidated statement of comprehensive income was restated to reflect the gain on bargain purchase recognized which amounted to P4,255.3 million. The disclosures in relation to the acquisition of CBTL are included in Notes 4 and 11 to the consolidated financial statements.

Audit Response
We reviewed the final purchase price allocation and obtained an understanding of the nature and underlying support for the changes from the provisional amounts. We evaluated the competence, capabilities and objectivity of the independent appraiser who prepared the appraisal report for the property and equipment and the external valuation specialist who valued the trademark and other intangible assets 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, trademark and other intangible assets. We compared the key assumptions used such as the cost indices and trends, and adjustment factors by reference to relevant market data for the valuation of property and equipment. We also compared the key assumptions used in the valuation of trademark and other intangible assets 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 adequacy of the disclosures in the consolidated financial statements.

Recoverability of Goodwill and Trademarks with Indefinite Life

Under Philippine Accounting Standard (PAS) 36, Impairment of Assets, the JFC Group is required to annually test the amount of goodwill and trademark with indefinite life for impairment. This annual impairment test was significant to our audit because the balance of goodwill and trademark with indefinite life amounting to P14,097.3 million and P35,048.0 million as at December 31, 2020, respectively, are material to the consolidated financial statements.

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

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

Audit Response

We involved our internal specialist in evaluating the methodologies and the assumptions used in determining the recoverable amounts of the cash-generating units (CGUs) for goodwill and the trademarks with indefinite life. These assumptions include the discount rate, net sales forecasts, long-term revenue growth rate and EBITDA. We compared the key assumptions used, such as forecasted long-term revenue growth rate, forecasted net sales and EBITDA against the historical data of the CGUs and inquired from management and operations personnel about the plans to support the forecast, taking into consideration the impact associated with coronavirus pandemic.

Furthermore, we tested the parameters used in the determination of discount rate against market data. We reviewed the weighted average cost of capital (WACC) used in the impairment test by comparing it with the WACC of comparable companies where the CGUs operate. We also reviewed the JFC Group's disclosures about those assumptions to which the outcome of the impairment test is most sensitive, specifically those that have the most significant effect on the determination of the recoverable amount of goodwill and trademarks with indefinite life.

Provisions and Contingencies

The JFC Group is involved in litigations, claims and disputes, and regulatory assessments which are normal to its business. This matter is significant to our audit because the determination of whether any provision should be recognized and the estimation of the potential liability resulting from these assessments require significant judgment by management. The inherent uncertainty over the outcome of these matters is brought about by the differences in the interpretation and implementation of the relevant laws and rulings.

The JFC Group's disclosures about provisions and contingencies are included in Notes 17 and 30 to the consolidated financial statements.

Audit Response

We involved our internal specialist in the evaluation of management's assessment on whether any provisions for contingencies should be recognized, and the estimation of such amount. We discussed with management the status of the litigations, claims and disputes, and assessments. In addition, we read correspondences with the relevant government agencies, and any relevant laws and rulings on similar matters, and obtained replies from third party legal counsels. We evaluated the position of the JFC Group by considering the relevant laws, rulings and jurisprudence.

Recognition of Deferred Income Tax Assets

The Parent Company and certain subsidiaries (foreign and local) have recognized deferred tax assets amounting to P15,463.9 million as at December 31, 2020. Of that amount, around 21% relates to net operating loss carryover and excess minimum corporate income tax over regular corporate income tax. Management evaluated the recognition of these deferred tax assets based on the forecasted taxable income taking into account the period in which the deductible temporary differences can be claimed in the Philippines, the People's Republic of China and the United States of America. The recognition of deferred tax assets is significant to our audit because the assessment process is complex and judgmental, and is based on assumptions that are affected by expected future market or economic conditions and the expected future performance as well as management's plans and strategies of the relevant taxable entities, including the Parent Company and certain subsidiaries. The estimation uncertainty increased as a result of the effect of coronavirus pandemic on the macroeconomic factors used in developing the assumptions.

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 reviewed management's assessment on the availability of future taxable income with reference to financial forecasts and tax strategies. We evaluated management's forecast by comparing the forecasts of future taxable income against approved budgets, historical performance of the relevant entities like past revenue growth rates and with relevant external market information such as inflation, taking into consideration the impact associated with coronavirus pandemic. We also reviewed the timing of the reversal of future taxable and deductible temporary differences.

Impairment Assessment of Property, Plant and Equipment, Right-of-Use Assets and Accounting for Pre-termination of Leases

The JFC Group's store operations were impacted by the coronavirus pandemic and certain stores incurred losses in the current financial year. The JFC Group has embarked on a business transformation initiative to rationalize these losing or non-performing stores, including its store network and supply chain facilities. Accordingly, certain stores have been permanently closed and the underlying lease agreements have been pre-terminated in 2020, while certain stores were planned to be closed in 2021. Management has identified these 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. In 2020, the JFC Group recognized loss on retirements and disposals of property, plant and equipment of P1,489.2 million, lease pre-termination costs of P488.7 million and impairment loss of P661.4 million and P1,185.5 million on its right-of-use assets and property, plant and equipment, respectively. Due to the judgments involved in the impairment assessment, the number of stores affected and the significant amounts involved, we consider this to be a key audit matter.

The disclosures in relation to impairment assessment of property, plant and equipment, right-of-use assets and the accounting for pre-termination of leases are included in Notes 12 and 29 to the consolidated financial statements.

Audit Response

As part of our audit, we obtained an understanding of management's impairment assessment process, including the evaluation of the impact of coronavirus pandemic on its store network, the performance of the stores and the identification of impairment indicators, if any, on the JFC Group's property, plant and equipment and right-of-use assets. We obtained an understanding of the number of stores involved in the permanent or planned closures, their locations, the terms and conditions of the underlying lease agreements and management's basis of the determination of the recoverable amount. On a sample basis, we traced the net book values of the property, plant and equipment and right-of-use assets of the affected stores to the JFC Group's asset register. On a test basis, we also traced the lease pre-termination costs to the terms and conditions of the lease contracts. We test computed the JFC Group's computation of the loss on retirements and disposals and the impairment loss and lease pre-termination costs recognized. We reviewed the adequacy of the disclosures in the consolidated financial statements.

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, 2020, 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, 2020 are expected to be made available to us after the date of this auditor's report.

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

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

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

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

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

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

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

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

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

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the JFC Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the JFC Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the JFC Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the JFC Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the audit. We remain solely responsible for our audit opinion.

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

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

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

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

SYCIP GORRES VELAYO & CO.

Mariecris N. Barbaso
Partner
CPA Certificate No. 97101
SEC Accreditation No. 1513-AR-1 (Group A),
November 16, 2018, valid until November 15, 2021
Tax Identification No. 202-065-716
BIR Accreditation No. 08-001998-108-2020,
November 27, 2020, valid until November 26, 2023
PTR No. 8534222, January 4, 2021, Makati City

April 8, 2021

INDEPENDENT AUDITOR'S REPORT ON SUPPLEMENTARY SCHEDULES

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

We have audited in accordance with Philippine Standards on Auditing, the consolidated financial statements of Jollibee Foods Corporation Doing business under the name and style of Jollibee (the Parent Company) and its subsidiaries (the JFC Group) as at December 31, 2020 and 2019 and for each of the three years in the period ended December 31, 2020 and have issued our report thereon dated April 8, 2021. Our audits were made for the purpose of forming an opinion on the basic financial statements taken as a whole. The schedules listed in the Index to the Consolidated Financial Statements and Supplementary Schedules are the responsibility of the JFC Group's management. These schedules are presented for purposes of complying with Revised Securities Regulation Code Rule 68 and are not part of the basic financial statements. These schedules have been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, fairly state, in all material respects, the information required to be set forth therein in relation to the basic financial statements taken as a whole.

SYCIP GORRES VELAYO & CO.

Mariecris N. Barbaso
Partner
CPA Certificate No. 97101
SEC Accreditation No. 1513-AR-1 (Group A),
November 16, 2018, valid until November 15, 2021
Tax Identification No. 202-065-716
BIR Accreditation No. 08-001998-108-2020,
November 27, 2020, valid until November 26, 2023
PTR No. 8534222, January 4, 2021, Makati City

April 8, 2021

INDEPENDENT AUDITOR'S REPORT COMPONENTS OF FINANCIAL SOUNDNESS INDICATORS

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

We have audited in accordance with Philippine Standards on Auditing, the consolidated financial statements of Jollibee Foods Corporation Doing business under the name and style of Jollibee (the Parent Company) and its subsidiaries (the JFC Group) as at December 31, 2020 and 2019 and for each of the three years in the period ended December 31, 2020, and have issued our report thereon dated April 8, 2021. Our audits were made for the purpose of forming an opinion on the basic financial statements taken as a whole. The Supplementary Schedule on Financial Soundness Indicators, including their definitions, formulas, calculation, and their appropriateness or usefulness to the intended users, are the responsibility of the JFC Group's management. These financial soundness indicators are not measures of operating performance defined by Philippine Financial Reporting Standards (PFRS) and may not be comparable to similarly titled measures presented by other companies. This schedule is presented for the purpose of complying with Revised Securities Regulation Code Rule 68 issued by the Securities and Exchange Commission, and is not a required part of the basic financial statements prepared in accordance with PFRS. The components of these financial soundness indicators have been traced to the JFC Group's consolidated financial statements as at December 31, 2020 and 2019 and for each of the three years in the period ended December 31, 2020 and no material exceptions were noted.

SYCIP GORRES VELAYO & CO.

Mariecris N. Barbaso
Partner
CPA Certificate No. 97101
SEC Accreditation No. 1513-AR-1 (Group A),
November 16, 2018, valid until November 15, 2021
Tax Identification No. 202-065-716
BIR Accreditation No. 08-001998-108-2020,
November 27, 2020, valid until November 26, 2023
PTR No. 8534222, January 4, 2021, Makati City

April 8, 2021

JOLLIBEE FOODS CORPORATION
DOING BUSINESS UNDER THE NAME AND STYLE OF JOLLIBEE
AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
(Amounts in Thousand Pesos)

	December 31	
	2020	2019 (AS RESTATED - NOTE 11)
ASSETS		
Current Assets		
Cash and cash equivalents (NOTES 6, 31 AND 32)	**P21,361,486**	P20,892,021
Short-term investments (NOTES 6, 31 AND 32)	**441,000**	2,130,000
Financial assets at fair value through profit or loss (NOTES 10, 31 AND 32)	**35,658,565**	–
Receivables and contract assets (NOTES 7, 31 AND 32)	**7,049,934**	5,906,289
Inventories (NOTE 8)	**8,295,828**	9,966,084
Other current assets (NOTE 9)	**7,233,744**	6,725,008
Total Current Assets	**80,040,557**	45,619,402
Noncurrent Assets		
Financial assets at fair value through profit or loss (NOTES 10, 31 AND 32)	**33,792**	38,202
Interests in and advances to joint ventures, co-venturers and associates (NOTE 11)	**7,329,618**	6,832,102
Property, plant and equipment (NOTE 12)	**28,684,131**	32,592,122
Right-of-use assets (NOTE 29)	**34,224,143**	42,466,962
Investment properties (NOTE 13)	**572,722**	572,722
Trademarks, goodwill and other intangible assets (NOTE 14)	**50,224,078**	50,815,332
Operating lease receivables (NOTES 29, 31 AND 32)	**87,160**	98,749
Finance lease receivables (NOTES 29 AND 31)	**70,800**	161,934
Deferred tax assets - net (NOTE 24)	**6,114,384**	4,449,262
Other noncurrent assets (NOTES 15, 31 AND 32)	**3,428,745**	3,795,974
Total Noncurrent Assets	**130,769,573**	141,823,361
	P210,810,130	P187,442,763
LIABILITIES AND EQUITY		
Current Liabilities		
Trade payables and other current liabilities and contract liabilities (NOTES 16, 31 AND 32)	**P31,366,014**	P34,317,557
Income tax payable	**196,658**	391,914
Short-term debt (NOTE 18)	**15,875,457**	22,180,320
Current portion of:		
Lease liabilities (NOTES 29, 31 AND 32)	**6,479,140**	7,036,754
Long-term debt (NOTES 18, 31 AND 32)	**4,720,096**	3,415,975
Provisions (NOTE 17)	**291,110**	–
Liability for acquisition of a business (NOTES 31 AND 32)	**–**	2,800
Total Current Liabilities	**58,928,475**	67,345,320

	2020	2019 (AS RESTATED - NOTE 11)
Noncurrent Liabilities		
Senior debt securities (NOTES 18 AND 31)	**28,628,999**	–
Noncurrent portion of:		
Lease liabilities (NOTES 29, 31 AND 32)	**32,604,585**	40,270,650
Long-term debt (NOTES 18, 31 AND 32)	**14,538,117**	19,179,748
Interest in an associate (NOTE 11)	**127,894**	–
Pension liability (NOTE 25)	**2,917,500**	2,221,320
Derivative liability (NOTES 18, 31 AND 32)	**141,480**	58,241
Provisions (NOTE 17)	**1,035,636**	825,109
Deferred tax liabilities - net (NOTE 24)	**3,855,579**	4,172,633
Total Noncurrent Liabilities	**83,849,790**	66,727,701
Total Liabilities	**P142,778,265**	P134,073,021
Equity Attributable to Equity Holders of the Parent Company (NOTE 31)		
Capital stock - net of subscription receivable (NOTE 19)	**1,105,079**	1,092,971
Additional paid-in capital (NOTE 19)	**9,913,890**	8,797,360
Other reserve (NOTE 11)	**1,877,400**	1,877,400
Cumulative translation adjustments of foreign subsidiaries and interests in joint ventures and associates (NOTE 11)	**(477,554)**	832,080
Remeasurement loss on net defined benefit plan - net of tax (NOTE 25)	**(1,401,113)**	(965,391)
Comprehensive loss on derivative liability (NOTE 18)	**(141,480)**	(58,241)
Excess of cost over the carrying value of non-controlling interests acquired (NOTES 11 AND 19)	**(2,026,340)**	(1,804,766)
Retained earnings (NOTE 19):		
Appropriated for future expansion	**20,000,000**	20,000,000
Unappropriated	**9,869,889**	23,879,437
	38,719,771	53,650,850
Less cost of common stock held in treasury (NOTE 19)	**180,511**	180,511
	38,539,260	53,470,339
Senior perpetual securities (NOTES 10 AND 19)	**30,588,000**	–
Non-controlling interests (NOTE 11)	**(1,095,395)**	(100,597)
Total Equity	**68,031,865**	53,369,742
	P210,810,130	P187,442,763

See accompanying Notes to Consolidated Financial Statements.

JOLLIBEE FOODS CORPORATION
DOING BUSINESS UNDER THE NAME AND STYLE OF JOLLIBEE
AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME
(Amounts in Thousand Pesos, Except Per Share Data)

	Years Ended December 31		
	2020	2019 (AS RESTATED - NOTE 11)	2018
REVENUE			
Gross sales	**P124,577,293**	P170,291,063	P153,068,666
Sales discount	**(3,332,250)**	(3,381,699)	(2,867,840)
Net sales	**121,245,043**	166,909,364	150,200,826
Royalty, set-up fees and others (NOTE 20)	**6,467,134**	9,715,716	8,443,464
	127,712,177	176,625,080	158,644,290
PFRS 15 impact on system-wide advertising fees	**1,600,825**	3,001,108	2,523,492
	129,313,002	179,626,188	161,167,782
DIRECT COSTS	**115,726,337**	150,257,881	132,420,585
GROSS PROFIT	**13,586,665**	29,368,307	28,747,197
EXPENSES			
General and administrative expenses - net (NOTE 22)	**23,754,221**	18,906,734	15,460,619
Advertising and promotions	**2,643,907**	3,982,583	4,027,609
	26,398,128	22,889,317	19,488,228
INTEREST INCOME (EXPENSE) (NOTE 23)			
Interest income	**226,616**	400,657	424,419
Interest expense	**(3,787,652)**	(3,187,298)	(2,617,463)
	(3,561,036)	(2,786,641)	(2,193,044)
EQUITY IN NET EARNINGS (LOSSES) OF JOINT VENTURES AND ASSOCIATES - Net (NOTE 11)	**(1,081,308)**	23,384	(86,750)
OTHER INCOME - Net (NOTE 23)	**4,161,177**	6,850,218	3,342,528
INCOME (LOSS) BEFORE INCOME TAX	**(13,292,630)**	10,565,951	10,321,703
PROVISION FOR (BENEFIT FROM) INCOME TAX (NOTE 24)			
Current	**1,546,619**	3,255,664	2,822,092
Deferred	**(2,205,626)**	(200,494)	(141,975)
	(659,007)	3,055,170	2,680,117
NET INCOME (LOSS)	**(12,633,623)**	7,510,781	7,641,586

	2020	2019 (AS RESTATED - NOTE 11)	2018
OTHER COMPREHENSIVE INCOME (LOSS)			
Other comprehensive income (loss) to be reclassified to profit or loss in subsequent periods:			
Translation adjustments of foreign subsidiaries	**(1,331,909)**	428,818	666,867
Translation adjustments of foreign joint ventures and associates (NOTE 11)	**69,126**	(131,893)	(382,259)
Comprehensive income (loss) on derivative liability (NOTE 18)	**(83,239)**	(141,093)	70,903
	(1,346,022)	155,832	355,511
Other comprehensive income (loss) not to be reclassified to profit or loss in subsequent periods:			
Remeasurement gain (loss) on pension - net of tax (NOTE 25)	**(435,722)**	(657,396)	153,774
	(1,781,744)	(501,564)	509,285
TOTAL COMPREHENSIVE INCOME (LOSS)	**(P14,415,367)**	P7,009,217	P8,150,871
Net Income (Loss) Attributable to:			
Equity holders of the Parent Company (NOTE 28)	**(P11,510,727)**	P7,302,726	P8,212,608
Non-controlling interests	**(1,122,896)**	208,055	(571,022)
	(P12,633,623)	P7,510,781	P7,641,586
Total Comprehensive Income (Loss) Attributable to:			
Equity holders of the Parent Company	**(P13,339,322)**	P6,748,918	P8,685,959
Non-controlling interests	**(1,076,045)**	260,299	(535,088)
	(P14,415,367)	P7,009,217	P8,150,871
Earnings (Loss) Per Share for Net Income (Loss) Attributable to Equity Holders of the Parent Company (NOTE 28)			
Basic	**(P10.445)**	P6.684	P7.555
Diluted	**(10.433)**	6.608	7.443

See accompanying Notes to Consolidated Financial Statements.

JOLLIBEE FOODS CORPORATION
DOING BUSINESS UNDER THE NAME AND STYLE OF JOLLIBEE
AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY
FOR THE YEARS ENDED DECEMBER 31, 2020 and 2019
(Amounts in Thousand Pesos,)

	Equity Attributable to Equity Holders of the Parent Company (NOTE 31)													
								Retained Earnings (NOTE 19)						
	Capital Stock - Net of Subscription Receivable (NOTE 19)	Additional Paid-in Capital (NOTE 19)	Other Reserve (NOTE 11)	Cumulative Translation Adjustments of Foreign Subsidiaries and Interests in Joint Ventures and Associates (NOTE 11)	Remeasurement Gain (Loss) on Net Defined Benefit Plan - Net of tax (NOTE 25)	Comprehensive Income (Loss) on Derivative Liability (NOTE 18)	Excess of Cost Over the Carrying Value of Non-controlling Interests Acquired (NOTES 11 AND 19)	Appropriated for Future Expansion	Unappropriated	Cost of Common Stock Held in Treasury (NOTE 19)	Total	Senior Perpetual Securities (NOTE 19)	Non-controlling Interests (NOTE 11)	Total Equity
Balance at January 1, 2019, As previously reported	P1,092,971	P8,797,360	P1,877,400	P832,080	(P965,391)	(P58,241)	(P1,804,766)	P20,000,000	P23,009,145	(P180,511)	P52,600,047	–	(P318,170)	P52,281,877
Effect of CBTL's final purchase price allocation (NOTE 11)	–	–	–	–	–	–	–	–	870,292	–	870,292	–	217,573	1,087,865
Balance at January 1, 2019, As restated	1,092,971	8,797,360	1,877,400	832,080	(965,391)	(58,241)	(1,804,766)	20,000,000	23,879,437	(180,511)	53,470,339	–	(100,597)	53,369,742
Net loss	–	–	–	–	–	–	–	–	(11,510,727)	–	(11,510,727)	–	(1,122,896)	(12,633,623)
Other comprehensive income (loss)	–	–	–	(1,309,634)	(435,722)	(83,239)	(83,239)	–	–	–	(1,828,595)	–	46,851	(1,781,744)
Total comprehensive income (loss)	–	–	–	(1,309,634)	(435,722)	(83,239)	(83,239)	–	(11,510,727)	–	(13,339,322)	–	(1,076,045)	(14,415,367)
Movements in other equity accounts:														
Issuances of and subscriptions to capital stock	12,108	1,268,689	–	–	–	–	–	–	–	–	1,280,797	–	–	1,280,797
Cost of stock options granted - net of tax (NOTE 26)	–	(152,159)	–	–	–	–	–	–	–	–	(152,159)	–	–	(152,159)
Cash dividends (NOTE 19)	–	–	–	–	–	–	–	–	(1,431,090)	–	(1,431,090)	–	–	(1,431,090)
Issuance of senior perpetual securities (NOTE 19)	–	–	–	–	–	–	–	–	–	–	–	30,588,000	–	30,588,000
Acquisition of noncontrolling interest (NOTE 11)	–	–	–	–	–	–	(221,574)	–	–	–	(221,574)	–	72,122	(149,452)
Senior perpetual securities' coupon payment and accrual (NOTE 19)	–	–	–	–	–	–	–	–	(1,067,731)	–	(1,067,731)	–	–	(1,067,731)
Additional investment during the year (NOTE 11)	–	–	–	–	–	–	–	–	–	–	–	–	9,125	9,125
	12,108	1,116,530	–	–	–	–	(221,574)	–	(2,498,821)	–	(1,591,757)	30,588,000	81,247	29,077,490
Balances at December 31, 2020	P1,105,079	P9,913,890	P1,877,400	(P477,554)	(P1,401,113)	(P141,480)	(P2,026,340)	P20,000,000	P9,869,889	(P180,511)	P38,539,260	P30,588,000	(P1,095,395)	P68,031,865
Balance at January 1, 2019	P1,088,036	P8,638,438	–	P587,399	(P307,995)	P82,852	(P1,804,766)	P20,000,000	P19,391,656	(P180,511)	P47,495,109	–	P1,500,988	P48,996,097
Net income (loss), As previously reported	–	–	–	–	–	–	–	–	6,432,434	–	6,432,434	–	(9,518)	6,422,916
Effect of CBTL's final purchase price allocation (NOTE 11)	–	–	–	–	–	–	–	–	870,292	–	870,292	–	217,573	1,087,865
Net income (loss), As restated	–	–	–	–	–	–	–	–	7,302,726	–	7,302,726	–	208,055	7,510,781
Other comprehensive income (loss)	–	–	–	244,681	(657,396)	(141,093)	–	–	–	–	(553,808)	–	52,244	(501,564)
Total comprehensive income (loss)	–	–	–	244,681	(657,396)	(141,093)	–	–	7,302,726	–	6,748,918	–	260,299	7,009,217
Movements in other equity accounts:														
Issuances of and subscriptions to capital stock	4,935	580,526	–	–	–	–	–	–	–	–	585,461	–	–	585,461
Cost of stock options granted - net of tax (NOTE 26)	–	(421,604)	–	–	–	–	–	–	–	–	(421,604)	–	–	(421,604)
Cash dividends (NOTE 19)	–	–	–	–	–	–	–	–	(2,814,945)	–	(2,814,945)	–	–	(2,814,945)
Cash dividend received by non-controlling interests	–	–	–	–	–	–	–	–	–	–	–	–	(14,912)	(14,912)
Arising from incorporation of a subsidiary (NOTE 11)	–	–	1,877,400	–	–	–	–	–	–	–	1,877,400	–	(1,877,400)	–
Additional investment during the year (NOTE 11)	–	–	–	–	–	–	–	–	–	–	–	–	30,428	30,428
	4,935	158,922	1,877,400	–	–	–	–	–	(2,814,945)	–	(773,688)	–	(1,861,884)	(2,635,572)
Balances at December 31, 2019	P1,092,971	P8,797,360	P1,877,400	P832,080	(P965,391)	(P58,241)	(P1,804,766)	P20,000,000	P23,879,437	(P180,511)	P53,470,339	–	(P100,597)	P53,369,742

	Equity Attributable to Equity Holders of the Parent Company (NOTE 31)													
									Retained Earnings (NOTE 19)					
	Capital Stock - Net of Subscription Receivable (NOTE 19)	Additional Paid-in Capital (NOTE 19)	Other Reserve (NOTE 11)	Cumulative Translation Adjustments of Foreign Subsidiaries and Interests in Joint Ventures and Associates (NOTE 11)	Remeasurement Gain (Loss) on Net Defined Benefit Plan - Net of tax (NOTE 25)	Unrealized Gain on Change in Fair Value of Available-for-Sale Financial Assets (NOTE 10)	Comprehensive Income (Loss) on Derivative Liability (NOTE 18)	Excess of Cost Over the Carrying Value of Non-controlling Interests Acquired (NOTES 11 AND 19)	Appropriated for Future Expansion	Unappropriated	Cost of Common Stock Held in Treasury (NOTE 19)	Total	Non-controlling Interests (NOTE 11)	Total Equity
Balance at January 1, 2018	P1,088,036	P7,520,383	–	P338,725	(P461,769)	–	11,949	(P2,152,161)	P18,200,000	P15,670,835	(P180,511)	P40,031,929	P1,758,351	P41,790,280
Net income (loss)	–	–	–	–	–	–	–	–	–	8,212,608	–	8,212,608	(571,022)	7,641,586
Other comprehensive income	–	–	–	248,674	153,774	–	70,903	–	–	–	–	473,351	35,934	509,285
Total comprehensive income (loss)	–	–	–	248,674	153,774	–	70,903	–	–	8,212,608	–	8,685,959	(535,088)	8,150,871
Movements in other equity accounts:														
Issuances of and subscriptions to capital stock	3,558	471,979	–	–	–	–	–	–	–	–	–	475,537	–	475,537
Cost of stock options granted - net of tax	–	646,076	–	–	–	–	–	–	–	–	–	646,076	–	646,076
Cash dividends (NOTE 19)	–	–	–	–	–	–	–	–	–	(2,691,787)	–	(2,691,787)	–	(2,691,787)
Appropriation during the year (NOTE 19)	–	–	–	–	–	–	–	–	20,000,000	(20,000,000)	–	–	–	–
Reversal of appropriated retained earnings during the year (NOTE 19)	–	–	–	–	–	–	–	–	(18,200,000)	18,200,000	–	–	–	–
Acquisition of minority interests	–	–	–	–	–	–	–	347,395	–	–	–	347,395	266,308	613,703
Arising from incorporation of a subsidiary	–	–	–	–	–	–	–	–	–	–	–	–	11,417	11,417
	3,558	1,118,055	–	–	–	–	–	347,395	1,800,000	(4,491,787)	–	(1,222,779)	277,725	(945,054)
Balances at December 31, 2018	P1,088,036	P8,638,438	–	P587,399	(P307,995)	–	P82,852	(P1,804,766)	P20,000,000	P19,391,656	(P180,511)	P47,495,109	P1,500,988	P48,996,097

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		
	2020	2019 (AS RESTATED - NOTE 11)	2018
CASH FLOWS FROM OPERATING ACTIVITIES			
Income (loss) before income tax	**(P13,292,630)**	P10,565,951	P10,321,703
Adjustments for:			
Depreciation and amortization (NOTES 12, 14, 15, 21, 22 AND 29)	**14,568,740**	13,495,399	11,885,752
Interest expense (NOTE 23)	**3,787,652**	3,187,298	2,617,463
Rent concessions (NOTE 29)	**(1,411,781)**	–	–
Impairment losses on:			
Property, plant and equipment (NOTES 12 AND 22)	**1,185,512**	399,212	–
Right-of-use assets (NOTES 22 AND 29)	**661,365**	–	–
Receivables (NOTES 7 AND 22)	**281,866**	25,342	10,188
Inventories (NOTES 8 AND 22)	**332,505**	16,670	8,278
Loss (gain) on retirements and disposals of:			
Property, plant and equipment, and other intangibles (NOTES 12, 14 AND 22)	**1,489,155**	(278,318)	45,540
Other noncurrent assets (NOTES 15 AND 22)	**(227,279)**	–	–
Unrealized loss (gain) from financial assets at fair value through profit or loss (NOTES 10 AND 23)	**(1,317,728)**	1,640	–
Equity in net losses (earnings) of joint ventures and associates (NOTE 11)	**1,081,308**	(23,384)	86,750
Pre-termination of leases (NOTE 23)	**(886,339)**	(400,367)	(193,230)
Provision for business transformation and contingencies (NOTES 17 AND 23)	**501,637**	–	–
Interest income (NOTE 23)	**(226,616)**	(400,657)	(424,419)
Stock options expense (NOTES 22 AND 26)	**188,290**	262,875	311,964
Reversals of provision for impairment on:			
Inventories (NOTES 8 AND 22)	**(82,354)**	(26,465)	(6,148)
Property, plant and equipment (NOTES 12 AND 22)	**(76,173)**	(29,179)	(408,184)
Receivables (NOTES 7 AND 22)	**–**	(91,402)	(23,675)
Movement in pension liability (NOTE 25)	**95,575**	(9,595)	39,705
Net unrealized foreign exchange loss (gain)	**77,696**	265,042	(5,007)
Amortization of debt issue cost (NOTE 18)	**29,377**	19,551	14,945
Gain from acquisition of a business and re-measurement of the previously held interest (NOTES 11 AND 23)	**–**	(4,255,324)	(754,804)
Loss on movement in derivative liability (NOTES 11 AND 23)	**–**	–	49,791
Income before working capital changes	**6,759,778**	22,724,289	23,576,612
Decreases (increases) in:			
Receivables	**(1,447,487)**	(639,261)	(740,070)
Inventories	**1,420,105**	18,425	(1,919,312)
Other current assets	**(151,717)**	(1,886,442)	(509,335)
Increase (decrease) in trade payables and other current liabilities	**(5,531,063)**	2,604,248	2,485,785
Net cash generated from operations	**1,049,616**	22,821,259	22,893,680
Income taxes paid	**(1,741,875)**	(3,127,223)	(2,782,392)
Interest received	**186,982**	369,400	361,394
Net cash provided by (used in) operating activities	**(505,277)**	20,063,436	20,472,682
CASH FLOWS FROM INVESTING ACTIVITIES			
Acquisitions of:			
Property, plant and equipment (NOTE 12)	**(5,879,525)**	(10,041,912)	(9,520,681)
Interest in joint ventures (NOTE 11)	**(1,543,214)**	(2,174,784)	(1,410,885)
Minority interests (NOTE 11)	**(149,455)**	–	(528,800)
Intangible assets (NOTE 14)	**(42,478)**	–	(111,216)
Decreases (increases) in:			
Financial assets at fair value through profit or loss (NOTE 10)	**(37,857,050)**	–	–
Short term-investments	**1,689,000**	(1,246,800)	530,200
Other noncurrent assets	**274,099**	689,993	(102,327)
Proceeds from:			
Redemption of financial assets at fair value through profit or loss (NOTE 10)	**3,066,548**	–	–
Disposals of property, plant and equipment (NOTE 12)	**321,954**	1,802,465	932,283
Cash from acquisition of business - net of cash received (paid for) (NOTE 11)	**64,316**	(16,941,556)	(3,798,118)
Dividends received from a non-controlling interest (NOTE 11)	**53,047**	95,661	34,637
Advances to a joint venture (NOTE 11)	**–**	(1,236,720)	–
Net cash used in investing activities	**(40,002,758)**	(29,053,653)	(13,974,907)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from:			
Senior perpetual securities (NOTE 19)	**P30,588,000**	–	**–**
Senior debt securities (NOTE 18)	**29,499,047**	–	**–**
Short-term debt (NOTE 18)	**14,327,250**	22,180,320	**–**
Issuances of and subscriptions to capital stock (NOTE 19)	**1,280,798**	585,461	**475,537**
Long-term debt (NOTE 18)	**375,703**	1,485,526	**11,126,459**
Payments of:			
Short-term debt (NOTE 18)	**(20,272,000)**	–	**–**
Lease liabilities (NOTE 29)	**(7,803,114)**	(8,419,749)	**(6,979,019)**
Long-term debt (NOTE 18)	**(3,405,787)**	(4,900,541)	**(5,524,746)**
Cash dividends (NOTE 19)	**(1,429,994)**	(2,807,766)	**(2,667,060)**
Coupons for senior perpetual securities	**(577,688)**	–	**–**
Interest paid	**(1,471,818)**	(1,434,897)	**(731,670)**
Contributions from non-controlling interests	**9,125**	30,428	**11,417**
Net cash provided by (used in) financing activities (NOTE 33)	**41,119,522**	6,718,782	(4,289,082)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	**611,487**	(2,271,435)	2,208,693
EFFECT OF EXCHANGE RATE CHANGES ON CASH & CASH EQUIVALENTS	**(142,022)**	(122,459)	(30,252)
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	**20,892,021**	23,285,915	21,107,474
CASH AND CASH EQUIVALENTS AT END OF YEAR (NOTE 6)	**P21,361,486**	P20,892,021	P23,285,915

See accompanying Notes to Consolidated Financial Statements.

JOLLIBEE FOODS CORPORATION
DOING BUSINESS UNDER THE NAME AND STYLE OF JOLLIBEE
AND SUBSIDIARIES

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

1. GENERAL INFORMATION

Corporate Information
Jollibee Foods Corporation Doing business under the name and style of Jollibee (the Parent Company or Ultimate Parent Company) was incorporated in the Philippines and registered with the Philippine Securities and Exchange Commission (SEC) on January 11, 1978. The Parent Company and its subsidiaries (collectively referred to as "the JFC Group") and affiliates are involved primarily in the development, operations and franchising of quick service restaurants (QSRs) under the trade names "Jollibee", "Greenwich", "Chowking", "Yong He King", "Red Ribbon", "Hong Zhuang Yuan", "Mang Inasal", "Burger King", "Highlands Coffee", "Pho24", "Hard Rock Cafe", "Dunkin' Donuts", "Smashburger", "Tortazo", "Tim Ho Wan", "The Coffee Bean & Tea Leaf" and "Panda Express". The other activities of the JFC Group include manufacturing and property leasing in support of the QSR systems and other business activities (see Notes 2 and 5). The corporate life of the Parent Company is fifty (50) years from the date of incorporation or until 2028.

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

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

Coronavirus (Covid-19) Pandemic
The impact of Covid-19 to the JFC Group's business operations relates to interruptions or disruptions. Starting March 2020, a significant number of stores globally were temporarily closed due to the Covid-19 pandemic. Most of the JFC Group's stores across brands and regions that have remained open serve customers through take out, drive-thru and delivery business channels. These business channels helped in reducing lost sales from the closure of the JFC Group's dining areas.

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

In relation to this business transformation initiative, the JFC Group incurred costs of rationalization of resources included under personnel costs, loss on disposals and retirements of property, plant and equipment, impairment loss on property, plant and equipment and right-of-use assets and other costs incidental to stores and production and distribution facilities amounting to P6,708.9 million in 2020 (see Notes 12, 21, 22 and 29). The remaining balance of the recognized provisions for business transformation initiative included under "Current liabilities" section in the consolidated statements of financial position amounted to P291.1 million as at December 31, 2020 (see Notes 17 and 23).

The JFC Group has assessed the following impact of Covid-19 on its assets and liabilities:

- Collectability of accounts with customers continues to be closely monitored. An increase in the provision for impairment of trade receivables has been identified because of extended credit terms provided to the franchisees.
- Recognition of impairment losses on inventories, property, plant and equipment and right-of-use assets and derecognition of right-of-use assets and lease liabilities relating to pre-termination of closed and nonperforming stores.
- The forecast used for impairment testing of goodwill and trademarks with indefinite life include the JFC Group's estimates of the potential future impact from Covid-19 pandemic. Cash flow projections have been adjusted to reflect a range of possible outcomes, weighted by their expected occurrence.
- The uncertainty in determining key assumptions (including forecast of revenues and expenses) in the assessment of future taxable income of the JFC Group, upon which the recognition of deferred tax assets is assessed, was considered.

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

Approval and Authorization for Issuance of Audited Consolidated Financial Statements
The consolidated financial statements as at December 31, 2020 and 2019 and for each of the three years ended December 31, 2020 were reviewed and recommended for approval by the Audit Committee as well as approved and authorized for issuance by the BOD on April 8, 2021.

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

Basis of Preparation

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

The accompanying consolidated financial statements have been prepared under the going concern assumption. The JFC Group believes that its businesses would remain relevant despite challenges posed by the Covid-19 pandemic. Despite the adverse impact of the Covid-19 pandemic on short-term business results, long-term prospects remain attractive

Statement of Compliance

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

New Standards, Interpretations and Amendments adopted by the JFC Group

The accounting policies adopted are consistent with those of the previous financial year, except for the adoption of the following new accounting pronouncements starting January 1, 2020. Adoption of these pronouncements did not have any significant impact on the consolidated statement of financial position and performance unless otherwise indicated.

- Amendments to PFRS 3, *Business Combinations, Definition of a Business*

  The amendments to PFRS 3 clarifies that to be considered a business, an integrated set of activities and assets must include, at a minimum, an input and a substantive process that together significantly contribute to the ability to create output. Furthermore, it clarifies that a business can exist without including all of the inputs andprocesses needed to create outputs. These amendments may impact future years should the JFC Group enter into any business combinations.

- Amendments to PFRS 7, Financial Instruments: *Disclosures and PFRS 9, Financial Instruments, Interest Rate Benchmark Reform*

  The amendments to PFRS 9 provide a number of reliefs, which apply to all hedging relationships that are directly affected by the interest rate benchmark reform. A hedging relationship is affected if the eform gives rise to uncertainties about the timing and or amount of benchmark-based cash flows of the hedged item or the hedging instrument.

- Amendments to PAS 1, *Presentation of Financial Statements, and PAS 8, Accounting Policies, Changes in Accounting Estimates and Errors, Definition of Material*

  The amendments provide a new definition of material that states "information is material if omitting, misstating or obscuring it could reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements, which provide financial information about a specific reporting entity."

  The amendments clarify that materiality will depend on the nature or magnitude of information, either individually or in combination with other information, in the context of the financial statements. A misstatement of information is material if it could reasonably be expected to influence decisions made by the primary users.

- Conceptual Framework for Financial Reporting issued on March 29, 2018

  The Conceptual Framework is not a standard, and none of the concepts contained therein override the concepts or requirements in any standard. The purpose of the Conceptual Framework is to assist the standard-setters in developing standards, to help preparers develop consistent accounting policies where there is no applicable standard in place and to assist all parties to understand and interpret the standards.

  The revised Conceptual Framework includes new concepts, provides updated definitions and recognition criteria for assets and liabilities and clarifies some important concepts.

- Amendments to PFRS 16, *Covid-19-related Rent Concessions*

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

  - The rent concession is a direct consequence of Covid-19;
  - The change in lease payments results in a revised lease consideration that is substantially the same as, or less than, the lease consideration immediately preceding the change;
  - Any reduction in lease payments affects only payments originally due on or before June 30, 2021; and
  - There is no substantive change to other terms and conditions of the lease

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

The amendments are effective for annual reporting years beginning on or after June 1, 2020. Early adoption is permitted.

The JFC Group adopted the amendments beginning January 1, 2020. The JFC Group applied the practical expedient to all the rent concessions that meet the criteria above. The waiver of lease payments were recognized in profit or loss in the year when the event or condition that triggers those changes in lease payments occur.

In 2020, the JFC Group received rent concessions from lessors amounting to P=1,411.8 million accounted for as negative variable lease payments in profit or loss.

Future Changes in Accounting Policies

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

Effective beginning on or after January 1, 2021

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

  The amendments provide the following temporary reliefs which address the financial reporting effects when an interbank offered rate (IBOR) is replaced with an alternative nearly risk-free interest rate (RFR):
  - Practical expedient for changes in the basis for determining the contractual cash flows as a result of IBOR reform;
  - Relief from discontinuing hedging relationships; and
  - Relief from the separately identifiable requirement when an RFR instrument is designated as a hedge of a risk component.

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

  The amendments are effective for annual reporting years beginning on or after January 1, 2021 and apply retrospectively, however, the JFC Group is not required to restate prior years.

Effective beginning on or after January 1, 2022

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

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

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

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

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

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

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

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

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

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

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

- *Annual Improvements to PFRSs 2018-2020 Cycle*

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

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

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

  - Amendments to PFRS 9, *Financial Instruments, Fees in the '10 per cent' test for derecognition of financial liabilities*

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

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

  - Amendments to PAS 41, *Agriculture, Taxation in fair value measurements*

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

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

Effective beginning on or after January 1, 2023

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

  The amendments clarify paragraphs 69 to 76 of PAS 1, *Presentation of Financial Statements,* to specify the requirements for classifying liabilities as current or non-current. The amendments clarify:
  - What is meant by a right to defer settlement;
  - That a right to defer must exist at the end of the reporting period;
  - That classification is unaffected by the likelihood that an entity will exercise its deferral right; and
  - That only if an embedded derivative in a convertible liability is itself an equity instrument would the terms of a liability not impact its classification.

  The amendments are effective for annual reporting years beginning on or after January 1, 2023 and must be applied retrospectively. The JFC Group is currently assessing the impact the amendments will have on current practice and whether existing loan agreements may require renegotiation.

- PFRS 17, *Insurance Contracts*

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

  The overall objective of PFRS 17 is to provide an accounting model for insurance contracts that is more useful and consistent for insurers. In contrast to the requirements in PFRS 4, which are largely based on grandfathering previous local accounting policies, PFRS 17 provides a comprehensive model for insurance contracts, covering all relevant accounting aspects. The core of PFRS 17 is the general model, supplemented by:
  - A specific adaptation for contracts with direct participation features (the variable fee approach)
  - A simplified approach (the premium allocation approach) mainly for short-duration contracts

  PFRS 17 is effective for reporting years beginning on or after January 1, 2023, with comparative figures required. Early application is permitted. Adoption of this standard is not expected to have any impact to the JFC Group.

Deferred Effectivity

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

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

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

Basis of Consolidation

The consolidated financial statements comprise the financial statements of the Parent Company and its subsidiaries as at December 31, 2020 and 2019 and for each of the three years ended December 31, 2020.

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

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

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

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

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

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

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

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

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

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

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

The consolidated financial statements include the accounts of the Parent Company and the following wholly-owned and majority-owned subsidiaries as at December 31, 2020 and 2019:

	Country of Incorporation	Principal Activities	**2020** Direct Ownership	**2020** Indirect Ownership	2019 Direct Ownership	2019 Indirect Ownership
Fresh N' Famous Foods Inc. (Fresh N' Famous) -	Philippines	Food service	**100**	**–**	100	–
Chowking Food Corporation USA	United States of America (USA)	Holding company	**–**	**100**	–	100
Zenith Foods Corporation (Zenith)	Philippines	Food service	**100**	**–**	100	–
Freemont Foods Corporation (Freemont)	Philippines	Food service	**100**	**–**	100	–
RRB Holdings, Inc. (RRBH):	Philippines	Holding company	**100**	**–**	100	–
Red Ribbon Bakeshop, Inc. (RRBI)	Philippines	Food service	**–**	**100**	–	100
Red Ribbon Bakeshop, Inc. USA (RRBI USA)	USA	Food service	**–**	**100**	–	100
Mang Inasal Philippines Inc. (Mang Inasal)	Philippines	Food service	**100**	**–**	100	–
Grandworth Resources Corporation (Grandworth):	Philippines	Leasing	**100**	**–**	100	–
Adgraphix, Inc. (Adgraphix)	Philippines	Digital printing	**–**	**100**	–	100
IConnect Multi Media Network, Inc. (IConnect)	Philippines	Dormant	**–**	**60**	–	60
JC Properties & Ventures Co.	Philippines	Dormant	**–**	**50**	–	50
Honeybee Foods Corporation (HFC):	USA	Food service	**100**	**–**	100	–
Tokyo Teriyaki Corporation (TTC)	USA	Food service	**–**	**100**	–	100
Honeybee Foods (Canada) Corporation (HFCC)	Canada	Food service	**–**	**100**	–	100
Jollibee Worldwide Pte. Ltd. (JWPL):	Singapore	Holding company	**100**	**–**	100	–
Regional Operating Headquarters of JWPL (JWS)	Philippines	Financial accounting, human resources and logistics services	**–**	**100**	–	100
Golden Plate Pte., Ltd. (GPPL):	Singapore	Holding company	**–**	**100**	–	100
- Golden Beeworks Pte. Ltd.	Singapore	Food service	**–**	**60**	–	60
- Golden Piatto Pte. Ltd. [n]	Singapore	Holding company	**–**	**75**	–	75
• Cibo Felice S.R.L. [l]	Italy	Food service	**–**	**100**	–	100
- Bee World Spain, Sociedad Limitada [i]	Spain	Food service	**–**	**100**	–	–
- Hong Yun Hong (Shanghai) Food and Beverages Management Company Ltd. [b]	PRC	Food service	**–**	**60**	–	60
Golden Cup Pte.Ltd.	Singapore	Holding company	**–**	**60**	–	60
- Beijing Golden Coffee Cup Food & Beverage Management Co., Ltd.	PRC	Food service	**–**	**100**	–	100
Beijing New Hongzhuangyuan Food and Beverage Management Co., Ltd. (Hong Zhuang Yuan)	PRC	Food service	**–**	**100**	–	100
Southsea Binaries Ltd. (Southsea)	British Virgin Island (BVI)	Holding company	**–**	**100**	–	100
Beijing Yong He King Food and Beverage Co., Ltd.	PRC	Food service	**–**	**100**	–	100

	Country of Incorporation	Principal Activities	**2020** Direct Ownership	**2020** Indirect Ownership	2019 Direct Ownership	2019 Indirect Ownership
Shenzhen Yong He King Food and Beverage Co., Ltd.	PRC	Food service	**–**	**100**	–	100
Hangzhou Yongtong Food and Beverage Co., Ltd.	PRC	Food service	**–**	**100**	–	100
Hangzhou Yong He King Food and Beverage Co., Ltd.	PRC	Food service	**–**	**100**	–	100
Wuhan Yong He King Food and Beverage Co., Ltd.	PRC	Food service	**–**	**100**	–	100
Tianjin Yong He King Food and Beverage Co., Ltd.	PRC	Food service	**–**	**100**	–	100
Happy Bee Foods Processing Pte. Ltd. (HBFPPL)	Singapore	Holding company	**–**	**100**	–	100
- Happy Bee Foods Processing (Anhui) Co. Ltd.	PRC	Food service	**–**	**100**	–	100
JSF Investments Pte. Ltd. (JSF):	Singapore	Holding company	**–**	**100**	–	100
- SF Vung Tau Joint Stock Company [m]	Vietnam	Holding company	**–**	**60**	–	60
• Highland Coffee Service Joint-stock Company						
• Quantum Corporation	Vietnam	Food service	**–**	**100**	–	100
Pho Viet Joint Stock Company	Vietnam	Food service	**–**	**100**	–	100
Pho 24 Service Trade Manufacture Corporation	Vietnam	Food service	**–**	**100**	–	100
- Blue Sky Holdings Limited [m]	Vietnam	Food service	**–**	**100**	–	100
• Sino Ocean Limited	Hong Kong	Holding company	**–**	**60**	–	60
• Blue Sky Holdings (Macau) Limited	Hong Kong	Food service	**–**	**100**	–	100
Jollibee (China) Food & Beverage Management Co.Ltd.	Macau	Food service	**–**	**100**	–	100
Jollibee International (BVI) Ltd. (JIBL):	PRC	Management company	**–**	**100**	–	100
- Jollibee Vietnam Corporation Ltd.	BVI	Holding company	**–**	**100**	–	100
• Goldstar Food Trade and Service Company Limited (GSC)	Vietnam	Food service	**–**	**100**	–	100
- PT Chowking Indonesia	Vietnam	Food service	**–**	**100**	–	100
- PT Jollibee Indonesia	Indonesia	Dormant	**–**	**100**	–	100
- Jollibee (Hong Kong) Limited	Indonesia	Dormant	**–**	**100**	–	100
- Belmont Enterprises Ventures Limited (Belmont):	Hong Kong	Dormant	**–**	**85**	–	85
• Shanghai Belmont Enterprises Management and Adviser Co., Ltd. (SBEMAC) [c]	BVI	Holding company	**–**	**100**	–	100
	PRC	Business management service	**–**	**–**	–	–
• Yong He Holdings Co., Ltd.	BVI	Holding company	**–**	**100**	–	100
Centenary Ventures Ltd.	BVI	Holding company	**–**	**100**	–	100
Bee Good! Inc. (BGI)	USA	Holding company	**–**	**100**	–	100
- SJBF LLC (SJBF)[j]	USA	Food service	**–**	**100**	–	100
Bee World UK Limited (UK) [k]	UK	Food service	**–**	**100**	–	100
Super Magnificent Coffee Company Pte. Ltd. (SMCC-SG) [g]	Singapore	Holding company	**–**	**80**	–	80

			2020		2019	
	Country of Incorporation	Principal Activities	**Direct Ownership**	**Indirect Ownership**	Direct Ownership	Indirect Ownership
- Super Magnificent Coffee Company Ireland Limited (SMCC-IE) [f]	Ireland	Holding company	**–**	**100**	–	100
- Super Magnificent Coffee Company Hungary Kft. (SMCC-HU) [e]	Hungary	Holding company	**–**	**100**	–	100
• Java Ventures, LLC (JVL) [h]	USA	Holding company	**–**	**100**	–	100
• International Coffee & Tea, LLC (ICTL) [d]	USA	Food service	**–**	**100**	–	100
6000 Jefferson BH, LLC	USA	Holding company	**–**	**100**	–	100
CBTL Ventures, LLC	USA	Food service	**–**	**100**	–	100
CBTL Franchising, LLC	USA	Franchising company	**–**	**100**	–	100
- The Coffee Bean & Tea Leaf (Singapore) Pte., Ltd. (CBTL-SG) [d]	Singapore	Food service	**–**	**100**	–	100
• The Coffee Bean & Tea Leaf (Malaysia) Sdn. Bhd.	Malaysia	Food service	**–**	**100**	–	100
• The Coffee Bean & Tea Leaf (Hongkong) Limited	Hong Kong	Dormant	**–**	**100**	–	100
- Magnificent Coffee Trading Pte. Ltd. [a]	Singapore	Food service	**–**	**100**	–	100
Chanceux, Inc.	Philippines	Holding company	**100**	**–**	100	–
BKTitans Inc. (BKTitans)	Philippines	Holding company	**–**	**54**	–	54
- PFN Holdings Corporation	Philippines	Holding company	**–**	**99**	–	99
• PERF Restaurants, Inc.	Philippines	Food service	**–**	**100**	–	100
PERF Trinoma	Philippines	Food service	**–**	**100**	–	100
PERF MOA	Philippines	Food service	**-**	**100**	-	100
Jollibee Foods Corporation (USA)	USA	Holding company	**100**	**–**	100	–
Donut Magic Phils., Inc. (Donut Magic) [o]	Philippines	Dormant	**100**	**–**	100	–
Ice Cream Copenhagen Phils., Inc. (ICCP) [o]	Philippines	Dormant	**100**	**–**	100	–
Mary's Foods Corporation (Mary's) [o]	Philippines	Dormant	**100**	**–**	100	–
QSR Builders, Inc.	Philippines	Dormant	**100**	**-**	100	-

(a) On December 7, 2020, the JFC Group, through SMCC-SG incorporated Magnificent Coffee Trading Pte. Ltd. in Singapore.

(b) On November 18, 2019, the JFC Group, through GPPL incorporated Hong Yun Hong (Shanghai) Food and Beverages Management Company Ltd. in PRC.

(c) On August 28, 2019, SBEMAC was deregistered with the Shanghai Administration for Industry and Commerce and completely dissolved and liquidated on December 23, 2019.

(d) On September 24, 2019, the JFC Group, through Java Ventures, LLC completed the acquisition of 100% share of International Coffee & Tea, LLC.

(e) On September 11, 2019, Super Magnificent Coffee Company Hungary Kft. was incorporated.

(f) On August 22, 2019, Super Magnificent Coffee Company Ireland Limited was incorporated.

(g) On June 28, 2019, the JFC Group, through JWPL incorporated Super Magnificent Coffee Company Pte. Ltd. in Singapore.

(h) On June 4, 2019, Java Ventures, LLC (USA) was incorporated.

(i) On May 23, 2019, Bee World Spain, Sociedad Limitada was incorporated and registered in the Mercantile Registry of Madrid.

(j) On April 17, 2018, the JFC Group, through BGI completed the acquisition of additional 45% share of SJBF, increasing its ownership from 40% to 85%. Subsequently, on December 14, 2018, the JFC Group, through BGI acquired the remaining 15% share resulting to 100% share in SJBF.

(k) On April 16, 2018, Bee World UK Limited (UK) was incorporated.

(l) On July 31, 2017, the JFC Group, through Golden Piatto Pte. Ltd. incorporated Cibo Felice in Italy.

(m) On May 10, 2017, the JFC Group, through JSF increased its shareholding in SF Vung Tau Joint Stock Company (SFVT) and Blue Sky Holdings Limited (Blue Sky) to 60%.

(n) On April 12, 2017, the JFC Group, through GPPL, incorporated Golden Piatto Pte. Ltd. to own and operate Jollibee restaurants in Italy.

(o) On June 18, 2004, the stockholders of the JFC Group approved the Plan of Merger of the three ③ dormant companies. The application is pending approval from the SEC as at December 31, 2020.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Current versus Noncurrent Classification

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

An asset is classified as current when it is:

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

A liability is classified as current when:

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

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

Fair Value Measurement

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Financial Instruments - Initial Recognition and Subsequent Measurement

Financial Assets

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

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

In order for a financial asset to be classified and measured at amortized cost or FVOCI, it needs to give rise to cash flows that are 'solely payments of principal and interest (SPPI)' on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.
The JFC Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

Subsequent Measurement. For purposes of subsequent measurement, financial assets are classified 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 JFC Group has no financial assets at FVOCI as at December 31, 2020 and 2019.

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

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and

- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

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

The JFC Group's cash in banks, short-term deposits, short-term investments, receivables (excluding receivables from government agencies), security and other deposits, operating lease receivables and finance lease receivables are classified under this category as at December 31, 2020 and 2019.

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 statement of financial position at fair value with net changes in fair value recognized in the consolidated statement of comprehensive income.

The JFC Group's investments in golf, leisure club shares and bond funds are classified under this category as at December 31, 2020 and 2019.

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

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

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

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

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

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

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

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

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

Financial Liabilities

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

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

The JFC Group's financial liabilities include loans and borrowings, payables and derivative financial liabilities as at December 31, 2020 and 2019.

Subsequent Measurement

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

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

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

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

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

  This category includes the JFC Group's trade payables and other current liabilities (excluding local and other taxes payable and unearned revenue from gift certificates), short-term and long-term debts lease liabilities and senior debt securities as at December 31, 2020 and 2019.

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

Derecognition of Financial Assets and Liabilities

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

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

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

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

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

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

Classification of Financial Instruments Between Liability and Equity

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

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

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

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

'Day 1 Difference'

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

Offsetting of Financial Instruments

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

Derivative Financial Instruments and Hedge Accounting

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

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

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

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

The JFC Group's interest rate swap is cash flow hedge. The JFC Group has no fair value hedge and hedge of a net investment in a foreign operation as at December 31, 2020 and 2019.

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

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

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

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

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

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

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

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

Contract Balances

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

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

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

Inventories

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

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

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

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

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

Other Current Assets

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

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

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

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

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

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

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

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

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

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

Property, Plant and Equipment

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

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

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

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

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

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

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

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

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

Investment Properties

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

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

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

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

Transfers to investment property are made only when there is a change in use, evidenced by ending of ownership-occupation, or commencement of an operating lease to another party.

Transfers from investment property are made only when there is a change in use, evidenced by commencement of owner-occupation or commencement of development with a view to sell.

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

Borrowing Costs

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

Business Combinations

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

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

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

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

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

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

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

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

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

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

- represents the lowest level within the JFC Group at which the goodwill is 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 JFC Group tests goodwill acquired in a business combination for impairment annually as at December 31 and more frequently when circumstances indicate that the carrying amount is impaired.

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

Intangible Assets

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

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

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

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

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

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

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

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

Equity

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

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

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

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

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

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

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

Revenue from Contracts with Customers

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Pension expense comprises the following:
- Service cost; and
- Net interest on the net defined benefit liability or asset.

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

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

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

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

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

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

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

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

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

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

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

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

Leases

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

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

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

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

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

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

- *Short-term Leases and Leases of Low-value Assets.* The JFC Group applies the short-term lease recognition exemption to its short-term leases of QSR outlets. It also applies the lease of low-value assets recognition exemption to leases of that are considered of low value (i.e., below USD5,000 or approximately P250,000). Lease payments on short-term leases and leases of low-value assets are recognized as expense on a straight-line basis over the lease term.

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

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

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

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

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

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

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

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

- The change in lease payments results in revised consideration for the lease that is substantially the same as, or less than, the consideration for the lease immediately preceding the change;
- Any reduction in lease payments affects only payments originally due on or before June 30, 2021; and,
- There is no substantive change to other terms and conditions of the lease.

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

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

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

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

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

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

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

Foreign Currency Transactions and Translations

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

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

Taxes

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

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

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

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

- where the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit; and

- in respect of deductible temporary differences associated with investments in subsidiaries and interest in joint ventures and associates, deferred tax assets are recognized only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilized.

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

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

- where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transactions, affects neither the accounting profit nor taxable profit; and

- in respect of taxable temporary differences associated with investments in subsidiaries and interests in joint ventures and associates, where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

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

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

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

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

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

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

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

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

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

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

Provisions

Provisions are recognized when the JFC Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. If the effect of the time value of money is material,

provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessment of the time value of money and, where appropriate, the risks specific to the liability. Where discounting is used, the increase in the provision due to the passage of time is recognized as interest expense.

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

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

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

4. SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS

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

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

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

Functional Currency. Management has determined that the functional and presentation currency of the Parent Company and its Philippine-based subsidiaries is the Philippine Peso, being the currency of the primary environment in which the Parent Company and its major subsidiaries operate. The functional currencies of its foreign operations are determined as the currency in the country where the subsidiary operates. For consolidation purposes, the foreign subsidiaries' balances are translated to Philippine Peso which is the Parent Company's functional and presentation currency.

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

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

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

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

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

investment property portfolio. Management has determined, based on an evaluation of the terms and conditions of the arrangements, that it retains substantially all the risks and rewards incidental to ownership of these properties and thus, accounts for the contracts as operating leases.

Rent income amounted to P35.8 million, P58.5 million and P25.0 million in 2020, 2019 and 2018, respectively (see Notes 13, 20 and 29).

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

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

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

Estimates and Assumptions

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

Determination of Purchase Price Allocation. On September 24, 2019, the JFC Group, through SMCC-HU, acquired CBTL for the total consideration of P17,098.7 million (see Note 11). In identifying the assets acquired and liabilities assumed, management has determined that part of the assets being acquired pertains to the trademark and other intangibles of CBTL amounting to P19,333.0 million (see Note 14).

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

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

Management has determined that trademarks, goodwill and other intangible assets are not impaired. The carrying amount of trademarks, goodwill and other intangible assets amounted to P50,224.1 million and P50,815.3 million as at December 31, 2020 and 2019, respectively (see Note 14).

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

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

	2020	2019
Interests in joint ventures	**P4,904,383**	P3,102,559
Interests in associates	**796,054**	824,405
Advances to co-venturerst	**1,629,181**	2,905,138

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

The carrying amount of the recognized deferred tax assets amounted to P15,463.9 million and P15,424.0 million as at December 31, 2020 and 2019, respectively. Unrecognized deferred tax assets amounted to P3,308.5 million and P1,636.3 million as at December 31, 2020 and 2019, respectively (see Note 24).

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

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

Provision for impairment loss on property, plant and equipment and right-of-use assets amounted to P1,846.9 million, P399.2 million and nil in 2020, 2019 and 2018, respectively. Reversal of previously recognized impairment loss amounted to P76.2 million, P29.2 million and P408.2 million in 2020, 2019 and 2018, 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 are as follows:

	2020	2019
Property, plant and equipment (see Note 12)	**P28,684,131**	P32,592,122
Right-of-use assets (see Note 29)	**34,224,143**	42,466,962
Investment properties (see Note 13)	**572,722**	572,722

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

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

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

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

Provision for impairment loss on receivables amounted to P281.9 million, P25.3 million and P10.2 million in 2020, 2019 and 2018, respectively (see Note 22). Reversal of previously recognized impairment loss amounted to nil, P91.4 million and P23.7 million in 2020, 2019 and 2018, respectively (see Note 22). The carrying amount of receivables and contract assets amounted to P7,049.9 million and P5,906.3 million as at December 31, 2020 and 2019, respectively (see Note 7).

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

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

The JFC Group assessed that the net realizable value for some inventories is lower than cost, hence, it recognized provision for inventory obsolescence amounting to P332.5 million, P16.7 million and P8.3 million in 2020, 2019 and 2018, respectively (see Note 22). Reversal of previously recognized impairment loss amounted to P82.4 million, P26.5 million and P6.1 million in 2020, 2019 and 2018, respectively (see Note 22). The carrying amount of inventories amounted to P8,295.8 million and P9,966.1 million as at December 31, 2020 and December 31, 2019, 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 P2,917.5 million and P2,221.3 million as at December 31, 2020 and 2019, respectively (see Note 25).

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

Total expense arising from share-based payment recognized by the JFC Group amounted to P188.3 million, P262.9 million and P312.0 million in 2020, 2019 and 2018, respectively (see Notes 19, 22 and 26).

Estimation of Useful Lives of Property, Plant and Equipment, Investment Properties and Intangible Assets with Definite Useful Lives. The JFC Group estimates the useful lives of property, plant and equipment, investment properties and intangible assets with definite useful lives based on the year over which the property, plant and equipment, investment properties and intangible assets are expected to be available for use and on the collective assessment of the industry practice, internal technical evaluation and experience with similar assets. The estimated useful lives of property, plant and equipment, investment properties and intangible assets are reviewed periodically and updated if expectations differ from previous estimates due to physical wear and tear, technical or commercial obsolescence and legal or other limits in the use of the said assets. However, it is possible that future financial performance could be materially affected by changes in the estimates brought about by changes in the factors mentioned above. The amount and timing of recording the depreciation and amortization for any year would be affected by changes in these factors and circumstances. A reduction in the estimated useful lives of property, plant and equipment, investment properties and intangible assets would increase the recorded depreciation and amortization and decrease noncurrent assets.

There was no change in the estimated useful lives of property, plant and equipment, investment properties and intangible assets in 2020 and 2019.

Leases - Determining the IBR. The JFC Group cannot readily determine the interest rate implicit in the lease, therefore, it uses its IBR to measure lease liabilities. The IBR is the rate of interest that the JFC Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The IBR therefore reflects what the JFC Group would have to pay, which requires estimation when no observable rates are available (such as for subsidiaries that do not enter into financing transactions). The JFC Group estimates the IBR using observable inputs (such as market interest rates) when available and is required to make certain entity-specific estimates (such as the subsidiary's stand-alone credit rating).

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

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

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

Total outstanding provisions amounted to P1,326.7 million and P825.1 million as at December 31, 2020 and 2019, respectively (see Notes 1, 17 and 30).

5. SEGMENT INFORMATION

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

Business Segments

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

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

The following tables present certain information on revenues, expenses, assets and liabilities and other segment information of the different business segments as at and for the years ended December 31, 2020, 2019 and 2018:

	2020				
	Food Service	Franchising	Leasing	Eliminations	Consolidated
Revenues from external customers	P121,887,963	P7,143,865	P281,174	P –	P129,313,002
Inter-segment revenues	21,848,511	3,090,888	5,358,264	(30,297,663)	–
Segment revenues	143,736,474	10,234,753	5,639,438	(30,297,663)	129,313,002
Segment expenses	(160,006,111)	(4,691,713)	(5,421,583)	30,297,663	(139,821,744)
Impairment losses on receivables, inventories, property, plant and equipment, right-of-use assets and other assets - net of reversals	(2,302,721)	–	–	–	(2,302,721)
Equity in net losses of joint ventures and associates - net	(1,081,308)	–	–	–	(1,081,308)
Other segment income	4,161,177	–	–	–	4,161,177
Segment result	(P15,492,489)	P5,543,040	P217,855	P –	(9,731,594)
Interest income					226,616
Interest expense					(3,787,652)
Income before income tax					(13,292,630)
Provision for income tax					(659,007)
Net loss					(P12,633,623)

	2020				
	Food Service	Franchising	Leasing	Eliminations	Consolidated
Assets and Liabilities					
Segment assets	P204,238,510	P –	P457,236	P –	P204,695,746
Deferred tax assets - net	6,118,812	–	(4,428)	–	6,114,384
Consolidated assets	P210,357,322	P –	P452,808	P –	P210,810,130
Segment liabilities	P119,377,629	P –	P90,187	P –	P119,467,816
Deferred tax liabilities - net	3,855,579	–	–	–	3,855,579
Long-term debt, including current portion	19,258,213	–	–	–	19,258,213
Income tax payable	195,664	–	994	–	196,658
Consolidated liabilities	P142,687,085	P –	P91,181	P –	P142,778,266
Other Segment Information					
Capital expenditures	P5,922,003	P –	P –	P –	P5,922,003
Depreciation and amortization	14,564,126	–	4,614	–	14,568,740

	2019 (AS RESTATED)				
	Food Service	Franchising	Leasing	Eliminations	Consolidated
Revenues from external customers	P167,227,077	P11,949,859	P449,252	P –	P179,626,188
Inter-segment revenues	41,824,266	3,707,162	7,605,038	(53,136,466)	–
Segment revenues	209,051,343	15,657,021	8,054,290	(53,136,466)	179,626,188
Segment expenses	(211,536,195)	(6,708,270)	(7,745,021)	53,136,466	(172,853,020)
Impairment losses on receivables, inventories and property, plant and equipment - net of reversals	(294,178)	–	–	–	(294,178)
Equity in net losses of joint ventures and associates - net	23,384	–	–	–	23,384
Other segment income	6,849,340	–	878	–	6,850,218
Segment result	P4,093,694	P8,948,751	P310,147	P –	13,352,592
Interest income					400,657
Interest expense					(3,187,298)
Income before income tax					10,565,951
Provision for income tax					(3,055,170)
Net income					P7,510,781

	2019 (AS RESTATED)				
	Food Service	Franchising	Leasing	Eliminations	Consolidated
Assets and Liabilities					
Segment assets	P182,464,010	P –	P529,491	P –	P182,993,501
Deferred tax assets - net	4,448,761	–	501	–	4,449,262
Consolidated assets	P186,912,771	P –	P529,992	P –	P187,442,763
Segment liabilities	P106,713,741	P –	P199,010	P –	P106,912,751
Deferred tax liabilities - net	4,172,633	–	–	–	4,172,633
Long-term debt, including current portion	22,595,723	–	–	–	22,595,723
Income tax payable	388,442	–	3,472	–	391,914
Consolidated liabilities	P133,870,539	P –	P202,482	P –	P134,073,021
Other Segment Information					
Capital expenditures	P10,041,912	P –	P –	P –	P10,041,912
Depreciation and amortization	13,488,007	–	7,392	–	13,495,399

	2018				
	Food Service	Franchising	Leasing	Eliminations	Consolidated
Revenues from external customers	P150,498,395	P10,114,292	P555,095	P –	P161,167,782
Inter-segment revenues	43,571,728	3,225,369	8,824,495	(55,621,592)	–
Segment revenues	194,070,123	13,339,661	9,379,590	(55,621,592)	161,167,782
Segment expenses	(193,222,950)	(5,748,861)	(8,978,135)	55,621,592	(152,328,354)
Reversal of impairment losses on receivables, inventories and property, plant and equipment - net of provisions	419,541	–	–	–	419,541
Equity in net losses of joint ventures and associates - net	(86,750)	–	–	–	(86,750)
Other segment income	3,339,416	–	3,112	–	3,342,528
Segment result	P4,519,380	P7,590,800	P404,567	P –	12,514,747
Interest income					424,419
Interest expense					(2,617,463)
Income before income tax					10,321,703
Provision for income tax					(2,680,117)
Net income					P7,641,586
Other Segment Information					
Capital expenditures	P9,520,681	P –	P –	P –	P9,520,681
Depreciation and amortization	11,881,172	–	4,580	–	11,885,752

Geographical Segments

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

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

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

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

	2020			
	Philippines	**International**	**Eliminations**	**Consolidated**
Segment revenues	**P78,405,439**	**P51,886,417**	**(P978,854)**	**P129,313,002**
Segment assets	**64,631,999**	**140,063,747**	**–**	**204,695,746**
Capital expenditures	**1,900,199**	**4,021,804**	**–**	**5,922,003**

	2019 (AS RESTATED)			
	Philippines	International	Eliminations	Consolidated
Segment revenues	P129,913,889	P50,551,864	(P839,565)	P179,626,188
Segment assets	82,313,934	100,679,567	–	182,993,501
Capital expenditures	6,449,194	3,592,718	–	10,041,912

	2018			
	Philippines	International	Eliminations	Consolidated
Segment revenues	P120,272,288	P41,621,421	(P725,927)	P161,167,782
Segment assets	75,431,186	70,369,898	–	145,801,084
Capital expenditures	7,121,815	2,508,537	–	9,630,352

Revenue from Contracts with Customers

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

	2020		
Revenue Source	**Food Service**	**Franchising**	**Total**
Sale of goods	**P121,245,043**	**P–**	**P121,245,043**
Royalty fees	**–**	**5,426,460**	**5,426,460**
Set-up fees	**–**	**116,580**	**116,580**
System-wide advertising fees	**–**	**1,600,825**	**1,600,825**
Other revenues	**9,465**	**–**	**9,465**
Total revenue from contracts with customers	**P121,254,508**	**P7,143,865**	**P128,398,373**
Timing of recognition:			
Goods transferred at a point in time			**P121,371,088**
Services transferred over time			**7,027,285**
			P128,398,373

	2019		
Revenue Source	Food Service	Franchising	Total
Sale of goods	P166,909,364	P–	P166,909,364
Royalty fees	–	8,477,040	8,477,040
Set-up fees	–	471,711	471,711
System-wide advertising fees	–	3,001,108	3,001,108
Other revenues	317,713	–	317,713
Total revenue from contracts with customers	P167,227,077	P11,949,859	P179,176,936
Timing of recognition:			
Goods transferred at a point in time			P167,227,077
Services transferred over time			11,949,859
			P179,176,936

	2018		
Revenue Source	Food Service	Franchising	Total
Sale of goods	P150,200,826	P–	P150,200,826
Royalty fees	–	7,043,891	7,043,891
Set-up fees	–	546,909	546,909
System-wide advertising fees	–	2,523,492	2,523,492
Other revenues	297,569	–	297,569
Total revenue from contracts with customers	P150,498,395	P10,114,292	P160,612,687
Timing of recognition:			
Goods transferred at a point in time			P150,498,395
Services transferred over time			10,114,292
			P160,612,687

6. CASH AND CASH EQUIVALENTS AND SHORT-TERM INVESTMENTS

Cash and Cash Equivalents

This account consists of:

	2020	2019
Cash on hand	**P324,779**	P376,882
Cash in banks	**14,170,871**	13,790,804
Short-term deposits	**6,865,836**	6,724,335
	P21,361,486	P20,892,021

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

Short-term Investments

The JFC Group also has short-term investments amounting to P441.0 million and P2,130.0 million as at December 31, 2020 and 2019, 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 P114.8 million, P273.0 million and P313.3 million in 2020, 2019 and 2018, respectively (see Note 23).

7. RECEIVABLES AND CONTRACT ASSETS

This account consists of:

	2020	2019
Trade	**P5,466,778**	P5,348,930
Less allowance for impairment loss	**658,633**	392,357
	4,808,145	4,956,573
Receivable from retirement fund (SEE NOTES 25 AND 27)	**878,710**	193,618
Advances to employees	**221,045**	175,400
Current portion of employee receivables (SEE NOTE 15)	**59,337**	83,279
Interest receivable	**6,685**	8,921
Others	**87,674**	75,400
Contract assets	**6,061,596**	5,493,191
	988,338	413,098
	P7,049,934	P5,906,289

The terms and conditions of the receivables are as follows:

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

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

	2020	2019
Balance at beginning of year	**P392,357**	P676,906
Provisions (SEE NOTE 22)	**281,866**	25,342
Write-offs	**(11,582)**	(216,968)
Reversals (SEE NOTE 22)	**–**	(91,402)
Translation adjustments	**(4,008)**	(1,521)
Balance at end of year	**P658,633**	P392,357

8. INVENTORIES

This account consists of:

	2020	2019
At net realizable value:		
Food supplies and processed inventories	**P7,590,490**	P–
Novelty items	**89,472**	228,221
	7,679,962	228,221
At cost:		
Packaging, store and other supplies	**615,866**	622,220
Food supplies and processed inventories	**–**	9,115,643
Total inventories at lower of cost and net realizable value	**P8,295,828**	P9,966,084

The cost of food supplies and processed inventories, and novelty items carried at net realizable value amounted to P7,694.9 million and P253.6 million, respectively, as at December 31, 2020. While, the cost novelty items carried at net realizable value amounted to P249.6 million as at December 31, 2019.

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

	2020	2019
Balance at beginning of year	**P21,430**	P34,694
Provisions (SEE NOTE 22)	**332,505**	16,670
Reversals (SEE NOTE 22)	**(82,354)**	(26,465)
Write-offs	**(1,804)**	(3,400)
Translation adjustments	**(1,213)**	(69)
Balance at end of year	**P268,564**	P21,430

9. OTHER CURRENT ASSETS

This account consists of:

	2020	2019
Prepaid expenses:		
Taxes	**P3,232,092**	P2,472,580
Rent		
Supplies	**909,537**	1,119,030
Insurance and others	**61,917**	147,188
Current portion of security and other deposits	**457,824**	696,780
(SEE NOTE 15)	**140,736**	239,096
Deposits to suppliers and other third parties	**2,431,638**	2,050,334
	P7,233,744	P6,725,008

Terms and conditions of other current assets are as follows:

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

10. FINANCIAL ASSETS AT FVTPL

In July 2020, unused proceeds from the issuance of senior perpetual securities and senior debt securities in January 2020 and June 2020, respectively, totaling to USD759.8 million (P37,857.1 million) were invested by the JFC Group in bond funds (see Notes 18 and 19). As at December 31, 2020, the carrying value of these investments amounted to USD742.6 million (P35,658.6 million) presented as part of "Current Assets" section in the consolidated statements of financial position.

This account also includes of investment in shares of stocks of Manila Polo Club, Tagaytay Highlands and other golf and leisure clubs amounting to P33.8 million and P38.2 million as at December 31, 2020 and 2019, respectively, presented as part of "Noncurrent Assets" section in the consolidated statements of financial position.

The net unrealized fair value gain (loss) from these investments amounted to P1,317.7 million and (P1.6 million) in 2020 and 2019, respectively (see Note 23).

The movements in financial assets at FVTPL as at December 31 are as follows:

	2020	2019
Balance at beginning of year	**P38,202**	P39,842
Additions	**37,857,050**	–
Redemption	**(3,066,548)**	–
Marked-to-market gain (loss) on financial assets at FVTPL (SEE NOTE 23)	**1,317,728**	(1,640)
Translation adjustment	**(454,075)**	–
Balance at end of year	**35,692,357**	38,202
Less current portion	**35,658,565**	–
Noncurrent portion	**P33,792**	P38,202

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 (see Note 32).

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

A. Business Combinations

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

On July 24, 2019, the JFC Group, through its wholly owned subsidiary, JWPL, entered into an agreement with Brewheal Pte. Ltd. (Brewheal), a company based in Singapore, to invest USD100.0 million (P5,118.0 million) in SMCC-SG to acquire 100% of The Coffee Bean & Tea Leaf (CBTL), specialty coffee and tea brand based in Los Angeles, California, USA. Consequently, Brewheal subscribed to 20% ordinary shares of SMCC-SG for a total consideration of USD70.0 million (P3,650.5 million). SMCC-SG is 80% owned by JWPL and 20% owned by Brewheal. The difference between the value of the ordinary shares purchased and the subscription price amounting to USD36.0 million (P1,877.4 million) is recognized and included in equity under "Other reserve" account in the consolidated statements of financial position.

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

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

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

Consistent with the terms of the executed UPA, the JFC Group, through SMCC-HU acquired CBTL for USD350.0 million (P18,252.5 million) on a debt-free basis. SMCC-HU paid in cash amounting to USD329.1 million (P17,163.0 million). The balance amounting to USD20.9 million (P1,089.5 million) was applied to CBTL's debt from unearned revenue from gift certificates sold assumed by SMCC-HU at acquisition date.

Transaction costs of USD0.7 million (P36.6 million) have been expensed and are included in general and administrative expenses in the consolidated statement of comprehensive income for the year ended December 31, 2019.

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

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

Cash and cash equivalents	P221,426
Receivables	361,192
Inventories	1,162,540
Other current assets	144,177
Right-of-use assets (SEE NOTE 29)	11,709,851
Property, plant and equipment (SEE NOTE 12)	3,978,818
Trademarks and other intangibles (SEE NOTE 14)	19,333,001
Other noncurrent assets	350,294
Total identifiable assets acquired	37,261,299
Less:	
Trade payables and other current liabilities	1,957,587
Lease liabilities (SEE NOTE 29)	12,472,792
Other noncurrent liabilities	731,091
Deferred tax liabilities	745,839
Total identifiable liabilities assumed	15,907,309
Net identifiable assets acquired	P21,353,990

In 2020, the fair values of the assets acquired, and liabilities assumed were finalized, resulting to changes or adjustments made from that of previously recognized in 2019 as shown below.

Impact on the consolidated statements of financial position [increase (decrease)] as at December 31, 2019:

Other intangible assets (SEE NOTE 14)	P607,214
Right-of-use assets (SEE NOTE 29)	(440,456)
Trade payables and other current liabilities and contract liabilities	(334,508)
Deferred tax liabilities - net	(581,130)
Noncontrolling interest	220,910

Impact on the consolidated statements of comprehensive income [increase (decrease)] for the year ended December 31, 2019:

General and administrative expenses	P22,152
Other income	1,104,547
Income tax expense	(5,470)

Consequently, the 2019 consolidated statement of comprehensive income has been restated to increase the provisional gain on bargain purchase from P3,150.8 million to P4,255.3 million shown as part of “Other Income” (see Note 23), determined as follows:

Cash consideration	P17,098,666
Less fair value of net identifiable assets acquired	21,353,990
Gain on bargain purchase	P4,255,324

The net cash outflow from the acquisition is as follows:

Cash paid on acquisition	P17,098,666
Less cash acquired from subsidiary	221,426
	P16,877,240

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

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

From the acquisition date, CBTL contributed P4,436.8 million of revenues and P153.5 million net loss to the JFC Group. If the business combination had taken place at the beginning of 2019, contribution to consolidated revenues and net loss for the year ended December 31, 2019 would have been P15,645.1 million and P1,634.1 million, respectively.

Business Combination Achieved in Stages

SJBF. On March 1, 2020 , the JFC Group, through SJBF's wholly-owned subsidiary, Icon Burger Acquisition LLC (Icon Burger), acquired the remaining 30% interest in Smashburger Long Island JV LLC (Long Island) for a total cash consideration of USD2.9 million (P149.5 million). The acquisition resulted to Smashburger Long Island becoming a wholly owned subsidiary of SJBF.On November 20, 2020, Icon Burger amended and restated a limited liability agreement to hold the 49% abandoned equity interest in Smashburger Westchester JV LLC (Westchester) without any cash consideration. The abandonment of membership interest resulted to Westchester becoming a wholly owned subsidiary of SJBF.

The difference in the carrying values of the minority interests over the acquisition cost at the date of acquisition of Long Island and Westchester, amounted to P95.8 million and P125.8 million, respectively. These were recognized under the "Excess of cost over the carrying value of non-controlling interests acquired", a separate component of "Equity Attributable to Equity Holders of the Parent Company" in the consolidated statements of financial position (see Note 19).

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

Magnificent Coffee Trading Pte. Ltd. (MCT). On December 7, 2020, the JFC Group, through its majority owned subsidiary SMCC-SG, incorporated MCT in Singapore. As at December 31, 2020, no capital investment has been made other than the investment to incorporate the new entity.

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

Hong Yun Hong, incorporated on November 18, 2019, is 60% owned by GPPL and 40% owned by DSPL. GPPL and DSPL have committed to invest up to USD13 million (P658.3 million) to Hong Yun Hong. As at December 31, 2020 and 2019, the capital contribution of GPPL amounted to USD0.9 million (P45.6 million). Hong Yun Hong started its commercial operations on September 23, 2020.

Super Magnificent Coffee Company Hungary Kft (SMCC-HU). On September 11, 2019, the JFC Group, through SMCC-SG, incorporated SMCC-HU, a holding company in Hungary. As at December 31, 2020, SMCC-HU owns the US Entities of CBTL and the capital contribution of SMCC-SG amounted to USD28.9 million (P1,508.2 million).

Super Magnificent Coffee Company Ireland Limited (SMCC-IE). On August 22, 2019 the JFC Group, through SMCC-SG, incorporated SMCC-IE in Ireland. As at December 31, 2020, the capital contribution of SMCC-SG amounted to USD307.1 million (P16,017.1 million). SMCC-IE owns the intellectual property and existing contracts of CBTL starting from October 1, 2019.

Bee World Spain, Sociedad Limitada (Bee World Spain). On May 23, 2019, the JFC Group, through its wholly owned subsidiary, GPPL, incorporated Bee World Spain. As at December 31, 2020, the capital contribution of GPPL amounted to USD0.003 million (P0.2 million). Bee World Spain will own and operate Jollibee stores in Spain.

Bee World UK Limited (Bee World UK). On April 16, 2018 the JFC Group, through its wholly owned subsidiary, JWPL, incorporated Bee World UK in UK. As at December 31, 2018, no capital investment has been made other than the investment to incorporate the new entity. The first store started its commercial operations on October 20, 2018.

On September 4, 2019, advances from JWPL amounting to USD1.5 million (P76.3 million) were converted to equity and registered at Companies House in UK. On February 17, 2020, JWPL made an additional investment to Bee World UK amounting to USD 4.1 million (P211.0 million). As at December 31, 2020, capital contribution of JWPL to Bee World UK amounted to USD5.6 million (P287.4 million).

Golden Piatto Pte. Ltd. (Golden Piatto). On March 31, 2017, the JFC Group, through its wholly owned subsidiary, GPPL, entered into an agreement with Blackbird Holdings Pte. Ltd. (Blackbird) to own and operate Cibo Felice S. R. L. (Cibo Felice), the first Jollibee store in Italy. The first store started its commercial operations on March 18, 2018.

Golden Piatto, incorporated on April 12, 2017, is 75% owned by GPPL and 25% owned by Blackbird. GPPL and Blackbird have committed to invest up to EUR1 million (P60.2 million) to Golden Piatto, of which EUR0.8 million (P48.2 million) will be contributed by GPPL in proportion to its ownership in the business.

On January 31, 2018, GPPL and Blackbird made additional investments to Golden Piatto amounting to EUR0.5 million (P33.5 million) and EUR0.2 million (P11.2 million), respectively.

On March 25, 2020, GPPL made an additional investment to Golden Piatto amounting to EUR0.5 million (P27.7 million). Blackbird made its additional investment amounting to EUR0.2 million (P9.1 million) on April 21, 2020. As at December 31, 2020 and 2019, capital contribution of GPPL to Golden Piatto amounted to EUR1.8 million (P104.7 million) and EUR1.3 million (P77.0 million), respectively.

C. Material Non-Controlling Interests

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

Proportion of equity interest held by non-controlling interests in 2020, 2019 and 2018:

	Country of incorporation and operation	
GCPL	Singapore	40%
SuperFoods Group	Vietnam	40%

The summarized financial information of GCPL and SuperFoods Group in 2020 and 2019 are provided below. These information are based on amounts before intercompany eliminations.

Summarized Statements of Comprehensive Income for the year ended December 31

	GCPL		
	2020	2019	2018
Revenues	**P72,507**	P140,255	P276,325
Net loss	**(87,189)**	(212,868)	(472,122)
Other comprehensive income (loss)	**(50,925)**	(5,134)	95,338
Total comprehensive loss	**(138,115)**	(218,002)	(376,784)
Total comprehensive loss attributable to non-controlling interests	**(55,246)**	(87,201)	(150,714)

	SuperFoods Group		
	2020	2019	2018
Revenues	**P4,936,689**	P5,733,569	P4,756,001
Net loss	**(200,433)**	(312,410)	(18,571)
Other comprehensive income (loss)	**(45,985)**	(14,584)	3,398
Total comprehensive loss	**(246,418)**	(326,994)	(15,173)
Total comprehensive loss attributable to non-controlling interests	**(98,567)**	(130,798)	(6,069)

Summarized Statements of Financial Position as at December 31

	GCPL	
	2020	2019
Current assets	**P721,385**	P1,486,976
Noncurrent assets	**108,460**	287,379
Current liabilities	**509,744**	1,204,788
Total equity	**320,100**	569,567
Equity attributable to non-controlling interests	**128,040**	227,827

	SuperFoods Group	
	2020	2019
Current assets	**P747,343**	P838,302
Noncurrent assets	**5,891,257**	4,277,400
Current liabilities	**3,182,817**	3,269,974
Noncurrent liabilities	**2,949,194**	1,298,578
Total equity	**506,589**	547,150
Equity attributable to non-controlling interests	**202,635**	218,860

Summarized Cash Flow Information for the year ended December 31

	GCPL		
	2020	2019	2018
Net cash used in operating activities	**(P802,924)**	(P87,408)	(P58,718)
Net cash provided by investing activities	**46,984**	71,160	89,220
Net increase (decrease) in cash and cash equivalents	**(755,940)**	(16,248)	30,502

	SuperFoods Group		
	2020	2019	2018
Net cash provided by (used in) operating activities	**(P46,194)**	P178,732	P310,283
Net cash used in investing activities	**(318,347)**	(163,132)	(335,086)
Net cash provided by financing activities	**429,843**	160,051	51,678
Net increase in cash and cash equivalents	**65,302**	175,651	26,875

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

	2020	2019
Interests in joint ventures:		
Titan Dining LP	**P4,618,007**	P2,804,247
Golden Bee Foods Restaurant LLC	**233,062**	240,553
JBPX Foods Inc.	**53,314**	57,759
	4,904,383	3,102,559
Interests in associates:		
Tortas Frontera	**660,675**	678,793
Entrek (B) SDN BHD	**124,149**	137,065
C-Joy Poultry Realty, Inc.	**11,230**	8,547
C-Joy Poultry Meats Production, Inc.	**-**	-
	796,054	824,405
Advances to an associate and co-venturer:		
VTI Group	**1,629,181**	1,664,532
C-Joy Poultry Meats Production, Inc.	**-**	1,240,606
	1,629,181	2,905,138
	P7,329,618	P6,832,102

Interests in Joint Ventures

Titan Dining LP (Titan). On May 23, 2018, the JFC Group, through JWPL, invested SGD18.0 million (P706.9 million) in Titan, a private equity fund that has executed (through a wholly-owned subsidiary) a binding agreement for the acquisition of 100% of the Asia Pacific master franchise holder of the "Tim Ho Wan" brand, Tim Ho Wan Pte. Ltd. and its affiliate Dim Sum Pte. Ltd., which owns and operates Tim Ho Wan stores in Singapore.

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

Consistent with the agreement that JWPL shall invest up to SGD45.0 million (P1,687.1 million) or 45% of the total maximum fund of SGD100.0 million (P3,749.0 million) in Titan, JWPL made additional investments to Titan amounting to SGD2.7 million (P102.7 million) and SGD0.9 million (P35.3 million) on May 31, 2019 for the third capital call and on August 29, 2018, respectively.

On October 2, 2019, the total maximum fund of Titan increased from SGD100.0 million (P3,749.0 million) to SGD200.0 million (P7,498.0 million). As such, JWPL, increased its capital commitment to Titan from SGD45.0 million (P1,687.1 million) to SGD120.0 million (P4,498.8 million) which, when completed, JWPL's investment will constitute 60% of the total maximum fund. The increase in the total maximum fund and additional capital commitment of JWPL are in furtherance of certain strategic projects currently being undertaken by Titan, consistent with its mandate to invest in the food service sector and grow strong Asia Pacific food service brands.

On October 28, 2019 and March 12, 2020, JWPL made additional investments for the 4th and 5th capital call amounting to SGD53.4 million (P2,006.1 million) and SGD2.4 million (P89.7 million), respectively.

On October 30, 2020, JWPL acquired the 25% interest of a partner in Titan for a total cash consideration of SGD36.3 million (P1,297.0 million). The acquisition increased JWPL's interest in Titan from 60% to 85%.

On November 27, 2020, JWPL made additional investment for the 6th capital call amounting to SGD4.4 million (P156.5 million).

The details of the JFC Group's interest in Titan as at December 31, 2020 and 2019 are as follows:

	2020	2019
Interest in joint ventures - cost:		
Balance at beginning of year	**P2,850,966**	P742,206
Additions during the year	**1,543,214**	2,108,760
	4,394,180	2,850,966
Cumulative equity in net earnings (losses):		
Balance at beginning of year	**(46,719)**	–
Equity in net earnings (loss) during the year	**270,546**	(46,719)
	223,827	(46,719)
	P4,618,007	P2,804,247

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:

	2020	2019
Current assets	**P52,862**	P2,916,421
Noncurrent assets	**4,997,840**	1,701,864
Total assets	**P5,050,702**	P4,618,285
Current liabilities	**P34,528**	P8,916

The amounts of assets and liabilities above include:

	2020	2019
Cash and cash equivalents	**P52,576**	P2,916,251

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

	2020	2019
Net income	**P450,910**	P77,865
Total comprehensive income	**450,910**	77,865

	2020	2019
Net assets	**P5,250,789**	P4,609,369
Proportion of the JFC Group's ownership	**85%**	60%
	4,463,171	2,765,621
Cumulative translation adjustments	**154,836**	38,626
	P4,618,007	P2,804,247

Golden Bee Foods Restaurant LLC (Golden Bee). On February 25, 2014, the JFC Group, through GPPL, signed a joint agreement with Golden Crown Foods LLC (GCFL) to establish a joint venture entity to own and operate the Jollibee brand in the United Arab Emirates.

The joint venture entity, incorporated as Golden Bee on January 28, 2015, is 49% owned by GPPL and 51% owned by GCFL. GPPL and GCFL will share joint control and management of Golden Bee. GPPL has invested USD0.8 million (P33.9 million) in Golden Bee. The first store started commercial operations on May 4, 2015.

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

	2020	2019
Interest in a joint venture - cost	**P33,926**	P33,926
Cumulative equity in net earnings:		
Balance at beginning of year	**206,627**	193,659
Equity in net earnings (loss) during the year	**(7,491)**	47,526
Dividends received during the year	**-**	(34,558)
Balance at end of year	**199,136**	206,627
	P233,062	P240,553

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:

	2020	2019
Current assets	**P661,382**	P686,984
Noncurrent assets	**246,533**	294,675
Total assets	**P907,915**	P981,659
Current liabilities	**P454,736**	P488,174

The amounts of assets and liabilities above include:

	2020	2019
Cash and cash equivalents	**P335,811**	P352,633

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

	2020	2019	2018
Revenues	**P1,302,792**	P1,687,621	P1,601,623
Depreciation and amortization	**92,344**	90,077	78,438
Net income (loss)	**(15,287)**	96,991	129,501
Total comprehensive income (loss)	**(15,287)**	96,991	129,501

	2020	2019
Net assets	**P453,179**	P493,485
Proportion of the JFC Group's ownership	**49%**	49%
	222,058	241,808
Cumulative translation adjustments	**11,004**	(1,255)
	P233,062	P240,553

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

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

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

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

	2020	2019
Interests in a joint venture - cost	**P66,023**	P66,023
Cumulative equity in net earnings:		
Balance at beginning of year	**(8,264)**	–
Equity in net earnings (loss) during the year	**(4,445)**	(8,264)
Balance at end of year	**(12,709)**	(8,264)
	P53,314	P57,759

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:

	2020	2019
Current assets	**P93,245**	P134,065
Noncurrent assets	**80,842**	51,673
Total assets	**P174,087**	P185,738
Current liabilities	**P24,885**	P46,386
Noncurrent liabilities	**42,575**	23,834
Total liabilities	**P67,460**	P70,220

The amounts of assets and liabilities above include:

	2020	2019
Cash and cash equivalents	**P89,898**	P130,379
Current financial liabilities (excluding trade payables and other current liabilities and provisions)	**4,899**	4,372
Noncurrent financial liabilities	**42,575**	23,834

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

	2020	2019
Revenues	**P101,839**	P8,266
Depreciation and amortization	**10,574**	460
Taxes and licenses	**20**	1,672
Interest income	**615**	614
Interest expense	**(1,366)**	(122)
Net loss	**(8,890)**	(16,528)
Total comprehensive loss	**(9,145)**	(16,528)

	2020	2019
Net assets	**106,627**	P115,518
Proportion of the JFC Group's ownership	**50%**	50%
	P53,314	P57,759

Interest in Associates

Tortas Frontera LLC (Tortas). On September 7, 2018, the JFC Group, through Jollibee Foods Corporation (USA), entered into a business venture with award-winning Chef Rick Bayless to build a Mexican fast-casual restaurant business in the USA.

This partnership was formalized through an investment by the JFC Group of USD12.6 million (P668.7 million) in Tortas, which owns the Tortazo business founded by Chef Bayless, in consideration for 47% of the fully-diluted membership interests therein. The remaining 53% membership interests in Tortas shall be held by Chef Ricky Bayless and other shareholders. The transaction is subject to the fulfillment of agreed closing conditions.

On December 21, 2018, upon fulfillment of the closing conditions, Jollibee Foods Corporation (USA) paid Chef Bayless in cash.

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

	2020	2019
Interest in an associate - cost	**P668,679**	P668,679
Cumulative equity in net earnings (losses):		
Balance at beginning of year	**10,114**	-
Equity in net earnings (loss) during the year	**(18,118)**	10,114
Balance at end of year	**(8,004)**	10,114
	P660,675	P678,793

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

	2020	2019
Current assets	**P364,264**	P417,627
Noncurrent assets	**339,336**	302,116
Total assets	**P703,600**	P719,743
Current liabilities	**P15,382**	P331

The amounts of assets and liabilities above include:

	2020	2019
Cash and cash equivalents	**P360,215**	P408,756

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

	2020	2019	2018
Revenues	**P28,047**	P128,138	P48,213
Net income (loss)	**(34,696)**	24,899	34,717
Total comprehensive income (loss)	**(34,696)**	24,899	34,717

	2020	2019
Net assets	**P688,218**	P719,412
Proportion of the JFC Group's ownership	**52.22%**	52.22%
	359,387	375,677
Goodwill	**381,532**	381,532
Cumulative translation adjustments	**(80,244)**	(78,416)
	P660,675	P678,793

Entrek (B) SDN BHD (Entrek). The JFC Group, through JIBL, has 1/3 or 33.3% ownership in Entrek, a company that operates Jollibee stores in Brunei.

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

	2020	2019
Interest in an associate - cost	**P16,660**	P16,660
Cumulative equity in net earnings:	**120,405**	175,084
Balance at beginning of year	**40,131**	21,336
Equity in net earnings during the year	**(53,047)**	(76,015)
Dividends received during the year	**107,489**	120,405
Balance at end of year	**P124,149**	P137,065

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:

	2020	2019
Current assets	**P463,626**	P538,882
Noncurrent assets	**287,414**	314,943
Total assets	**P751,040**	P853,825
Current liabilities	**P350,213**	P388,928
Noncurrent liabilities	**12,973**	13,643
Total liabilities	**P363,186**	P402,571

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

	2020	2019	2018
Revenues	**P967,500**	P973,596	P888,909
Depreciation	**74,809**	66,523	52,429
Net income	**120,393**	64,009	113,543
Total comprehensive income	**120,393**	64,009	113,543

	2020	2019
Net assets	**P387,854**	P451,254
Proportion of the JFC Group's ownership	**33.33%**	33.33%
	129,285	150,418
Cumulative translation adjustments	**(5,136)**	(13,353)
	P124,149	P137,065

C-Joy Poultry Realty, Inc. (C-Joy Realty). On May 24, 2016, the Parent Company entered into an agreement with Cargill Philippines to establish C-Joy Realty, which leases the land where the C-Joy Poultry plant is located.

The details of the JFC Group's interest in C-Joy Realty as at December 31 are as follows:

	2020	2019
Interest in an associate - cost	**P10,586**	P10,586
Cumulative equity in net earnings (losses):		
Balance at beginning of year	**(2,039)**	(1,431)
Equity in net earnings (loss) during the year	**2,683**	(608)
Balance at end of year	**644**	(2,039)
	P11,230	P8,547

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:

	2020	2019
Current assets	**P4,477**	P715
Noncurrent assets	**62,152**	62,152
Total assets	**P66,629**	P62,867
Current liabilities	**P5,126**	P3,244
Noncurrent liabilities	**24,069**	31,133
Total liabilities	**P29,195**	P34,377

The amounts of assets and liabilities above include the following:

	2020	2019
Cash and cash equivalents	**P3,412**	P371
Current financial liabilities (excluding trade payables and other current liabilities and provisions)	**4,532**	1,067
Noncurrent financial liabilities	**24,069**	31,133

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

	2020	2019	2018
Revenues	**P15,486**	P2,400	P2,400
Taxes and licenses	**73**	208	281
Interest expense	**1,212**	2,465	2,177
Net income (loss)	**8,945**	(2,027)	(1,699)
Total comprehensive income (loss)	**8,945**	(2,027)	(1,699)

	2020	2019
Net assets	**P37,434**	P28,490
Proportion of the JFC Group's ownership	**30%**	30%
	P11,230	P8,547

C-Joy Poultry Meats Production, Inc. (C-Joy Poultry). On May 24, 2016, the Parent Company entered into an agreement with Cargill Philippines, Inc., a wholly owned subsidiary of Cargill, Inc. (Cargill), to establish a joint venture entity to build and operate a poultry processing plant in Sto. Tomas, Batangas, Philippines. Cargill will oversee the setting up, management and operations of this facility.

C-Joy Poultry, the joint venture entity, formerly incorporated as Cargill Joy Poultry Meats Production, Inc., is 70% owned by Cargill and 30% owned by the Parent Company. C-Joy Poultry is estimated to create 1,000 new full-time jobs and develop new opportunities in the farming community in Batangas and nearby provinces as local poultry farmers are contracted to grow chicken to supply the requirements of the processing plant. The poultry processing plant started its commercial operations on December 5, 2017.

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

	2020	2019
Interest in an associate – cost:		
Balance at beginning of year	**P233,406**	P233,406
Conversion of advances	**1,236,720**	–
	1,470,126	233,406
Cumulative equity in net losses:		
Balance at beginning of year	**(233,406)**	(233,406)
Equity in net loss	**(1,364,614)**	–
Balance at end of year	**(1,598,020)**	(233,406)
	(P127,894)	P–

The JFC Group's equity share in net losses amounting to P527.1 million in 2018 exceeded the carrying value of its interest in C-Joy Poultry amounting to P151.5 million as at December 31, 2017. Consequently, the JFC Group's unrecognized equity share in net losses amounted to P591.7 million and P375.6 million for the years ended December 31, 2019 and 2018, respectively.

On May 20, 2020, the BOD approved the conversion of C-Joy Poultry's advances from Parent Company to equity amounting to P1,236.7 million.

On September 9, 2020, the BOD ratified the Minutes of Special Meeting dated May 20, 2020 for the conversion of JFC Group's advances amounting P1,236.7 million to additional interest in C-Joy Poultry. Consequently, the equity in net loss amounting to P1,364.6 million recognized in the consolidated statements of comprehensive income includes the unrecognized equity share in net losses amounting to P967.3 million as at December 31, 2019. The loss in excess of interest in C-Joy Poultry of P127.9 million as at December 31, 2020 is presented as part of "Noncurrent liabilities" account in the consolidated statements of financial position.

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:

	2020	2019
Current assets	**P1,008,150**	P2,039,066
Noncurrent assets	**2,138,033**	2,026,536
Total assets	**P3,146,183**	P4,065,602
Current liabilities	**P3,528,140**	P7,242,810
Noncurrent liabilities	**44,358**	47,207
Total liabilities	**P3,572,498**	P7,290,017

The amounts of assets and liabilities above include:

	2020	2019
Cash and cash equivalents	**P156,071**	P1,224,437
Current financial liabilities (excluding trade payables and other current liabilities and provisions)	**473,970**	522,880
Noncurrent financial liabilities	**44,358**	47,207

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

	2020	2019	2018
Revenues	**P4,841,680**	P4,764,375	P4,014,768
Depreciation and amortization	**187,781**	118,088	109,629
Taxes and licenses	**22,781**	93,660	35,788
Interest income	**757**	1,706	593
Interest expense	**182,848**	283,992	101,939
Net loss	**(1,324,300)**	(1,972,303)	(1,756,971)
Total comprehensive loss	**(1,342,048)**	(1,978,024)	(1,755,682)

	2020	2019
Net liabilities	**(P426,315)**	(P3,224,415)
Proportion of the JFC Group's ownership	**30%**	30%
	(P127,894)	(P967,324)

Advances to Co-venturers

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

	2020	2019
Balance at beginning of year	**P1,664,532**	P1,672,861
Accrual of interest (see Note 23)	**52,451**	53,531
Translation adjustments and others	**(87,802)**	(61,860)
Balance at end of year	**P1,629,181**	P1,664,532

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. Total interest from this loan, recognized as interest income, amounted to USD1.1 million (P52.5 million), USD1.1 million (P53.5 million) and USD1.1 million (P55.5 million) in 2020, 2019 and 2018, respectively (see Note 23).

Advances to an Associate

Advances to C-Joy Poultry. The details of the JFC Group's advances to C-Joy Poultry as at December 31 are as follows:

	2020	2019
Balance at beginning of year	**P1,240,606**	P1,236,720
Conversion to equity during the year	**(1,236,720)**	–
Accrual (collection) of interest	**(3,886)**	3,886
Balance at end of year	**P–**	P1,240,606

On May 30, 2019, loans totaling to P615.0 million were extended by the Parent Company to C-Joy Poultry payable on May 29, 2020. The loans were subject to interest rate based on PHP BVAL Reference Rates for the 6-month tenor (6-month BVAL) plus spread of 0.50%.

On June 28, 2019, additional loan was extended amounting to P315.0 million due on June 26, 2020. The loan was subject to interest rate based on 6-month BVAL plus spread of 0.50%.

On December 20, 2019, additional loan amounting to P306.7 million was extended subject to interest rate based on 6-month BVAL plus spread of 0.50%.

Total interest from the loans recognized as interest income amounted to P17.5 million and P32.5 million in 2020 and 2019, respectively (see Note 23).

On September 9, 2020, upon ratification of the BOD Minutes of Special Meeting dated May 20, 2020, total advances amounting P1,236.7 million were converted to equity.

12. PROPERTY, PLANT AND EQUIPMENT

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

2020

	Land and Land Improvements	Plant, Buildings, Commercial Condominium Units and Improvements	Leasehold Rights and Improvements	Office, Store and Food Processing Equipment	Furniture and Fixtures	Transportation Equipment	Construction in Progress	Total
Cost								
Balance at beginning of year and others	**P1,069,759**	**P7,508,767**	**P25,861,381**	**P25,871,816**	**P3,068,656**	**P626,159**	**P3,709,083**	**P67,715,621**
Additions	**–**	**376,853**	**890,409**	**972,162**	**121,595**	**22,491**	**3,496,015**	**5,879,525**
Retirements and disposals	**(7,564)**	**(213,559)**	**(3,303,598)**	**(2,152,757)**	**(413,546)**	**(26,151)**	**(83,829)**	**(6,201,004)**
Reclassifications	**–**	**361,437**	**2,002,990**	**900,283**	**63,792**	**29**	**(3,328,531)**	**–**
Translation adjustments	**(21,391)**	**(70,302)**	**(417,364)**	**(279,655)**	**(139,407)**	**(1,083)**	**(41,378)**	**(970,580)**
Balance at end of year	**1,040,804**	**7,963,196**	**25,033,818**	**25,311,849**	**2,701,090**	**621,445**	**3,751,360**	**66,423,562**
Accumulated Depreciation and Amortization								
Balance at beginning of year	**P1,069,759**	**2,187,141**	**13,889,198**	**16,266,305**	**1,901,747**	**467,697**	**–**	**34,719,652**
Depreciation and amortization (SEE NOTES 21 AND 22)	**–**	**510,583**	**2,303,053**	**3,252,511**	**398,087**	**59,489**	**–**	**6,523,723**
Retirements and disposals	**(7,564)**	**(211,207)**	**(1,639,531)**	**(1,992,015)**	**(219,683)**	**(23,059)**	**–**	**(4,093,059)**
Reclassifications	**–**	**(2)**	**(181,386)**	**163,148**	**18,240**	**–**	**–**	**–**
Translation adjustments	**(21,391)**	**(29,071)**	**(260,704)**	**(216,056)**	**(102,054)**	**(494)**	**–**	**(608,379)**
Balance at end of year	**–**	**2,457,444**	**14,110,630**	**17,473,893**	**1,996,337**	**503,633**	**–**	**36,541,937**
Accumulated Impairment Losses								
Balance at beginning of year	**–**	**–**	**–**	**403,847**	**–**	**–**	**–**	**403,847**
Additions (SEE NOTE 22)	**–**	**1,437**	**501,327**	**657,789**	**4,155**	**338**	**20,466**	**1,185,512**
Reversals (SEE NOTE 22)	**–**	**–**	**–**	**(76,173)**	**–**	**–**	**–**	**(76,173)**
Retirements and disposals	**–**	**–**	**–**	**96,836)**	**–**	**–**	**–**	**(296,836)**
Translation adjustments	**–**	**–**	**–**	**(18,856)**	**–**	**–**	**–**	**(18,856)**
Balance at end of year	**–**	**1,437**	**501,327**	**669,771**	**4,155**	**338**	**20,466**	**1,197,494**
Net Book Value	**P1,040,804**	**P5,504,315**	**P10,421,861**	**P7,168,185**	**P700,598**	**P117,474**	**P3,730,894**	**P28,684,131**

2019

	Land and Land Improvements	Plant, Buildings, Commercial Condominium Units and Improvements	Leasehold Rights and Improvements	Office, Store and Food Processing Equipment	Furniture and Fixtures	Transportation Equipment	Construction in Progress	Total
Cost								
Balance at beginning of year	P677,030	P4,078,145	P22,621,231	P21,602,616	P2,325,794	P710,293	P5,306,609	P57,321,718
Additions	–	640,300	1,185,444	1,579,326	115,295	45,300	6,476,247	10,041,912
Acquisition of a business (SEE NOTE 11)	380,174	–	1,806,996	1,155,572	466,519	3,592	165,965	3,978,818
Retirements and disposals	(250,800)	(90,805)	(2,127,825)	(2,090,377)	(211,873)	(152,675)	(142,040)	(5,066,395)
Reclassifications (SEE NOTE 13)	276,252	2,951,849	2,887,927	3,900,906	439,723	22,283	(8,075,874)	2,403,066
Translation adjustments	(12,897)	(70,722)	(512,392)	(276,227)	(66,802)	(2,634)	(21,824)	(963,498)
Balance at end of year	1,069,759	7,508,767	25,861,381	25,871,816	3,068,656	626,159	3,709,083	67,715,621
Accumulated Depreciation and Amortization								
Balance at beginning of year	P7,564	P1,887,219	P12,742,046	P14,143,755	P1,301,456	P532,563	–	P30,614,603
Depreciation and amortization (SEE NOTES 21 AND 22)	–	216,525	2,129,239	3,364,544	389,518	79,910	–	6,179,736
Retirements and disposals	–	(86,482)	(1,531,475)	(1,681,962)	(120,274)	(142,745)	–	(3,562,938)
Reclassifications	–	194,900	899,878	651,475	380,172	389	–	2,126,814
Translation adjustments	–	(25,021)	(350,490)	(211,507)	(49,125)	(2,420)	–	(638,563)
Balance at end of year	7,564	2,187,141	13,889,198	16,266,305	1,901,747	467,697	–	34,719,652
Accumulated Impairment Losses								
Balance at beginning of year	–	–	–	34,566	–	–	–	34,566
Additions (SEE NOTE 22)	–	–	–	399,212	–	–	–	399,212
Reversals (SEE NOTE 22)	–	–	–	(29,179)	–	–	–	(29,179)
Translation adjustments	–	–	–	(752)	–	–	–	(752)
Balance at end of year	–	–	–	403,847	–	–	–	403,847
Net Book Value	P1,062,195	P5,321,626	P11,972,183	P9,201,664	1,166,909	158,462	P3,709,083	P32,592,122

Construction in progress account mainly pertains to costs incurred for ongoing construction of properties, including soon-to-open stores and commissaries. The borrowing cost that has been capitalized for the construction of commissaries amounted to P89.7 million as at December 31, 2020 and 2019, respectively.

On December 9, 2019, RRB Holdings Inc., a wholly owned subsidiary, entered into a memorandum of agreement with Robinsons Land Corporation, Double Dragon Properties Corp. and Hotel of Asia, Inc. for the sale of a parcel of land for P1,033.2 million with carrying amount of P250.8 million.

On December 24, 2019, the Parent Company purchased condominium units in Jollibee Tower for a total cost of P1,055.0 million in relation to the contract to sell entered with Double Dragon.

In relation to JFC Group's business transformation initiative, certain stores have been permanently closed resulting in a loss on retirements and disposals of property, plant and equipment amounting to
P1,489.2 million in 2020. Loss (gain) on retirements and disposals of property, plant and equipment amounted to (P299.0 million) and P45.5 million in 2019 and 2018, respectively (see Note 22).

The JFC Group also performed impairment assessments of fixed assets considering that there are observable indications that the assets' values have significantly declined specially that certain stores were planned to be closed in 2021 resulting to recognition of provision for impairment amounting to P1,185.5 million, P399.2 million and nil in 2020, 2019 and 2018, respectively (see Note 22).

Management reassessed the recoverable amount of the JFC Group's office, store and food processing equipment and recognized reversal of provision amounting to P76.2 million and P29.2 million in 2020 and 2019, respectively (see Note 22). Consequently, allowance for impairment loss amounted to P1,197.5 million and P403.8 million as at December 31, 2020 and 2019, respectively.

No property, plant and equipment as at December 31, 2020 and 2019 have been pledged as security or collateral.

13. INVESTMENT PROPERTIES

The rollforward analysis of this account are as follows:

	2020		
	Land	**Buildings and Building Improvements**	**Total**
Cost			
Balance at beginning and end of year	**P572,722**	**P179,377**	**P752,099**
Accumulated Depreciation and Amortization			
Balance at beginning and end of year	**–**	**179,377**	**179,377**
Net Book Value	**P572,722**	**P–**	**P572,722**

	2019		
	Land	Buildings and Building Improvements	Total
Cost			
Balance at beginning of year	P848,974	P179,377	P1,028,351
Reclassification to property, plant and equipment (SEE NOTE 12)	(276,252)	–	(276,252)
Balance at end of year	572,722	179,377	752,099
Accumulated Depreciation and Amortization			
Balance at beginning and end of year	–	179,377	179,377
Net Book Value	P572,722	P–	P572,722

In 2019, the land, with a cost of P276.3 million, was transferred at cost to property, plant and equipment due to change in use, evidenced by commencement of owner-occupation (see Note 12).

The JFC Group's investment properties have an aggregate fair value of P1,537.3 million as at December 31, 2020 as determined by independent appraisers who holds a recognized and relevant professional qualification. The fair value represents the amount at which the assets and liabilities can be exchanged in an orderly transaction between market participants to sell the asset or transfer the liability at the measurement date under current market conditions in accordance with International Valuation Standards.

In determining the fair value of the investment properties, the independent appraisers used the market data approach for land and cost approach for buildings and building improvements. For land, fair value is based on sales and listings of comparable properties within the vicinity after adjustments for differences in location, size and shape of the lot, time elements and other factors between the properties and their comparable properties. For buildings and building improvements, fair value is based on the current cost to replace the properties in accordance with prevailing market prices for materials, labor, and contractors' overhead, profit and fees in the locality after adjustments for depreciation due to physical deterioration, and functional and economic obsolescence based on personal inspection of the buildings and building improvements and in comparison to similar properties. Fair value hierarchy disclosures for investment properties have been provided in Note 32.

Rent income derived from income-generating properties amounted to P20.1 million and P28.8 million in 2020 and 2019, respectively (see Notes 20 and 29).

Direct operating costs relating to the investment properties which include maintenance expenses totaled to P12.8 million and P15.0 million in 2020 and 2019, respectively.

In 2015, the Parent Company entered into an agreement to develop a commercial and office condominium building (the "Project") in a parcel of its land in consideration for cash and assigned units in the Project. The completion of the transaction is conditional upon fifty percent (50%) completion of the Project, as certified by the general contractor of the Project, and when all of the assigned units are fully constructed and accepted in accordance with the specifications contained in the Agreed Design. As at December 31, 2020, the assigned units have not been accepted by and conveyed to the JFC Group.

No investment properties as at December 31, 2020 and 2019 have been pledged as security or collateral for the JFC Group's debts.

14. TRADEMARKS, GOODWILL AND OTHER INTANGIBLE ASSETS

This account consists of:

	2020	2019 (AS RESTATED - NOTE 11)
Trademarks (NOTE 11)	**P35,047,990**	P35,047,990
Goodwill (NOTE 11)	**14,097,283**	14,497,162
Computer software, net of accumulated amortization	**479,463**	570,685
Other intangible assets, net of accumulated amortization	**599,342**	699,495
	P50,224,078	P50,815,332

Trademarks and Goodwill

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

	2020	2019 (AS RESTATED - NOTE 11)
Trademarks:		
CBTL (SEE NOTE 11)	**P18,484,721**	P18,484,721
Smashburger	**10,414,000**	10,414,000
SuperFoods Group:		
Highlands Coffee	**3,681,912**	3,681,912
Pho 24	**463,101**	463,101
Mang Inasal	**2,004,256**	2,004,256
Total	**35,047,990**	35,047,990
Goodwill:		
Smashburger (SEE NOTE 11)	**4,929,722**	5,198,690
Hong Zhuang Yuan	**2,756,350**	2,718,848
SuperFoods Group	**2,340,102**	2,464,156
Mang Inasal	**1,781,267**	1,781,267
Red Ribbon Bakeshop:		
Philippine operations	**737,939**	737,939
US operations	**379,904**	400,632
Yong He King	**583,642**	575,701
Chowking US operations	**425,403**	448,614
GSC	**157,709**	166,070
Burger King	**5,245**	5,245
	14,097,283	14,497,162
Trademarks and goodwill	**P49,145,273**	P49,545,152

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

	2020	2019 (AS RESTATED - NOTE 11)
Cost		
Balance at beginning and end of year	**P14,497,162**	P14,395,717
Translation Adjustments		
Balance at beginning of year	**101,445**	–
Translation adjustments of foreign subsidiaries	**(501,324)**	101,445
Balance at end of year	**(399,879)**	101,445
Net Book Value	**P14,097,283**	P14,497,162

Computer Software

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

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

	2020	2019 (AS RESTATED - NOTE 11)
Cost		
Balance at beginning of year	**P972,468**	P823,506
Additions	**33,616**	–
Acquisition of a business (SEE NOTE 11)	**–**	169,652
Write-off	**–**	(20,690)
Balance at end of year	**1,006,084**	972,468
Accumulated Amortization		
Balance at beginning of year	**397,035**	306,531
Amortizations (SEE NOTE 22)	**115,978**	90,504
Balance at end of year	**513,013**	397,035
Translation adjustment	**(13,608)**	(4,748)
Net Book Value	**P479,463**	P570,685

Other Intangible Assets
The JFC Group's other intangible assets include other trademarks and patents, liquor licenses and customer list amortized over a useful life of five (5) years.

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

	2020	2019 (AS RESTATED - NOTE 11)
Cost		
Balance at end of year, As previously reported	**P121,708**	P170,970
Effect of CBTL's final purchase price allocation (SEE NOTE 11)	**678,628**	(49,262)
Balance at beginning of year, As restated	**800,336**	121,708
Additions	**8,862**	–
Effect of CBTL's final purchase price allocation (SEE NOTE 11)	**–**	678,628
Balance at end of year, As restated	**809,198**	800,336
Accumulated Amortization		
Balance at end of year, As previously reported	**75,055**	55,923
Effect of CBTL's final purchase price allocation (SEE NOTE 11)	**22,152**	–
Balance at beginning of year, As restated	**97,207**	55,923
Amortizations (SEE NOTE 22)	**116,934**	19,132
Effect of CBTL's final purchase price allocation (SEE NOTE 11)	**–**	22,152
Balance at end of year, As restated	**214,141**	97,207
Translation adjustment	**4,285**	(3,634)
Net Book Value	**P599,342**	P699,495

Impairment Testing of Trademarks and Goodwill
Goodwill acquired through business combinations have been allocated to ten (10) groups of CGUs, which are subsidiaries of the Parent Company, owned directly or indirectly. The recoverable amounts of the groups of CGUs have been determined based on value in use calculations using cash flow projections from financial budgets approved by the BOD covering a five-year period, taking into consideration effect of significant events (i.e., Covid-19) on the macroeconomic factors used in developing the assumptions. Furthermore, the trademarks of Smashburger, SuperFoods Group and Mang Inasal are allocated to the CGU of Smashburger, SuperFoods Group and Mang Inasal, respectively. The recoverable amount of the trademarks of CBTL was determined using the relief-from-royalty method wherein the value is based on cost savings from owning the trademark.

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

CGUs	Geographical Location	Pre-tax Discount Rate	Long-term Revenue Growth Rate
Hong Zhuang Yuan	PRC	8.5%	5.5%
Mang Inasal	Philippines	9.8%	5.9%
Red Ribbon Bakeshop:			
Philippine operations	Philippines	10.1%	5.2%
US operations	USA	4.9%	2.4%
Yong He King	PRC	8.5%	5.5%
Chowking US operations	USA	4.8%	2.4%
Burger King	Philippines	9.8%	5.2%
GSC	Vietnam	9.7%	8.4%
SuperFoods Group	Vietnam	9.7%	8.4%
Smashburger	USA	4.9%	2.4%
CBTL	USA	6.3%	4.2%

Key assumptions with respect to the calculation of value in use of the groups of CGUs as at December 31, 2020 used by management in its cash flow projections to undertake impairment testing of goodwill are as follows:

a) Discount rates - discount rates represent the current market assessment of the risks specific to each group of CGUs, regarding the time value of money and individual risks of the underlying assets which have not been incorporated in the cash flow estimates. The discount rate calculation is based on the specific circumstances of the JFC Group's group of CGUs, derived from the weighted average cost of capital (WACC) of each group of CGUs. The WACC takes into account both the cost of debt and equity. The cost of equity is calculated using the Capital Asset Pricing Model (CAPM). The cost of debt is based on the assumed interest-bearing borrowings each group of CGUs is obliged to service. CGU-specific risk is incorporated by applying individual alpha and beta factors. The beta factors are evaluated annually based on publicly available market data.

b) Long-term growth rates - rates are determined in consideration of historical and projected results, as well as the economic environment where the group of CGUs operate.

c) EBITDA - is based on the most recent value achieved in the year preceding the start of the budget period, and adjusted for planned efficiency improvement, if any.

Management believes that any reasonably possible change in the key assumptions on which recoverable amount is based would not cause the carrying amount of the CGUs to exceed its recoverable amount.

No impairment losses were recognized for trademarks and goodwill for the years ended December 31, 2020 and 2019.

15. OTHER NONCURRENT ASSETS

This account consists of:

	2020	2019
Security and other deposits (SEE NOTES 9, 31 AND 32)	**P2,772,604**	P2,971,739
Noncurrent portion of:		
Employee car plan receivables (SEE NOTES 7, 31 AND 32)	**79,598**	133,434
Rent and other long-term prepayments	**21,209**	136,046
Prepaid market entry fee - net of accumulated amortization of P26.0 million and P20.8 million in 2020 and 2019, respectively	**76,052**	85,518
Franchise rights - net of accumulated amortization of P72.0 million and P63.0 million in 2020 and 2019, respectively	**64,499**	80,125
Deferred compensation	**15,913**	24,776
Returnable containers and others	**12,364**	20,482
Tools and other assets	**386,506**	343,854
	P3,428,745	P3,795,974

Terms and conditions of the receivables are as follows:

- Security and other deposits generally represent deposits for leases entered into by the JFC Group as lessee. The security deposits are recoverable from the lessors at the end of the lease terms, which range from three to twenty years. These are carried at amortized cost. The discount rates used range from 1.00%-15.43% and 2.91%-21.57% in 2020 and 2019, respectively. The difference between the fair value at initial recognition and the notional amount of the security deposits is recognized as right-of-use asset.

- Employee car plan receivables are presented at amortized cost. The difference between the fair value at initial recognition and the notional amount of the employee car plan receivables is recognized as "Deferred compensation" and is amortized on a straight-line basis over the credit period.

  Accretion of interest on security and other deposits and employee car plan receivables amounted to P35.9 million and P33.6 million in 2020 and 2019, respectively (see Note 23).

- Prepaid market entry fee represents upfront fee paid to the franchisor prior to the operations of Dunkin' Donuts restaurants in the PRC. Market entry fee is amortized over twenty (20) years effective February 2016, start of Dunkin' Donuts operations.

The rollforward analysis of prepaid market entry fee as at December 31 are as follows:

	2020	2019
Market Entry Fee		
Balance at beginning and end of year	**P93,870**	P93,870
Accumulated Amortization		
Balance at beginning of year	**20,830**	15,392
Amortizations (SEE NOTE 22)	**5,209**	5,438
Balance at end of year	**26,039**	20,830
Translation adjustment	**8,221**	12,478
	P76,052	P85,518

- Franchise rights pertain to franchise fees paid by PERF entities to Burger King Asia Pacific for the license to operate Burger King stores in the Philippines. Franchise rights are amortized over ten (10) years.

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

	2020	2019
Franchise Rights		
Balance at beginning of year	**P143,172**	P130,317
Additions	**2,511**	12,855
Write-off	**(9,202)**	–
Balance at end of year	**136,481**	143,172
Accumulated Amortization		
Balance at beginning of year	**63,047**	49,414
Amortizations (SEE NOTE 22)	**12,313**	13,633
Write-off	**(3,378)**	–
Balance at end of year	**71,982**	63,047
	P64,499	P80,125

- Tools and other assets represent tools for repairs and maintenance of office and store equipment which were still unused as at December 31, 2020 and 2019.

16. TRADE PAYABLES AND OTHER CURRENT LIABILITIES AND CONTRACT LIABILITIES

This account consists of:

	2020	2019 (AS RESTATED - NOTE 11)
Trade	**P11,665,921**	P14,404,966
Accruals for:		
Salaries, wages and employee benefits	**2,740,760**	2,774,588
Store operations	**1,687,259**	2,220,719
Local taxes	**1,356,637**	2,580,103
Rent	**1,355,193**	1,259,282
Advertising and promotions	**1,118,474**	1,646,581
Freight	**1,093,078**	753,050
Utilities	**625,803**	569,001
Interest (NOTE 18)	**543,729**	167,272
Repairs and maintenance	**414,559**	334,262
Operating supplies	**330,252**	301,716
Professional fees	**295,004**	299,894
Security	**212,063**	162,061
Transportation and travel	**145,180**	100,284
Communication	**136,689**	90,226
Insurance	**63,989**	79,263
Trainings and seminars	**20,812**	28,805
Service fees and others	**2,559,020**	1,481,552
Customer deposits	**1,207,191**	1,036,909
Unearned revenue from gift certificates	**565,202**	1,370,466
Dividends and coupons payable	**579,100**	87,959
Other current liabilities	**1,331,175**	1,560,525
	30,047,090	33,309,484
Contract liabilities	**1,318,924**	1,008,073
	P31,366,014	P34,317,557

The terms and conditions of the above liabilities are as follows:

- Trade payables to suppliers are noninterest-bearing and are normally settled on a 30 to 60-day term.
- Accrued expenses are noninterest-bearing and are normally settled within the next financial year. Other accrued liabilities presented under "Service fees and others" consist of asset retirement obligation and other miscellaneous expenses.
- Customer deposits pertain to deposits from franchisees for the sale of store assets, security deposits from operating leases with franchisees which are refundable at the end of the lease term and deposits for kiddie party packages.

  Accretion of interest on customer deposits amounted to P0.8 million and P0.5 million in 2020 and 2019, respectively (see Note 23).
- Other current liabilities consist of contractors' retention, staled checks, amounts payable for mascots and various subscriptions in newspapers given to customers as a complementary to their meals.
- Contract liabilities pertain to deferred revenues and unearned revenues from gift certificates from international operations.

Movements of contract liabilities arising from deferred revenues and unearned revenues from gift certificates from international operations are as follows:

	2020	2019
Balance at beginning of year	**P1,008,073**	P150,078
Additions	**2,067,725**	728,527
Utilized gift certificates	**(1,713,631)**	(646,179)
Acquisition of a subsidiary (SEE NOTE 11)	**–**	803,150
Translation adjustments	**(43,243)**	(27,503)
Balance at end of year	**P1,318,924**	P1,008,073

The amount of contract liabilities arising from deferred revenues and unearned revenues from gift certificates from international operation is expected to be earned within one year.

17. PROVISIONS

The rollforward analysis of provisions is as follows:

	2020	2019
Balance at beginning of year	**P825,109**	P825,109
Additions (SEE NOTE 1 AND 23)	**501,637**	–
Balance at end of year	**1,326,746**	825,109
Current	**291,110**	–
Noncurrent	**P1,035,636**	P825,109

The JFC Group's outstanding provisions consist mainly of provisions for asserted claims which are normal to the JFC Group's business. These include estimates of legal services, settlement amounts and other costs of claims made against the JFC Group. Other information on the claims is not disclosed as this may prejudice the JFC Group's position on such claims (see Note 30).

18. SHORT AND LONG-TERM DEBTS AND SENIOR DEBT SECURITIES

Short-term Debt

The short-term debt consists of the following:

	Availment Date	Maturity Date	Interest Rate	Condition	**2020**	2019
USD-denominated *Subsidiaries*						
Loan 1	September 23, 2019	September 23, 2020	LIBOR plus spread; quarterly	Unsecured	**P–**	P2,532,000
Loan 2	September 20, 2019	September 20, 2020	LIBOR plus spread; quarterly	Unsecured	**–**	4,557,600
Loan 3	September 20, 2019	September 20, 2020	LIBOR plus spread; quarterly	Unsecured	**–**	4,557,600
Loan 4	September 20, 2019	September 7, 2020	LIBOR plus spread; quarterly	Unsecured	**–**	2,532,000
Loan 5	September 13, 2019	September 7, 2020	LIBOR plus spread; quarterly	Unsecured	**–**	6,076,800
Loan 6	April 5, 2019 - July 19, 2019	March 31, 2021	LIBOR plus spread; quarterly	Unsecured	**960,400**	1,012,800
Loan 7	August 22, 2019 - April 2, 2020	February 3, 2021	LIBOR plus spread; quarterly	Unsecured	**1,680,700**	911,520
Loan 8	September 30, 2020	September 24, 2021	LIBOR plus spread; quarterly	Unsecured	**480,200**	–
Loan 9	March 11, 2020 - April 21, 2020	March 4, 2021	LIBOR plus spread; quarterly	Unsecured	**1,440,600**	–
Loan 10	October 27, 2020	September 24, 2021	LIBOR plus spread; quarterly	Unsecured	**480,200**	–
Parent Company						
Loan 11	April 23, 2020	February 26, 2021	2.5% Fixed rate	Unsecured	**1,440,690**	–
Loan 12	April 29, 2020	February 26, 2021	2.5% Fixed rate	Unsecured	**1,392,667**	–
PHP-denominated *Parent Company*						
Loan 13	April 15, 2020	April 10, 2021	BVAL plus spread; quarterly	Unsecured	**4,000,000**	–
Subsidiary						
Loan 14	April 20, 2020	April 15, 2021	Variable rate; quarterly	Unsecured	**1,000,000**	–
Loan 15	September 8, 2020	September 3, 2021	Variable rate; quarterly	Unsecured	**3,000,000**	–
					P15,875,457	P22,180,320

Loans of JWPL. Loan 1 consists of a short-term loan availed on September 23, 2019 from a local bank amounting to USD50.0 million (P2,679.5 million) subject to a variable interest rate based on London Interbank Offered Rate (LIBOR) plus spread of 0.55% which is payable and is reset on a quarterly basis. The principal is payable on September 23, 2020, the maturity date. As at December 31, 2020 and 2019, the carrying value of the loan amounted to nil and USD50.0 million (P2,532.0 million). The loan is guaranteed by the Parent Company.

Loan 2 consists of a short-term loan availed on September 20, 2019 from a local bank amounting to USD90.0 million (P4,823.1 million) subject to a variable interest rate based on three-month LIBOR plus spread of 0.62% which is payable and is reset on a quarterly basis. The principal is payable on September 20, 2020, the maturity date. As at December 31, 2020 and 2019, the carrying value of the loan amounted to nil and USD90.0 million (P4,557.6 million). The loan is guaranteed by the Parent Company.

Loan 3 consists of a short-term loan availed on September 20, 2019 from a local bank amounting to USD90.0 million (P4,823.1 million) subject to a variable interest rate based on LIBOR plus spread of 0.55% which is payable and is reset on a quarterly basis. The principal is payable on September 20, 2020, the maturity date. As at December 31, 2020 and 2019, the carrying value of the loan amounted to nil and USD90.0 million (P4,557.6 million). The loan is guaranteed by the Parent Company.

Loan 4 consists of a short-term loan availed on September 20, 2019 from a foreign bank amounting to USD50.0 million (P2,679.5 million) subject to a variable interest rate based on LIBOR plus spread of 0.90% which is payable and is reset on a quarterly basis. The principal is payable on September 7, 2020, the maturity date. As at December 31, 2020 and 2019, the carrying value of the loan amounted to nil and USD50.0 million (P2,532.0 million). The loan is guaranteed by the Parent Company.

Loan 5 consists of a short-term loan availed on September 13, 2019 from a foreign bank amounting to USD120.0 million (P6,430.8 million) subject to a variable interest rate based on three-month LIBOR plus spread of 0.50% which is payable and is reset on a quarterly basis. The principal is payable on September 7, 2020, the maturity date. As at December 31, 2020 and 2019, the carrying value of the loan amounted to nil and USD120.0 million (P6,076.8 million). The loan is guaranteed by the Parent Company.

The short-term debts of JWPL (Loans 1 to 5) have been prepaid on February 3 and 6, 2020 from the proceeds of the issuance of guaranteed Senior Perpetual Securities (see Note 19).

Loans of SJBF. Loan 6 consists of a short-term uncommitted line of credit agreement signed on March 22, 2019 with a local bank up to an aggregate amount of USD20.0 million (P1,046.4 million) until April 1, 2020. The loan is subject to variable interest rate based on three-month LIBOR plus spread of 0.95% which is payable monthly and subject to quarterly repricing. The initial drawdown was availed on April 5, 2019 amounting to USD5.0 million (P260.5 million). Subsequently, 2nd , 3rd and 4th drawdowns amounting to USD5.0 million (P262.2 million), USD5.0 million (P257.9 million) and USD5.0 million (P255.2 million) were availed on May 14, 2019, June 21, 2019 and July 19, 2019, respectively. The maturity of the loan was extended from March 23, 2020 to March 31, 2021. As at December 31, 2020 and 2019, the carrying value of the loan amounted to USD20.0 million (P960.4 million) and USD20.0 million (P1,012.8 million), respectively.

Loan 7. On August 14, 2019, Smashburger Finance LLC signed a short-term uncommitted line of credit agreement with a local bank up to an aggregate amount of USD20.0 million (P1,045.6 million) until August 14, 2020. The loan is subject to variable interest rate based on three-month LIBOR plus spread of 0.95% which is payable and repriced quarterly. The initial drawdown was availed on August 22, 2019 amounting to USD5.0 million (P261.3 million). Subsequently, 2nd and 3rd drawdowns amounting to USD10.0 million (P507.3 million) and USD3.0 million (P151.9 million) were availed on November 12, 2019 and December 30, 2019, respectively. The loan will mature on August 14, 2020.

On February 3, 2020, the credit agreement was amended to increase the aggregate amount from USD20.0 million (P1,045.6 million) to USD35.0 million (P1,778.0 million). The credit agreement was extended until February 3, 2021, the maturity date, and made available to the JFC Group's other subsidiaries in North America. Each loan is subject to variable interest rate based on three-month LIBOR plus spread of 0.85% which is payable monthly and subject to quarterly repricing. The 4th, 5th and 6th drawdowns amounting to USD10.0 million (P506.8 million), USD5.0 million (P253.4 million) and USD2.0 million (P99.6 million) were availed on February 6, 2020, March 16, 2020 and April 2, 2020, respectively. As at December 31, 2020 and 2019, the carrying value of the loan amounted to USD35.0 million (P1,680.7 million) and USD18.0 million (P911.5 million), respectively. On February 3, 2021, the credit agreement was extended up to February 3, 2022.

Loan 8 consists of a short-term loan availed on September 30, 2020 from a local bank amounting to USD10.0 million (P485.0 million) subject to variable interest rate based on three-month LIBOR plus spread determined by the bank and subject to quarterly repricing. The principal is payable on September 24, 2021, the maturity date. As at December 31, 2020, the carrying value of the loan amounted to USD10.0 million (P480.2 million).

Loans 6 to 8 are guaranteed by the Ultimate Parent Company.

Loan of HFC and HFC (Canada). Loan 9 consists of a short-term uncommitted line of credit agreement signed on March 5, 2020 with a local bank up to an aggregate amount of USD30.0 million (P1,517.7 million) until March 4, 2021. The loan is subject to variable interest rate based on three-month LIBOR plus spread of 0.80% which is payable and repriced quarterly. The initial drawdown was availed on March 11, 2020 amounting to USD15.0 million (P760.2 million). The 2nd drawdown was availed on April 21, 2020 amounting to USD15.0 million (P761.9 million). As at December 31, 2020, the carrying value of the loan amounted to USD30.0 million (P1,440.6 million). This loan is guaranteed by the Ultimate Parent Company. On March 3, 2021, the credit agreement was extended up to December 31, 2021.

Loan of ICTL. Loan 10 consist of a short-term uncommitted line of credit agreement signed on September 25, 2020 with a local bank up to an aggregate amount of USD10.0 million (P483.8 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. As at December 31, 2020, the carrying value of the loan amounted to USD10.0 million (P480.2 million).

Loans of Parent Company. Loan 11 consists of a short-term loan availed on April 23, 2020 from a local bank amounting to USD30.0 million (P1,520.1 million) subject to a 2.5% fixed interest rate which is payable on a quarterly basis. The principal is payable on February 26, 2021, the maturity date. As at December 31, 2020, the carrying value of the loan amounted to USD30.0 million (P1,440.7 million). On March 29, 2021, the loan agreement was extended up to September 24, 2021.

Loan 12 consists of a short-term loan availed on April 29, 2020 from a local bank amounting to USD29.0 million (P1,464.8 million) subject to a 2.5% fixed interest rate which is payable on a quarterly basis. The principal is payable on February 26, 2021, the maturity date. As at December 31, 2020, the carrying value of the loan amounted to USD29.0 million (P1,392.7 million). On March 29, 2021, the loan agreement was extended up to September 24, 2021.

Loan 13 consists of a short-term loan availed on April 15, 2020 from a local bank amounting to P4,000.0 million subject to a variable interest rate based on three-month BVAL plus spread of 1.0%, subject to a floor of 5.0% which is payable and is reset on a quarterly basis. The principal is payable on April 10, 2021, the maturity date.

Loans of ZFC. Loan 14 consists of a short-term loan availed on April 20, 2020 from a local bank amounting to P1,000.0 million subject to a variable interest rate which is payable and is reset on a quarterly basis. The principal is payable on April 15, 2021, the maturity date.

Loan 15 consists of a short-term loan availed on September 8, 2020 from a local bank amounting to P3,000.0 million subject to a variable interest rate based on three-month BVAL plus spread of 1.0%, subject to a floor of 5.0% which is payable and is reset on a quarterly basis. The principal is payable on September 3, 2021, the maturity date.

Loans 14 and 15 are guaranteed by the Parent Company.

Interest expense recognized on short-term debt amounted to P421.8 million and P189.9 million for the years ended December 31, 2020 and 2019, respectively (see Note 23).

Long-term Debt

The long-term debt consists of the following:

	2020	2019
Principal	**P19,326,476**	P22,682,946
Unamortized debt issue cost	**(68,263)**	(87,223)
	P19,258,213	P22,595,723

The details of long-term debt follow:

	Availment Date	Maturity Date	Interest Rate	Condition	**2020**	2019
USD-denominated *Subsidiaries*						
Loan 1	October 21, 2015	October 21, 2025	LIBOR plus spread; quarterly	Unsecured	**P2,934,556**	P3,713,600
Loan 2	November 29, 2016	November 29, 2024	3.0% per annum; annually	Unsecured	**1,382,976**	1,473,624
Loan 3	November 29, 2016	November 29, 2022	ROP 2121 and ROP 2024 plus spread; annually	Unsecured	**368,794**	392,966
VND-denominated *Subsidiaries*						
Loan 4	February 19, 2015	February 20, 2020	VIOR plus spread; monthly	Unsecured	**–**	10,743
Loan 5	December 30, 2015	December 20, 2020	VND COF plus spread; quarterly	Unsecured	**–**	37,145
Loan 6	April 3, 2017	April 1, 2022	VND COF plus spread; quarterly	Unsecured	**61,731**	92,863
Loan 7	February 13, 2018	March 20, 2023	VND COF plus spread; quarterly	Unsecured	**167,482**	229,269
Loan 8	November 15, 2018 - October 9, 2019	December 24, 2023	Bank's three-month COF plus spread; quarterly	Unsecured	**383,875**	404,225
Loan 9	November 19 - September 30, 2020	August 30, 2024	Bank's three-month COF plus spread; quarterly	Unsecured	**311,250**	118,511
Loan 10	August 27, 2020 - July 26, 2021	July 26, 2026	Bank's three-month COF plus spread; quarterly	Unsecured	**145,812**	–
PHP-denominated *Parent Company*						
Loan 11	April 22, 2016	April 22, 2021	PDST-R2 plus spread; quarterly	Unsecured	**P124,583**	P373,583
Loan 12	December 22, 2017	December 22, 2022	PDST-R2 plus spread; quarterly	Unsecured	**796,800**	1,195,200
Loan 13	December 22, 2017	December 22, 2022	PDST-R2 plus spread; quarterly	Unsecured	**1,045,800**	1,568,700
Loan 14	December 22, 2017	December 22, 2022	PDST-R2 plus spread; quarterly	Unsecured	**398,400**	597,600
Loan 15	December 27, 2017	December 27, 2022	PDST-R2 plus spread; quarterly	Unsecured	**298,800**	448,200
Loan 16	March 27, 2018	March 27, 2025	PDST R2 plus spread; quarterly	Unsecured	**3,550,875**	4,176,375
Loan 17	May 11, 2018	May 11, 2025	PDST R2 plus spread; quarterly	Unsecured	**2,685,803**	2,982,589
Loan 18	August 15, 2018	August 15, 2025	PDST-R2 plus spread; quarterly	Unsecured	**2,551,500**	2,683,607
Subsidiaries						
Loan 19	December 21, 2016	December 21, 2021	PDST-R2 plus spread; quarterly	Unsecured	**109,890**	109,780
Loan 20	August 24, 2018	August 24, 2025	PDST-R2 plus spread; quarterly	Unsecured	**945,000**	993,929
Loan 21	May 8, 2019	May 8, 2026	BVAL plus spread	Unsecured	**994,286**	993,214
					19,258,213	22,595,723
Less current portion - net of debt issue costs of P18.4 million and P17.8 million in 2020 and 2019, respectively					**4,720,096**	3,415,975
Noncurrent portion					**P14,538,117**	P19,179,748

LIBOR – London Interbank Offered Rate
VIOR – Vietnam Interbank Offered Rate
BVAL – Bloomberg Valuation Service
PDST-R2 – Philippine Dealing System Treasury - Reference Rate Two

VND-denominated Loans of SuperFoods Group. Loan 7 consists of a 5-year unsecured loan acquired from a local bank in Vietnam amounting to VND113.0 billion (P262.7 million) available in tranches within eighteen (18) months from February 13, 2018, the date of loan agreement. The loan is subject to a variable interest rate based on three-month VND COF plus spread of 1.3%. The principal is payable in fourteen (14) quarterly installments commencing on the 21st month from the initial drawdown date on March 20, 2018 amounting to VND7.5 billion (P17.4 million). The loan will mature on March 20, 2023. As at December 31, 2020 and 2019, the carrying value of the loan amounted to VND80.7 billion (P167.5 million) and VND104.9 billion (P229.3 million), respectively.

Loan 8 consists of a 5-year unsecured loan acquired from a local bank in Vietnam amounting to VND185.0 billion (P426.2 million) available in tranches within twenty-four (24) months from November 15, 2018, the date of loan agreement. The loan is subject to a variable interest rate based on the Bank's three-month COF plus spread of 1.35%. The principal is payable in twelve (12) quarterly installments commencing on the 27th month from the initial drawdown date on December 25, 2018 amounting to VND18.2 billion (P42.0 million). Subsequent tranches amounting to a total of VND166.8 billion (P374.5 million) were availed in 2019. The loan will mature on December 24, 2023. As at December 31, 2020 and 2019, the carrying value of the loan amounted to VND185.0 billion (P383.9 million) and VND185.0 billion (P404.2 million), respectively.

Loan 9 consists of a 5-year unsecured loan acquired from a local bank in Vietnam amounting to VND160.0 billion (P349.6 million) available in tranches within twelve (12) months from August 29, 2019, the date of loan agreement. The loan is subject to a variable interest rate based on the Bank's three-month COF plus spread of 1.35%. The principal is payable in sixteen (16) quarterly installments commencing on the 16th month from the date of agreement. Initial drawdown amounting to VND4.6 billion (P10.2 million) was availed on November 19, 2019. Subsequent tranches amounting to a total of VND49.6 billion (P108.4 million) were availed in November and December 2019 and a total of VND105.8 billion (P229.6 million) were availed in 2020. The loan will mature on August 30, 2024. As at December 31, 2020 and 2019, the carrying value of the loan amounted to VND150.0 billion (P311.3 million) and VND54.2 billion (P118.5 million), respectively.

Loan 10 consists of a 5-year unsecured loan acquired from a local bank in Vietnam amounting to VND232.0 billion (P484.6 million) available in tranches within twelve (12) months from July 27, 2020, the date of loan agreement. The loan is subject to a variable interest rate based on the Bank's three-month COF plus spread of 1.5%. The principal is payable in sixteen (16) quarterly installments commencing on the 16th month from the date of agreement. Initial drawdown amounting to VND7.2 billion (P15.0 million) was availed on August 27, 2020. Subsequent tranches amounting to a total of VND63.1 billion (P131.1 million) were availed in September to December 2020. As at December 31, 2020, the carrying value of the loan amounted to VND70.3 billion (P145.8 million).

Loans 4 to 10 are guaranteed by the Ultimate Parent Company.

PHP-denominated Loans of the Parent Company. Loan 16 consists of 7-year unsecured loan acquired from a local bank on March 27, 2018 amounting to P4,200.0 million. The loan is subject to a variable interest equal to the simple average of the preceding five (5) days of the three-month PDST-R2 rate plus spread of 0.40% and to an interest rate floor of 3.0%. The principal is payable in equal quarterly installments commencing on the 27th month from drawdown date amounting to P210.0 million. The Parent Company incurred debt issue cost of P31.5 million, representing documentary stamp tax, for this loan. The Parent Company has an option to convert the variable interest rate into a fixed interest rate but in no case later than 365 days from the drawdown date. The conversion to fixed interest rate is based on simple average of the applicable/interpolated "Done" PDST-R2 rates within the preceding five (5) consecutive business days plus spread of 0.60%. In the event that there is no "Done" PDST-R2 rates, it shall be determined by interpolating the "Done" PDST-R2 of other tenors or mutually agreed computation based on the available bids/interpolation. The Parent Company also has an option to prepay the loan in part or in full on any interest payment date subject to certain conditions.

Loan 17 consists of 7-year unsecured loan acquired from a local bank on May 11, 2018 amounting to P3,000.0 million. The loan is subject to a variable interest rate equal to simple average of the five (5) trading days of the three-month Treasury Securities Benchmark Yield, as published in the PDST-R2 page of the PDEX preceding and inclusive of the Interest Rate Setting Date plus spread of 0.50%. The Parent Company has a one-time option to convert the variable interest rate into a fixed interest rate until the fourth interest rate setting date subject to certain conditions. The conversion to fixed interest rate is equal to the interpolated Treasury Securities Benchmark Yield based on the remaining tenor of the Loan, as published in the PDST-R2 on the interest setting date plus spread of 0.50%. The principal is payable in twenty (20) quarterly installments commencing on the end of the 8th quarter from the drawdown date. The Parent Company incurred debt issue cost of P22.5 million, representing documentary stamp tax, for this loan.

Loan 18 consists of 7-year unsecured loan acquired from a local bank on August 15, 2018 amounting to P2,700.0 million. The loan is subject to a variable interest rate equal to simple average of the five (5) trading days of the three-month Treasury Securities Benchmark Yield, as published in the PDST-R2 page of the PDEX preceding and inclusive of the Interest Rate Setting Date plus spread of 0.50%. The Parent Company has a one-time option to convert the variable interest rate into a fixed interest rate until the fourth interest rate setting date subject to certain conditions. The conversion to fixed interest rate is equal to the interpolated Treasury Securities Benchmark Yield based on the remaining tenor of the Loan, as published in the PDST-R2 on the interest setting date plus spread of 0.50%. The principal is payable in twenty (20) quarterly installments commencing on the end of the 8th quarter from the drawdown date. The Parent Company incurred debt issue cost of P20.3 million, representing documentary stamp tax, for this loan.

The Parent Company's PHP denominated long-term debt (Loans 11 to 18) amounted to P11,452.6 million and P14,025.9 million, net of unamortized debt issue cost of P57.4 million and P74.1 million as at December 31, 2020 and 2019, respectively. The current portion amounted to P3,363.9 million and P2,573.3 million, net of debt issue cost of P16.2 million and P16.7 million as at December 31, 2020 and 2019, respectively.

PHP-denominated Loan of Zenith. Loan 20 is a 7-year unsecured loan acquired from a local bank on August 24, 2018 amounting to P1,000.0 million. The loan is subject to a variable interest equal to the simple average of the preceding five *(5)*days of the three-month PDST-R2 on the interest setting date plus spread of 0.48% and to an interest rate floor equal to the BSP Overnight Reverse Repurchase Rate. Zenith has an option to convert the variable interest rate into a fixed interest rate but in no case later than 365 days from the drawdown date. The conversion to fixed interest rate is based on simple average of the applicable/interpolated "Done" PDST-R2 rates within the preceding five *(5)* consecutive business days plus spread of 0.60%. Zenith incurred debt issue cost of P7.5 million, representing documentary stamp tax, in relation to this loan. The principal is payable in equal quarterly installments commencing on the 27th month from the drawdown date and every quarter thereafter until maturity. The carrying amount of the loan is P945.0 million and P993.9 million, net of unamortized debt issue cost of P5.0 million and P6.1 million as at December 31, 2020 and 2019, respectively.

Loan 21 consist of 7-year unsecured loan acquired from a local bank on May 8, 2019 amounting to P1,000.0 million. The loan is subject to a variable interest equal to the simple average of the preceding five *(5)* banking days PHP BVAL Reference rate for three *(3)* months tenor plus spread of 0.66% or to an interest rate floor equal to the BSP Overnight Reverse Repurchase Rate plus spread of 0.50%. Zenith has an option to convert the variable interest rate into a fixed interest within one *(1)* year from the drawdown date. The conversion to fixed interest rate is based on simple average of the applicable/interpolated PHP BVAL Reference rate for the remaining tenor of the loan plus spread of 1.0%. Zenith incurred debt issue cost of P7.5 million, representing documentary stamp tax, in relation to this loan. The principal is payable in equal quarterly installments commencing on the 9th quarter from the drawdown date and every quarter thereafter until maturity. The carrying amount of the loan is P994.3 million and P993.2 million, net of unamortized debt issue cost of P5.7million and P6.8 million, as at December 31, 2020 and 2019, respectively.

The loans are guaranteed by the Parent Company. Consequently, the Parent Company is subject to certain debt covenants which include, among others, maintaining a Debt-to-Equity ratio, Debt-to-EBITDA ratio and Debt-to-Service Coverage Ratio. As at December 31, 2019, the Debt-to-EBITDA ratio was amended temporarily from 3.0-4.0 or below to 5.0 or below and Debt-to-Service Coverage Ratio was waived. In 2020, the Debt-to-EBITDA ratio and Debt-to-Service Coverage Ratio were waived until December 31, 2021. The Parent Company is in compliance with the applicable debt covenants as at December 31, 2020 and 2019.

Interest expense recognized on long-term debt amounted to P744.1 million and P1,172.6 million for the years ended December 31, 2020 and 2019, respectively (see Note 23).

The future expected principal settlements of the JFC Group's loans follow:

	2020	2019
2020	**P–**	P3,433,754
2021	**4,738,472**	4,758,007
2022	**5,041,401**	4,928,959
2023	**3,211,366**	3,138,771
2024 to 2026	**6,335,237**	6,423,455
	19,326,476	22,682,946
Less debt issue costs	**(68,263)**	(87,223)
	P19,258,213	P22,595,723

Embedded Derivatives

Certain long-term loans of the JFC Group include provisions for an option to convert the variable interest rate into a fixed interest rate. Certain long-term loans are also subject to an interest rate floor. In addition, the JFC Group's long-term loans generally provide an option to pre-pay the loan in full before the maturity date.

The JFC Group assessed that the derivatives embedded in the loan contracts need not be bifurcated since they are clearly and closely related to the economic characteristics and risks of the host loan contract and do not qualify for separate accounting as at December 31, 2020 and 2019.

Freestanding Derivatives, Hedges and Hedge Effectiveness Testing

On November 20, 2015, the JFC Group entered into an Interest Rate Swap (IRS) with a bank to convert its exposure in the variable interest rate of Loan 1 to a fixed interest rate. The IRS will terminate and the loan will mature simultaneously on October 21, 2025. The JFC Group has designated the IRS as a cash flow hedge.

The IRS with a notional amount equal to the principal amount of the loan requires the JFC Group to pay fixed interest payments at 3.36% in exchange of variable interest payments at three-month LIBOR plus spread of 1.20% from the bank throughout the term of the IRS on the notional amount. The IRS settles quarterly on a net basis.

The fair value of the IRS amounted to P141.5 million and P58.2 million as at December 31, 2020 and 2019, respectively, presented as derivative liability in the consolidated statements of financial position. The terms of the IRS approximately match the terms of the interest payments on the loan. Accordingly, there is no hedge ineffectiveness to be recognized in profit or loss.

Unrealized loss of P83.2 million and P141.1 million were recognized in other comprehensive income in 2020 and 2019, respectively.

Senior Debt Securities (Notes)

On June 24, 2020, the JFC Group, through JWPL, issued a USD300.0 million (P14,994.0 million) 5.5-year and USD300.0 million (P14,994.0 million) 10-year Reg S dual tranche US dollar denominated guaranteed Notes with a coupon rate of 4.125% and 4.750%, respectively, and payable semi-annually. This was listed in the Singapore Exchange Securities Trading Limited on June 25, 2020.

The proceeds from the issuance will be used for general corporate purposes, intended as a precautionary measure from the unforeseen eventualities that may be caused by the Covid-19 pandemic, as well as fund initiatives of the JFC Group (see Note 10).

The JFC Group incurred debt issue cost of USD4.0 million (P200.4 million) for this transaction. As at December 31, 2020, the carrying value of the Notes amounted to USD596.2 million (P28,629.0 million), net of unamortized debt issue cost of USD3.9 million (P183.0 million).

Interest expense recognized on senior debt securities amounted to P682.4 million in 2020 (see Note 23).

19. EQUITY

A. Capital Stock

The movements in the account are as follows:

	2020	2019
Authorized - P1 par value 1,450,000,000 shares	**P1,450,000**	P1,450,000
Issued and subscribed:		
Balance at beginning of year	**P1,110,149**	P1,105,214
Issuances during the year	**12,108**	4,935
Balance at end of year	**1,122,257**	1,110,149
Subscriptions receivable	**(17,178)**	(17,178)
	P1,105,079	P1,092,971

The total number of shareholders of the Parent Company is 2,999 and 3,004 as at December 31, 2020 and 2019, respectively.

B. Additional Paid-in-Capital

The movements in the Additional paid in-capital pertain to the difference between the exercise prices of stock options exercised and the par value of Parent Company's shares. For the years ended December 31, 2020 and 2019, stock options totaling 12,108,364 shares and 4,934,701 shares, respectively, were exercised (see Note 26). These resulted to an additional paid-in capital amounting to P1,268.7 million and P580.5 million in 2020 and 2019, respectively.

Stock options expense, amounting to P188.3 million and P262.9 million in 2020 and 2019, respectively, were also recognized as part of additional paid-in capital (see Notes 22 and 26).

The Parent Company recognized deferred tax assets on MSOP and ELTIP, resulting to a decrease of P340.5 million and P684.5 million in additional paid-in capital in 2020 and 2019, respectively.

As at December 31, 2020 and 2019, total additional paid-in capital amounted to P9,913.9 million and P8,797.4 million, respectively.

C. Treasury Shares

The cost of common stock of the Parent Company held in treasury of P180.5 million consists of 16,447,340 shares as at December 31, 2020 and 2019.

D. Senior Perpetual Securities (Securities)

The Securities amounting to USD600.0 million (P30,588.0 million) was issued by the JFC Group, through JWPL, on January 23, 2020 and was listed in the Singapore Exchange Securities Trading Limited 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 Securities were partially used to refinance the short-term debt from the acquisition of CBTL (see Note 18) while some were invested to bond funds (see Note 10).

On July 23, 2020, JWPL paid first distributions amounting to USD11.7 million (P577.7 million). Distributions due as at December 31, 2020 totaling to USD10.2 million (P490.0 million) has been accrued in 2020.

The Securities are treated as equity as part of non-controlling interests in the consolidated financial statements of the JFC Group because nothing in the terms and conditions of the Securities gives rise to an obligation of the JFC Group to deliver cash or another financial asset in the future as defined by PAS 32.

E. 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, 2020 and 2019, recognized as part of "Equity Attributable to Equity Holders of the Parent Company" section in the consolidated statements of financial position, resulted from the following acquisitions of non-controlling interests:

	2020	2019
20% of Greenwich in 2006	**P168,257**	P168,257
15% of Belmont in 2007	**375,721**	375,721
40% of Adgraphix in 2010	**(1,214)**	(1,214)
30% of Mang Inasal in 2016	**1,217,615**	1,217,615
30% of HBFPPL in 2016	**391,782**	391,782
15% of SJBF in 2018	**(347,395)**	(347,395)
30% of Smashburger Long Island in 2020 (NOTE 11)	**95,774**	–
49% of Smashburger Westchester in 2020 (NOTE 11)	**125,800**	–
	P2,026,340	P1,804,766

F. Retained Earnings

The JFC Group has a cash dividend policy of declaring one-third of the JFC Group's net income for the year as cash dividends. It uses best estimate of its net income as basis for declaring cash dividends. Actual cash dividends per share declared as a percentage of the EPS are 12.4%, 38.6% and 32.8% in 2020, 2019 and 2018, respectively.

The Parent Company's cash dividend declarations for 2020, 2019 and 2018 follow:

Declaration Date	Record Date	Record Date	Cash Dividend per Share	Total Cash Dividends Declared
2020				
April 7	April 27	May 22	**P0.62**	**P680,528**
November 9	November 24	December 14	**0.68**	**750,562**
			P1.30	**P1,431,090**
2019				
April 8	April 26	May 9	P1.23	P1,341,178
November 11	November 26	December 10	1.35	1,473,767
			P2.58	P2,814,945
2018				
April 6	April 24	May 9	P1.14	P1,236,518
November 9	November 26	December 10	1.34	1,455,269
			P2.48	P2,691,787

An important part of the JFC Group's growth strategy is the acquisition of new businesses in the Philippines and abroad. Examples were acquisitions of 85% of Yonghe King in 2004 in PRC (P1,200.0 million), 100% of Red Ribbon in 2005 (P1,700.0 million), the remaining 20% minority share in Greenwich in 2006 (P384.0 million), the remaining 15% share of Yonghe King in 2007 (P413.7 million), 100% of Hong Zhuang Yuan restaurant chain in PRC in 2008 (P2,600.0 million), 70% of Mang Inasal in 2010 (P2,976.2 million), 100% of Chowking US operations in 2011 (P693.3 million), 40% of SJBF LLC, the parent company of the entities comprising the Smashburger business in US (P4,812.8 million), including transaction costs in 2015, the remaining 30% minority share each in Mang Inasal (P2,000.0 million) and HBFPPL (P514.9 million), acquisition of GSC (P8.6 million) in 2016, the acquisition of additional 10% share in SuperFoods Group (P2,712.7 million) in 2017, acquisition of the remaining 60% share in SJBF LLC (P5,735.8 million) in 2018, acquisition of the 80% of The Coffee Bean & Tea Leaf (P17,163.0 million) in 2019 and the remaining 30% minority share in Smashburger Long Island (P95.8 million) in 2020.

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The JFC Group plans to continue to make substantial acquisitions in the coming years. The JFC Group uses its cash generated from operations to finance these acquisitions and capital expenditures. These limit the amount of cash dividends that it can declare and pay, making the level of the retained earnings higher than the paid-up capital stock

On November 9, 2018, the BOD approved the following:

- Release of previously appropriated retained earnings amounting to P18,200.0 million as at September 30, 2018 related to the completed projects in 2013 to 2018; and,
- Appropriation of retained earnings amounting to P20,000.0 million. Details are as follows:

Projects	Timeline	Amount
Capital Expenditures	2019 - 2024	P12,000,000
Acquisition of Businesses	2019 - 2024	8,000,000
		P20,000,000

The unappropriated retained earnings of the Parent Company is also restricted to the extent of cost of common stock held in treasury amounting to P180.5 million as well as the undistributed retained earnings of its subsidiaries which amounted to nil and P1,715.4 million as at December 31, 2020 and 2019, respectively.

The Parent Company's retained earnings available for dividend declaration, computed based on the guidelines provided in SEC Memorandum Circular No. 11, amounted to P12,566.0 million and P14,183.9 million as at December 31, 2020 and 2019, respectively.

In relation with the Securities Regulation Code, below is the summary of the Parent Company's track record of registration of securities.

	Number of Shares registered	Initial issue/offer price	Listing Date	Number of holders of securities	
				2020	2019
Common shares	75,000,000	P9	July 14, 1993	**2,999**	3,004

20. ROYALTY, SET-UP FEES AND OTHERS

This account consists of:

	2020	2019	2018
Royalty fees	**P5,426,460**	P8,477,040	P7,043,891
Set-up fees	**116,580**	471,711	546,909
Service fees	**237,568**	381,188	489,359
Scrap fees	**103,427**	89,367	109,658
Rent income (SEE NOTES 13 AND 29)	**35,771**	58,493	24,992
Other revenues	**547,328**	237,917	228,655
	P6,467,134	P9,715,716	P8,443,464

The JFC Group has existing Royalty and Service Agreements with independent franchisees for the latter to operate quick service restaurant outlets under the "Jollibee", "Greenwich", "Chowking", "Yong He King", "Red Ribbon", "Hong Zhuang Yuan", "Mang Inasal", "Highlands Coffee", "Pho 24", "Smashburger" and "The Coffee Bean & Tea Leaf" concepts and trade names. In consideration thereof, the franchisees agree to pay set-up fees and monthly royalty fees equivalent to a certain percentage of the franchisees' net sales.

The JFC Group's franchisees pay service fees for various services, including repairs and maintenance services, rendered by the JFC Group's personnel.

Other revenues pertain to delivery fees and other miscellaneous revenues earned by the JFC Group.

21. DIRECT COSTS

This account consists of:

	2020	2019	2018
Cost of Sales			
Cost of inventories	**P58,999,321**	P85,405,049	P74,995,446
Personnel costs:			
Salaries, wages and other employee benefits	**16,943,784**	17,778,095	14,878,078
Pension expense (SEE NOTE 25)	**47,419**	189,336	190,272
Depreciation and amortization (SEE NOTES 12 AND 29)	**13,863,747**	12,876,957	11,343,834
Contracted services	**6,741,864**	9,942,936	8,847,468
Electricity and other utilities	**4,096,589**	5,535,762	5,247,450

(Forward)

	2020	2019	2018
Rent (SEE NOTE 29)	**P2,537,011**	P4,466,414	4,700,223
Supplies	**2,260,351**	2,963,236	3,150,090
Repairs and maintenance	**1,934,204**	2,001,413	1,578,608
Security and janitorial	**955,561**	1,103,819	983,306
Communication	**377,760**	341,033	289,677
Professional fees	**107,305**	162,482	169,531
Representation and entertainment	**81,249**	125,518	131,853
Delivery costs, insurance and others (SEE NOTE 29)	**5,179,347**	4,364,723	3,391,257
	114,125,512	147,256,773	129,897,093
Cost of Services			
Advertising expense	**1,600,825**	3,001,108	2,523,492
	P115,726,337	P150,257,881	P132,420,585

Delivery costs, insurance and others include lease pre-termination costs amounting to P1,042.5 million in 2020.

22. GENERAL AND ADMINISTRATIVE EXPENSES

This account consists of:

	2020	2019	2018
Personnel costs:			
Salaries, wages and other employee benefits	**P10,692,405**	P9,580,087	P8,027,163
Stock options expense (SEE NOTES 19 AND 26)	**188,290**	262,875	311,964
Pension expense (SEE NOTE 25)	**48,156**	204,831	208,533
Impairment in value of:			
Property, plant and equipment (SEE NOTE 12)	**1,185,512**	399,212	–
Right-of-use assets (SEE NOTE 29)	**661,365**	–	–
Inventories (SEE NOTE 8)	**332,505**	16,670	8,278
Receivables (SEE NOTE 7)	**281,866**	25,342	10,188
Taxes and licenses	**1,403,482**	1,854,426	1,561,687

(Forward)

	2020	2019	2018
Professional fees	**P1,432,451**	P1,213,054	P1,018,320
Loss (gain) on retirements and disposals of property, plant and equipment and intangibles (SEE NOTES 12, 14 AND 15)	**1,489,155**	(278,318)	45,540
Contracted services	**1,252,357**	597,231	565,260
Depreciation and amortization (SEE NOTES 12, 14, 15 AND 29)	**704,993**	618,441	541,918
Rent (SEE NOTE 29)	**492,322**	522,230	586,982
Transportation and travel	**412,146**	836,518	748,856
Repairs and maintenance	**313,263**	323,257	279,891
Communication	**303,461**	186,030	158,430
Membership and subscriptions	**275,785**	222,805	160,414
Donations	**260,726**	120,576	101,118
Corporate events	**230,880**	215,376	234,865
Reversals of provision for impairment on:			
Inventories (SEE NOTE 8)	**(82,354)**	(26,465)	(6,148)
Property, plant and equipment (SEE NOTE 12)	**(76,173)**	(29,179)	(408,184)
Receivables (SEE NOTE 7)	**–**	(91,402)	(23,675)
Insurance	**101,232**	80,048	41,179
Training	**107,775**	279,548	151,753
Supplies	**102,590**	106,830	96,224
Electricity and other utilities	**46,280**	71,749	72,095
Representation and entertainment	**43,188**	94,201	121,306
Association dues	**42,179**	42,338	69,569
Security and janitorial	**11,970**	34,054	26,053
Research and development and others (SEE NOTES 14, 15 AND 29)	**1,496,414**	1,424,369	751,040
	P23,754,221	P18,906,734	P15,460,619

Research and development and others include costs (gain) on lease pre-termination and derecognition of unfavorable leases amounting to P332.5 million and (P233.1 million), respectively, in 2020.

23. INTEREST INCOME (EXPENSE) AND OTHER INCOME (EXPENSE)

	2020	2019	2018
Interest income			
Cash and cash equivalents and short-term investments (SEE NOTE 6)	**P114,824**	P273,022	P313,273
Loans and advances (SEE NOTE 11)	**69,921**	85,985	55,523
Accretion of interest on security and other deposits and employee car plan receivables (SEE NOTE 15)	**35,927**	33,564	46,589
Accretion of lease receivables (SEE NOTE 29)	**5,944**	8,086	9,034
	P226,616	P400,657	P424,419

	2020	2019	2018
Interest expense			
Accretion of lease liabilities (SEE NOTE 29)	**(P1,938,530)**	(P1,824,311)	(P1,728,620)
Long-term debt (SEE NOTE 18)	**(744,050)**	(1,172,589)	(888,216)
Senior debt securities (SEE NOTE 18)	**(682,448)**	–	–
Short-term debt (SEE NOTE 18)	**(421,779)**	(189,917)	–
Accretion of customer deposits (SEE NOTE 16)	**(845)**	(481)	(627)
	(P3,787,652)	(P3,187,298)	(P2,617,463)

	2020	2019 (AS RESTATED - NOTE 11)	2018
Other income (expense)			
Write-off of liabilities	**P2,102,109**	P2,290,538	P2,343,295
Unrealized gain (loss) from financial assets at FVTPL - net (SEE NOTE 10)	**1,317,728**	(1,640)	9,980
Pre-termination of lease agreements (SEE NOTE 29)	**886,339**	400,367	193,230
Rebates, suppliers' incentives and government subsidies	**600,593**	339,082	194,927
Bank charges	**(542,884)**	(404,958)	(317,791)
Provisions - net (SEE NOTE 17)	**(501,637)**	-	-
Foreign exchange loss - net	**(142,364)**	(268,155)	(34,597)
Penalties and charges	**47,137**	65,826	62,467
Other rentals	**18,453**	6,258	8,662
Charges to franchisees	**6,954**	24,556	24,679

(Forward)

	2020	2019 (AS RESTATED - NOTE 11)	2018
Gain from acquisition of a business (SEE NOTE 11)	**–**	P4,255,324	P754,804
Marked-to-market loss on derivatives (SEE NOTE 11)	**–**	–	(49,791)
Reversal of impairment loss on interest in an associate (SEE NOTE 11)	**–**	–	16,660
Insurance claims and others	**368,749**	143,020	136,003
	P4,161,177	P6,850,218	P3,342,528

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

24. INCOME TAXES

The JFC Group's provision for current income tax consists of the following:

	2020	2019	2018
Final tax withheld on:			
Royalty income	**P1,039,849**	P1,750,140	P1,512,611
Interest income	**6,055**	30,914	39,153
RCIT:			
With itemized deduction	**239,481**	873,698	511,077
With Optional Standard Deduction (OSD)	**6,288**	195,044	473,240
MCIT	**254,946**	405,868	286,011
	P1,546,619	P3,255,664	P2,822,092

RCIT consists of corporate income taxes from the JFC Group's operations in the Philippines, PRC, USA, Vietnam and Singapore.

For the years ended December 31, 2020 and 2019, Grandworth and RRBH, wholly-owned subsidiaries, elected to use OSD in computing for their taxable income. The net tax benefit from the availment of OSD amounted to P1.2 million and P123.6 million in 2020 and 2019, respectively.

The components of the JFC Group's recognized net deferred tax assets as at December 31 follow:

	2020	2019
Deferred tax assets:		
Lease liabilities	**P6,079,643**	P7,055,657
NOLCO:		
USA-based entities	**1,284,699**	608,903
Philippine-based entities	**1,067,152**	155,759
PRC-based entities	**288,725**	110,960
Europe-based entities	**1,955**	–
Accrued expenses of USA-based entities	**949,995**	730,686
Pension liability and other benefits	**751,806**	765,184
Accumulated impairment loss in value of receivables, inventories, property, plant and equipment and other nonfinancial assets	**422,318**	66,697
Excess of MCIT over RCIT	**411,332**	654,418
Unrealized foreign exchange loss	**121,092**	158,461
MSOP and ELTIP	**64,867**	531,568
Unaccreted discount on security deposits and employee car plan receivables	**35,621**	36,004
Unamortized past service costs	**5,672**	6,491
Others	**85,453**	12,053
	11,570,330	10,892,841
Deferred tax liabilities:		
Right-of-use assets	**5,009,602**	6,019,510
Excess of fair value over book value of identifiable assets of acquired businesses	**256,016**	77,282
Unrealized foreign exchange gain	**85,578**	76,936
Unaccreted discount on employee car plan receivables and security deposits	**26,733**	26,714
Unrealized gain on change in fair value of financial assets at FVTPL	**26,666**	2,444
Operating lease receivables	**20,046**	22,576
Prepaid rent	**16,902**	155,549
Deferred rent expense	**14,403**	15,225
State income taxes	**–**	47,343
	5,455,946	6,443,579
Deferred tax assets - net	**P6,114,384**	P4,449,262

The components of the JFC Group's recognized net deferred tax liabilities as at December 31 follow:

	2020	2019 (AS RESTATED - NOTE 11)
Deferred tax assets:		
Lease liabilities	**P3,531,281**	P4,388,629
Allowance for impairment loss on receivables, inventories and property, plant and equipment	**144,021**	79,590
NOLCO:		
Hungary-based entity	**100,564**	–
Asia-based entities	**28,185**	–
Pension liability and other benefits	**42,332**	56,045
Capital allowance	**17,884**	–
Operating lease receivable	**13,800**	–
Accrued expenses of USA-based entities	**12,213**	–
MSOP and ELTIP	**2,146**	5,665
Unaccreted discount on security deposits and employee car plan receivables	**806**	837
Unamortized past service costs	**324**	378
Unrealized foreign exchange loss	**5**	32
	3,893,561	4,531,176
Deferred tax liabilities:		
Excess of fair value over book value of identifiable assets of acquired businesses	**4,362,947**	4,329,396
Right-of-use assets	**3,355,089**	4,333,105
Finance lease receivables	**30,189**	33,327
Unaccreted discount on employee car plan receivables, security and product security deposits	**915**	1,049
Unrealized foreign exchange gain	**–**	5
Others	**–**	6,927
	7,749,140	8,703,809
Deferred tax liabilities - net	**P3,855,579**	P4,172,633

The rollforward analysis of the net deferred tax assets and liabilities of the JFC Group follows:

	2020	2019 (AS RESTATED - NOTE 11)
Balance at beginning of year	**P276,629**	P1,230,297
Additions:		
Income tax effect to profit or loss	**2,205,626**	200,494
Arising from business combination	**-**	(817,014)
Income tax effect of remeasurements of net defined benefit plan	**165,324**	252,873
Tax effect of MSOP and ELTIP	**(340,449)**	(684,479)
Translation adjustments	**(48,325)**	94,458
Balance at end of year	**P2,258,805**	P276,629

OSD

The availment of the OSD method also affected the recognition of several deferred tax assets and liabilities. Deferred tax assets and liabilities, for which the related income and expense are not considered in determining gross income for income tax purposes, are not recognized. This is because the manner by which the JFC Group expects to recover or settle the underlying assets and liabilities, for which the deferred tax assets and liabilities were initially recognized, would not result to any future tax consequence under the OSD method. Meanwhile, deferred tax assets and liabilities, for which the related income and expense are considered in determining gross income for income tax purposes, are recognized only to the extent of their future tax consequence under the OSD method. Hence, the tax base of these deferred tax assets and liabilities is reduced by the 40% allowable deduction provided for under the OSD method.

Accordingly, the JFC Group's deferred tax assets and liabilities, which were not recognized due to the use of the OSD method, are as follows:

	2020	2019
Deferred tax assets:		
Lease liabilities	**P7,930**	P19,142
Unaccredited discount on financial instruments and others	**218**	434
Allowance for impairment loss on receivables and nonfinancial assets	**4,550**	4,550
	12,698	24,126
Deferred tax liabilities:		
Operating lease receivables	**8,029**	22,218
Right-of-use assets	**109**	15
Others	**117**	391
	8,255	22,624
Deferred tax assets - net	**P4,443**	P1,502

As at December 31, 2020, NOLCO and excess of MCIT over RCIT of the Philippine-based entities that can be claimed as deductions from taxable income and income tax due, respectively, are as follows:

Year Incurred/Paid	Carryforward Benefit up to	NOLCO	Excess of MCIT over RCIT
2020	December 31, 2025	**P3,037,977**	P192,362
2019	December 31, 2022	**519,198**	218,970
2018	December 31, 2021	**-**	244,814
2017	December 31, 2020	**-**	190,634
		3,557,175	846,780
Write-off during the year		**-**	(435,448)
		P3,557,175	P411,332

On September 30, 2020, the BIR issued Revenue Regulations No. 25-2020 implementing Section 4(bbbb) of "Bayanihan to Recover As One Act" which states that the NOLCO incurred for taxable years 2020 and 2021 can be carried over and claimed as a deduction from gross income for the next five (5) consecutive taxable years immediately following the year of such loss. Deferred tax assets on temporary differences and carryforward benefits of NOLCO and excess of MCIT over RCIT of the Philippine-based subsidiaries, which were not recognized as it is not probable that taxable income will be sufficient against which they can be utilized, amounted to P2,899.0 million and P409.5 million, respectively, as at December 31, 2020 and P1,165.4 million and P446.8 million, respectively, as at December 31, 2019

The PRC enterprise income tax law provides that income tax rates are unified at 25%. As at December 31, 2020, NOLCO of the PRC-based entities that can be claimed as deductions from taxable income are as follows:

Year Incurred/Paid	Carryforward Benefit up to	Tax Losses	Deferred Tax at 25%
2020	December 31, 2028	**P919,420**	P229,855
2019	December 31, 2024	**53,716**	13,429
2018	December 31, 2023	**39,430**	9,858
2017	December 31, 2022	**38,235**	9,559
2016	December 31, 2021	**183,412**	45,853
2015	December 31, 2020	**129,047**	32,262
		1,363,260	340,816
Utilized during the year		**(214,480)**	(53,620)
Translation adjustments		**6,122**	1,529
		P1,154,902	P288,725

As at December 31, 2020, NOLCO of the USA-based entities that can be claimed as deductions from taxable income are as follows:

Year Incurred	Tax Losses	Deferred Tax at 21%
2019	**P3,401,924**	P714,404
2018	**2,857,290**	600,031
2017	**42,247**	8,872
	6,301,461	1,323,307
Utilized during the year	**(33,833)**	(7,105)
Translation adjustments	**(150,014)**	(31,503)
	P6,117,614	P1,284,699

NOLCO of USA-based entities has no prescription effective taxable year 2018.

As at December 31, 2020, NOLCO of the Europe-based entities that can be claimed as deductions from taxable income are as follows:

Year Incurred	Tax Losses	Deferred Tax at 20%
2020	**P9,985**	P1,997
Translation adjustments	**(210)**	(42)
	P9,775	P1,955

The following are the movements in deferred tax assets on NOLCO of the JFC Group:

	2020	2019
Balance at beginning of year	**P875,622**	P547,461
Additions	**1,986,398**	733,812
Utilization during the year	**(60,726)**	(80,649)
Write-offs and expirations	**–**	(311,331)
Translation adjustments	**(30,014)**	(13,671)
	P2,771,280	P875,622

The following are the movements in deferred tax assets on Excess of MCIT over RCIT of the JFC Group:

	2020	2019
Balance at beginning of year	**P654,418**	P614,580
Additions	**192,362**	218,971
Write-offs and expirations	**(435,448)**	(179,133)
	P411,332	P654,418

The net change in deferred tax liabilities recognized in equity amounted to P165.3 million, P252.9 million and (P54.8 million) in 2020, 2019 and 2018, 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:

	2020	2019 (AS RESTATED - NOTE 11)	2018
Provision for income tax at statutory income tax rate	**(P3,987,789)**	P2,845,067	P3,096,511
Income tax effects of:			
Net movement in unrecognized DTA	**2,174,421**	888,650	285,963
Nondeductible expenses	**584,378**	95,678	107,152
Effect of different tax rate for royalty and interest income	**(522,090)**	(887,556)	(772,025)
Expired/written off NOLCO and excess of MCIT over RCIT	**384,502**	490,463	163,221
Intrinsic value of stock options exercised	**(128,436)**	(261,013)	(153,891)
Tax effect of MSOP and ELTIP	**126,790**	108,357	(49,104)
Nontaxable income	**(27,000)**	(483,150)	(481,576)
Difference between OSD and itemized deductions	**(2,041)**	(123,565)	(2,723)
Effect of different tax rates for capital gains tax	**662**	–	(1,497)
Others	**737,596**	382,239	488,086
	(P659,007)	P3,055,170	P2,680,117

Provision for current income tax of foreign entities operating in the United States, PRC, Vietnam and Singapore amounted to P59.1 million, P3.9 million, P66.9 million and P15.8 million, respectively, in 2020 and P121.7 million, P53.9 million, P75.2 million and P9.7 million, respectively, in 2019.

For Philippine-based entities, Republic Act (RA) No.10963 or the Tax Reform for Acceleration and Inclusion Act (TRAIN) was signed into law on December 19, 2017 and took effect on January 1, 2018. Although the TRAIN changes existing tax law and includes several provisions that will generally affect businesses on a prospective basis, the management assessed that the same did not have any significant impact on the consolidated financial statement balances as of the reporting date.

For US-based entities, Tax Cuts and Jobs Act (the US Tax Reform) was signed into law on December 22, 2017, making the new law enacted by that date under PFRSs and therefore applicable as of the reporting date. The US Tax Reform resulted in the re-measurement of deferred tax assets and liabilities as a result of the change in the corporate income tax rate from 35% to 21%. The US-based entities recognized net deferred tax liabilities amounting to P160.2 million and P1,062.7 million as at December 31, 2020 and 2019, respectively.

25. PENSION LIABILITY

Defined Benefit Plan

The Parent Company and certain Philippine-based subsidiaries have funded, independently-administered, non-contributory defined benefit pension plan covering all permanent employees. The benefits are based on the employees' projected salaries and number of years of service.

The funds are administered by trustee banks. Subject to the specific instructions provided in writing, the Parent Company and certain Philippine-based subsidiaries direct the trustee banks to hold, invest and reinvest the funds and keep the same invested, in its sole discretion, without distinction between principal and income in, but not limited to, certain cash and other short-term deposits, investments in government and corporate debt securities and quoted equity securities.

Under the existing regulatory framework, Republic Act No. 7641 requires a provision for retirement pay to qualified private sector employees in the absence of any retirement plan in the entity, provided however that the employees' retirement benefits under any collective bargaining and other agreements shall not be less than those provided under the law. The law does not require minimum funding of the plan.

The following tables summarize the components of pension expense, included under "Cost of sales" and "General and administrative expenses" accounts in the consolidated statements of comprehensive income and pension liability in the consolidated statements of financial position, which are based on actuarial valuations.

Changes in pension liability of the JFC Group in 2020 are as follows:

	Present Value of Defined Benefit Obligation	Fair Value of Plan Assets	Pension Liability
At January 1, 2020	P4,734,016	P2,512,696	P2,221,320
Opening balance adjustment	26	–	26
Pension expense (SEE NOTES 21 AND 22):			
Current service cost	388,495	–	388,495
Net interest	219,328	111,727	107,601
Past service cost	–	–	–
Settlement loss	(400,521)	–	(400,521)
	207,302	111,727	95,575
Benefits paid	(264,916)	(264,916)	–
Settlement paid	(607,695)	(607,695)	–
Remeasurements in other comprehensive income:			
Return on plan assets (excluding amount included in net interest)	–	41,690	(41,690)
Actuarial changes arising from changes in financial assumptions	703,881	–	703,881
Actuarial changes due to experience adjustment	(61,145)	–	(61,145)
Actuarial changes due to demographic adjustment	–	–	–
	642,736	41,690	601,046
Transferred out - net	(467)	–	(467)
At December 31, 2020	P4,711,002	P1,793,502	P2,917,500

Changes in pension liability of the JFC Group in 2019 are as follows:

	Present Value of Defined Benefit Obligation	Fair Value of Plan Assets	Pension Liability
At January 1, 2019	P3,484,946	P2,164,300	P1,320,646
Pension expense (SEE NOTES 21 AND 22):			
Current service cost	270,535	–	270,535
Net interest	251,452	151,420	100,032
Settlement loss	23,600	–	23,600
	545,587	151,420	394,167
Benefits paid	(198,182)	(198,182)	–
Settlement paid	(133,226)	(133,226)	–
Remeasurements in other comprehensive income:			
Return on plan assets (excluding amount included in net interest)	P–	P126,830	(P126,830)
Actuarial changes arising from changes in financial assumptions	444,835	–	444,835
Actuarial changes due to experience adjustment	528,344	–	528,344
Actuarial changes due to demographic adjustment	63,920	–	W63,920
	1,037,099	126,830	910,269
Contributions	–	401,554	(401,554)
Transferred out - net	(2,208)	–	(2,208)
At December 31, 2019	P4,734,016	P2,512,696	P2,221,320

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:

	2020	2019
Cash and cash equivalents	**P30,787**	P44,913
Investments in government and corporate debt securities	**1,878,841**	2,049,972
Investments in quoted equity securities:		
Holding firms	**277,686**	207,530
Property	**175,618**	135,221
Banks	**126,185**	118,411
Food and beverage	**57,071**	42,523
Telecommunications	**39,578**	16,986
Electricity, energy, power and water	**24,005**	18,383
Others	**48,122**	46,618
Interest and dividends receivable	**25,188**	29,029
Fund liabilities (SEE NOTES 7 AND 27)	**(889,579)**	(196,890)
	P1,793,502	P2,512,696

The plan assets consist of the following:

- Investments in government securities which consist of retail treasury bonds that bear interest ranging from 2.63%-8.75% and have maturities from March 2021 to October 2037 and fixed-rate treasury notes that bear interest ranging from 3.5%-8.75% and have maturities from January 2022 to November 2032.

- Investments in debt securities consist of long-term corporate bonds in the property sector, which bear interest ranging from 5.13%-6.30% maturing from March 2024 to October 2026.

- Investments in equity securities consist of investments in listed equity securities, including equity securities of the Parent Company, for certain retirement plans of the JFC Group (see Note 27).

- Other financial assets held by the retirement plan are primarily accrued interest income on cash and cash equivalents, debt instruments and other securities.

Pension expense as well as the present value of the pension liability are determined using actuarial valuations. The actuarial valuation involves making various assumptions. The principal assumptions used in determining pension expense and liability for the defined benefit plans are shown below:

	December 31, 2020	December 31, 2019
Discount rate	**3.6% – 4.3%**	4.9% – 5.5%
Salary increase rate	**6.00%**	6.00%

The sensitivity analysis below has been determined based on reasonably possible changes of each significant assumption on the present value of the defined benefit obligation as at the end of the reporting period, assuming all other assumptions were held constant:

		Philippine Plan	
	Increase (Decrease)	**2020**	2019
Discount rates	+0.50%	**(P1,028,752)**	(P636,924)
	-0.50%	**1,160,221**	777,116
Future salary increases	+0.50%	**1,153,401**	773,398
	-0.50%	**(1,026,755)**	(636,797)

Shown below is the maturity analysis of the undiscounted benefit payments as at December 31:

	2020	2019
Less than 1 year	**P774,144**	P822,626
More than 1 year to 5 years	**1,244,033**	1,357,711
More than 5 years to 10 years	**2,141,595**	2,599,074
More than 10 years to 15 years	**2,571,487**	3,135,585
More than 15 years to 20 years	**3,065,269**	3,418,491
More than 20 years	**8,982,778**	11,479,469

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

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

The Parent Company and certain Philippine-based subsidiaries expect to contribute P774.1 million to the defined benefit pension plans in 2021.

The average duration of the defined benefit obligation is 10 years as at December 31, 2020 and 2019.

Defined Contribution Plan

The employees of the PRC-domiciled subsidiaries of the JFC Group are members of a state-managed pension benefit scheme operated by the national government. These subsidiaries are required to contribute a specified percentage of their payroll costs to the pension benefit scheme to fund the benefits. The only obligation of these subsidiaries with respect to the pension benefit scheme is to make the specified contributions.

Pension expense under the defined contribution plan amounted to P336.3 million and P506.7 million in 2020 and 2019, respectively (see Notes 21 and 22) .

26. STOCK OPTIONS PLAN

Senior Management Stock Option and Incentive Plan

On January 10, 2017 and December 17, 2002, the SEC approved the exemption requested by the JFC Group on the registration requirements of 31,500,000 and 101,500,000 options, respectively, underlying the Parent Company's common shares to be issued pursuant to the JFC Group's Senior Management Stock Option and Incentive Plan (the Plan). The Plan covers selected key members of management of the JFC Group and designated affiliated entities.

The Plan is divided into two programs, namely, the Management Stock Option Program (MSOP) and the Executive Long-term Incentive Program (ELTIP). The MSOP provides a yearly stock option grant program based on company and individual performance while the ELTIP provides stock ownership as an incentive to reinforce entrepreneurial and long-term ownership behavior of executive participants.

MSOP. The MSOP is a yearly stock option grant program open to members of the senior management committee of the JFC Group and members of the management committee, key talents and designated consultants of some of the business units.

Each MSOP cycle refers to the period commencing on the MSOP grant date and ending on the last day of the MSOP exercise period. Vesting is conditional on the employment of the employee-participants in the JFC Group within the vesting period. The options will vest at the rate of one-third of the total options granted on each anniversary of the MSOP grant date until the third anniversary.

The exercise price of the stock options is determined by the JFC Group with reference to the prevailing market prices over the three months immediately preceding the date of grant for the 1st up to the 7th MSOP cycle. Starting with the 8th MSOP cycle, the exercise price of the option is determined by the JFC Group with reference to the market closing price at date of grant.

The options will vest at the rate of one-third of the total options granted from the start of the grant date on each anniversary date which will start after a year from the grant date. For instance, under the 1st MSOP cycle, the Compensation Committee of the JFC Group granted 2,385,000 options to eligible participants on July 1, 2004. One-third of the options granted, or 795,000 options, vested and may be exercised starting July 1, 2005. The exercise period for the 1st MSOP cycle was until June 30, 2012. From July 1, 2005 to September 25, 2019, the Compensation Committee granted series of MSOP grants under the 2nd to 16th MSOP cycle to eligible participants.

Under the most recent grant on September 25, 2020, the 17th MSOP cycle, the Compensation Committee granted 4,207,060 options. These options vest similar to the 1st MSOP cycle.

The options under MSOP expire eight years after grant date. The 1st, 2nd, 3rd, 4th, 5th, 6th, 7th, 8th and 9th MSOP cycles expired on 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019 and 2020, respectively.

The JFC Group does not pay cash as a form of settlement.

The movements in the number of stock options outstanding under MSOP and related weighted average exercise prices (WAEP) for the period ended December 31, 2020, 2019 and 2018 follow:

	2020		2019		2018	
	Number of Options	**WAEP**	Number of Options	WAEP	Number of Options	WAEP
Total options granted at beginning of year	**52,715,144**	**P116.43**	50,492,844	P111.92	47,184,794	P102.59
Options granted during the year	**4,207,060**	**138.00**	2,222,300	219.00	3,308,050	245.00
Total options granted at end of year	**56,922,204**	**P118.03**	52,715,144	P116.43	50,492,844	P111.92
Outstanding at beginning of year	**17,905,148**	**P200.38**	17,613,253	P193.07	16,780,550	P176.63
Options granted during the year	**4,207,060**	**138.00**	2,222,300	219.00	3,308,050	245.00
Options exercised during the year	**(1,223,364)**	**112.70**	(1,696,402)	139.16	(2,234,849)	145.31
Options forfeited during the year	**(1,472,914)**	**215.80**	(234,003)	270.75	(240,498)	204.03
Outstanding at end of year	**19,415,930**	**P191.22**	17,905,148	P200.38	17,613,253	P193.07
Exercisable at end of year	**12,624,653**	**P201.00**	12,077,981	P188.14	10,612,036	P169.70

The weighted average share price of the Parent Company's common shares is P147.16, P264.79 and P278.16 in 2020, 2019 and 2018, respectively. The weighted average remaining contractual life for the stock options outstanding is 4.70 years, 4.62 years and 4.48 years as at December 31, 2020, 2019 and 2018, respectively.

The weighted average fair value of stock options granted in 2020, 2019 and 2018 is P33.84, P48.07 and P58.42, respectively. The fair value of share options as at the date of grant is estimated using the Black-Scholes Option Pricing Model, taking into account, the terms and conditions upon which the options were granted. The option style used for this plan is the American style because the option plan allows exercise before the expiry date.

The inputs in the valuation of the options granted on the dates of grant for each MSOP cycle are shown below:

MSOP Cycle	Year of Grant	Dividend Yield	Expected Volatility	Risk-free Interest Rate	Expected Life of the Option	Stock Price on Grant Date	Exercise Price
1st	2004	1.72%	36.91%	6.20%	5-7 years	P24.00	P20.00
2nd	2005	1.72%	36.91%	6.20%	5-7 years	29.00	27.50
3rd	2006	1.72%	36.91%	6.20%	5-7 years	35.00	32.32
4th	2007	1.70%	28.06%	6.41%	3-4 years	52.50	50.77
5th	2008	1.80%	26.79%	8.38%	3-4 years	34.00	39.85
6th	2009	2.00%	30.37%	5.28%	3-4 years	48.00	45.45
7th	2010	2.00%	29.72%	5.25%	3-4 years	70.00	57.77
8th	2011	2.00%	34.53%	4.18%	3-4 years	89.90	89.90
9th	2012	2.00%	28.72%	3.50%	3-4 years	107.90	107.90
10th	2013	2.00%	29.38%	2.68%	3-4 years	145.00	145.00
11th	2014	2.00%	24.87%	2.64%	3-4 years	P179.80	P179.80
12th	2015	2.00%	18.94%	2.98%	3-4 years	180.00	180.00
13th	2016	2.00%	17.76%	2.63%	3-4 years	236.00	236.00
14th	2017	2.00%	16.70%	3.92%	3-4 years	206.20	206.20
15th	2018	2.00%	28.98%	4.95%	3-4 years	245.00	245.00
16th	2019	2.00%	27.65%	4.18%	3-4 years	219.00	219.00
17th	2020	2.00%	35.17%	2.40%	3-4 years	138.00	138.00

The expected life of the stock options is based on historical data and current expectations and is not necessarily indicative of exercise patterns that may occur. The expected volatility reflects the assumption that the historical volatility over a period similar to the life of the options is indicative of future trends, which may also not necessarily be the actual outcome.

ELTIP. The ELTIP entitlement is given to members of the senior management committee and designated consultants of the JFC Group.

Each ELTIP cycle refers to the period commencing on the ELTIP entitlement date and ending on the last day of the ELTIP exercise period. Actual grant and vesting are conditional upon achievement of the JFC Group's medium to long-term goals and individual targets in a given period, and the employment of the employee-participants in the JFC Group within the vesting period. If the goals are achieved, the options will be granted. For the 3rd ELTIP cycle, a percentage of the options to be granted are based on the percentage of growth in annual earnings per share such that 100%, 50% or 25% of the options granted when percentage of growth in annual earnings per share are 12% and above, 10% to less than 12% or 8% to less than 10%, respectively. For the 4th ELTIP cycle, the percentage of the options to be granted and the targeted percentage of growth in annual earnings per share have been further revised such that 150%, 100% or 50% of the options granted when percentage of growth in annual earnings per share are 15% and above, 12% to less than 15% or 10% to less than 12%, respectively.

The exercise price of the stock options under ELTIP is determined by the JFC Group with reference to the prevailing market prices over the three months immediately preceding the date of entitlement for the first and second ELTIP cycles. Starting with the 3rd ELTIP cycle, the exercise price of the option is determined by the JFC Group with reference to the closing market price as at the date of entitlement.

The options will vest at the rate of one-third of the total options granted on each anniversary date which will start after the goals are achieved. For instance, on July 1, 2004, the Compensation Committee gave an entitlement of 22,750,000 options under the 1st ELTIP cycle to eligible participants. One-third of the options granted, or 7,583,333 options, vested and were exercised starting July 1, 2007 until June 30, 2012. On July 1, 2008, October 19, 2012, August 25, 2015 and January 3, 2018, entitlement to 20,399,999, 24,350,000, 11,470,000 and 9,290,000 options were given to eligible participants under the 2nd, 3rd, 4th and 5th ELTIP cycles, respectively. The 1st, 2nd and 3rd ELTIP cycles expired on June 30, 2012, April 30, 2017 and April 30, 2020, respectively. The stock options granted under the 4th ELTIP cycle will expire in 2023.

The JFC Group does not pay cash as a form of settlement.

The movements in the number of stock options outstanding for the 3rd to 4th ELTIP cycles and related WAEP for the years ended December 31, 2020, 2019 and 2018 follow:

	2020		2019		2018	
	Number of Options	**WAEP**	Number of Options	WAEP	Number of Options	WAEP
Total options granted at beginning and end of year	**78,969,999**	**P74.58**	78,969,999	P74.58	78,969,999	P74.58
Outstanding at beginning of year	**15,368,368**	**P123.22**	18,630,000	P120.55	27,436,666	P136.35
Options exercised during the year	**(10,885,000)**	**105.00**	(3,238,299)	107.47	(1,323,333)	111.99
Options forfeited during the year	**(410,000)**	**110.56**	(23,333)	180.00	(7,483,333)	180.00
Outstanding at end of year	**4,073,368**	**P180.00**	15,368,368	P123.22	18,630,000	P120.55
Exercisable at end of year	**4,073,368**	**P180.00**	13,895,035	P117.20	15,683,333	P109.38

The weighted average remaining contractual life for the stock options outstanding is 2.33 years, 1.06 years and 2.07 years as at December 31, 2020, 2019 and 2018, respectively.

The fair value of stock options granted is P26.13 in 2015. There were no additional stock option grants under ELTIP in 2020, 2019 and 2018. The fair value of share options as at the date of grant is estimated using the Black-Scholes Option Pricing Model, taking into account the terms and conditions upon which the options were granted. The option style used for this plan is the American style because this option plan allows exercise before the maturity date.

The inputs to the model used for the options granted on the dates of grant for each ELTIP cycle are shown below:

ELTIP Cycle	Year of Grant	Dividend Yield	Expected Volatility	Risk-free Interest Rate	Expected Life of the Option	Stock Price on Grant Date	Exercise Price
1st	2004	1.72%	36.91%	6.20%	5 years	P24.00	P20.00
2nd	2008	1.80%	26.79%	8.38%	3-4 years	34.00	39.85
3rd	2012	2.00%	28.74%	3.60%	3-4 years	105.00	105.00
4th	2015	2.00%	18.94%	2.98%	3-4 years	180.00	180.00

The expected life of the stock options is based on historical data and current expectations and is not necessarily indicative of exercise patterns that may occur. The expected volatility reflects the assumption that the historical volatility over a period similar to the life of the options is indicative of future trends, which may also not necessarily be the actual outcome.

The cost of the stock options expense charged to operations for both MSOP and ELTIP in the "General and administrative expenses" account amounted to P188.3 million and P262.9 million in 2020 and 2019, respectively (see Notes 19 and 22). Correspondingly, a credit was made to additional paid-in-capital (see Note 19).

27. RELATED PARTY TRANSACTIONS

The JFC Group has transactions with related parties. Enterprises and individuals that directly, or indirectly through one or more intermediaries, control or are controlled by, or under common control with the JFC Group, including holding companies, subsidiaries and fellow subsidiaries are related entities of the JFC Group. Individuals owning, directly or indirectly, an interest in the voting power of the JFC Group that give them significant influence over the enterprise; key management personnel, including directors and officers of the JFC Group, and close members of the family of these individuals and companies associated with these individuals also constitute related parties.

Compensation of Key Management Personnel of the JFC Group

The aggregate compensation and benefits to key management personnel of the JFC Group are as follows:

	2020	2019	2018
Salaries and short-term benefits	**P818,598**	P1,265,771	P1,221,283
Net pension expense	**204,693**	124,114	106,756
Stock options expense (SEE NOTES 22 AND 26)	**188,290**	262,875	311,964
Employee car plan and other long-term benefits	**35,487**	54,728	58,859
	P1,247,068	P1,707,488	P1,698,862

Transactions with the Retirement Plans

As at December 31, 2020 and 2019, certain retirement funds of the JFC Group include investment in equity securities of the Parent Company with details as follows:

	2020	2019
Number of shares	**105,560**	151,810
Market value	**P20,605**	P32,791
Cost	**16,765**	11,564
Unrealized gain	**P3,840**	P21,227

The JFC Group's receivable from the retirement fund amounted to P878.7 million and P193.6 million as at December 31, 2020 and 2019, respectively (see Notes 7 and 25). The receivable arose from benefit payments made by the JFC Group for and in behalf of the retirement plans. The receivable is noninterest-bearing.

Terms and Conditions of Transactions with other Related Parties

Transactions with related parties are made at market prices and are normally settled in cash. The JFC Group has approval process and established limits when entering into material related party transactions. Other related party transactions between entities under the JFC Group are eliminated in the consolidation process.

28. EARNINGS PER SHARE

Basic and diluted EPS are computed as follows:

	2020	2019 (AS RESTATED - NOTE 11)	2018
	(In Thousand pesos, except for shares data and EPS)		
(a) Net income (loss) attributable to the equity holders of the Parent Company	**(P11,510,727)**	P7,302,726	P8,212,608
(b) Weighted average number of shares - basic	**1,102,060,627**	1,092,593,583	1,087,093,411
Weighted average number of shares outstanding under the stock options plan	**6,649,068**	32,334,237	34,865,233
Weighted average number of shares that would have been purchased at fair market value	**(5,455,186)**	(19,781,303)	(18,607,619)
(c) Adjusted weighted average shares - diluted	**1,103,254,509**	1,105,146,517	1,103,351,025
EPS			
Basic (a/b)	**(P10.445)**	P6.684	P7.555
Diluted (a/c)	**(10.433)**	6.608	7.443

Potential common shares for stock options under the 10th to 16th MSOP cycles and 4th ELTIP cycle in 2020 and under the 15th MSOP cycle in 2019 were not included in the calculation of the diluted EPS in 2020 and 2019, respectively, because they are anti-dilutive.

29. LEASES

JFC Group as Lessee

The JFC Group has lease contracts for QSR outlets, warehouses and office spaces. Leases of QSR outlets and warehouses generally have lease terms between three ③ to twenty (20) years. The JFC Group's obligations under its leases are secured by the lessor's title to the leased assets. Generally, the JFC Group is restricted from assigning and subleasing the leased assets. There are several lease contracts that include extension and termination options and variable lease payments, which are further discussed below.

The JFC Group also has certain leases of QSR outlets with lease term of 12 months or less. The JFC Group applies the 'short-term lease' recognition exemptions for these leases.

Set out below are the carrying amounts of right-of-use assets recognized and the movements during the year:

	QSR Outlets	Warehouses	Office Spaces	Total
As at January 1, 2019	**P35,755,494**	**P675,798**	**P132,950**	**P36,564,242**
Acquisition of a business (SEE NOTE 11)	12,147,693	–	2,614	12,150,307
Additions	4,960,468	43,880	22,333	5,026,681
Pre-terminations	(2,533,032)	(4,285)	–	(2,537,317)
Depreciation expense (SEE NOTES 21 AND 22)	(7,024,659)	(103,818)	(36,326)	(7,164,803)
Cumulative translation adjustments	(1,129,112)	(2,557)	(23)	(1,131,692)
As at December 31, 2019, As previously reported	**42,176,852**	**609,018**	**121,548**	**42,907,418**
Effect of CBTL's final purchase price allocation (SEE NOTE 11)	(440,456)	–	–	(440,456)
As at December 31, 2019, As restated	**41,736,396**	**609,018**	**121,548**	**42,466,962**
Additions	6,175,350	–	–	6,175,350
Pre-terminations	(5,278,846)	(1,338)	–	(5,280,184)
Depreciation expense (SEE NOTES 21 AND 22)	(7,579,375)	(102,854)	(112,354)	(7,794,583)
Impairment loss	(661,365)	–	–	(661,365)
Derecognition of unfavorable leases (SEE NOTE 22)	233,103	–	–	233,103
Cumulative translation adjustments	(914,860)	–	(280)	(915,140)
As at December 31, 2020	**P33,710,403**	**P504,826**	**P8,914**	**P34,224,143**

Set out below are the carrying amounts of lease liabilities (included under interest-bearing loans and borrowings) and the movements during the year:

	2020	2019
As at beginning of year	**P47,307,404**	P40,630,789
Additions	**6,240,084**	4,998,947
Pre-terminations	**(6,236,224)**	(2,934,354)
Payments	**(7,803,114)**	(8,419,749)
Rent concessions	**(1,411,781)**	–
Accretion of interest (SEE NOTE 23)	**1,938,530**	1,824,311
Acquisition of a business (SEE NOTE 11)	**–**	12,472,792
Cumulative translation adjustments	**(951,174)**	(1,265,332)
As at end of year	**P39,083,725**	P47,307,404
Current	**P6,479,140**	P7,036,754
Noncurrent	**32,604,585**	40,270,650

The maturity analysis of lease liabilities are disclosed in Note 31.

The following are the amounts recognized in profit or loss:

	2020	2019	2018
Depreciation expense of right-of-use assets (SEE NOTES 21 AND 22)	**P7,794,582**	P7,164,803	P6,021,384
Interest expense on lease liabilities (SEE NOTE 23)	**1,938,530**	1,824,311	1,728,620
Rent expense - short-term leases (SEE NOTES 21 AND 22)	**2,349,905**	2,850,568	2,861,424
Rent expense - variable lease payments (SEE NOTES 21 AND 22)	**1,178,253**	2,138,076	2,425,781
Loss (gain) on pre-termination of lease agreements (SEE NOTES 21, 22 AND 23)	**488,727**	(400,367)	(193,230)
	P13,749,997	P13,577,391	P12,843,979

The JFC Group had total cash outflows for leases of P11,331.3 million and P13,408.4 million in 2020 and 2019, respectively.

In 2020, the JFC Group received rent concessions from lessors amounting to P1,411.8 million accounted for as negative variable lease payments in the consolidated statement of comprehensive income.

JFC Group as Lessor

The JFC Group entered into commercial property leases for its investment property units. These leases have terms of between three (3) and twenty (20) years. Leases generally include a clause to enable upward revision of the rent charges on an annual basis based on prevailing market conditions.

Rent income recognized on a straight-line basis amounted to P35.8 million, P58.5 million and P25.0 million in 2020, 2019 and 2018, respectively (see Note 20). The difference of rent income recognized under the straight-line method and the rent amounts in accordance with the terms of the lease are included under "Operating lease receivables" which amounted to P87.2 million and P98.7 million as at December 31, 2020 and 2019, respectively.

The future minimum lease receivables under noncancelable operating leases as at December 31 are as follows:

	2020	2019
Within one year	**P28,367**	P61,612
After one year but not more than five years	**117,305**	236,607
More than five years	**48,469**	65,725
	P194,141	P363,944

JFC Group as an Intermediate Lessor

The JFC Group subleases certain parcels of land with lease terms between five (5) to twenty (20) years. The lease contracts contain renewal options under terms and conditions that are mutually agreed upon by the parties.

Set out below are the carrying amounts of finance lease receivables and the movements during the year:

	2020	2019
At January 1	**P161,934**	P184,800
Pre-termination	**(69,701)**	–
Payments	**(27,377)**	(30,952)
Accretion of interest (SEE NOTE 23)	**5,944**	8,086
As at December 31	**P70,800**	P161,934

Shown below is the maturity analysis of the undiscounted finance lease receivables:

	2020	2019
1 year	**P17,191**	P33,388
more than 1 year to 5 years	**62,368**	144,678
more than 5 years	**–**	5,198

30. CONTINGENCIES

The JFC Group is involved in litigations, claims and disputes, and regulatory assessments which are normal to its business. Management believes that the ultimate liability, if any, with respect to these litigations, claims and disputes will not materially affect the financial position and financial performance of the JFC Group. Thus, other than the provisions in Note 17, there were no other provisions made for contingencies.

The JFC Group does not provide further information on these provisions and contingencies in order not to impair the outcome of the litigations, claims and disputes.

31. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The JFC Group is exposed to a variety of financial risks from its operating, investing and financing activities. The JFC Group's risk management policies focus on actively securing the JFC Group's short-term to medium-term cash flows by minimizing the exposure to financial markets.

The JFC Group's principal financial instruments comprise of cash and cash equivalents, short-term investments, current portion of financial assets at FVTPL, receivables, short-term and long-term debts and senior debt securities. The main purpose of these financial instruments is to obtain financing for the JFC Group's operations. The JFC Group has other financial assets and liabilities such as security and other deposits, finance lease receivables, operating lease receivables, lease liabilities and trade payables and other current liabilities (excluding accrual for local and other taxes, liabilities to government agencies and unearned revenue from gift certificates) which arise directly from its operations and noncurrent portion of financial assets at FVTPL.

The main risks arising from these financial instruments are interest rate risk, foreign currency risk, credit risk and liquidity risk. The risk management policies reviewed regularly by the Parent Company's BOD and management for managing each of these risks are summarized as follows:

Interest Rate Risk

Interest rate risk arises from the possibility that the fair value or future cash flows of financial instruments will fluctuate because of changes in market interest rates.

The JFC Group's exposure to interest rate risk relates primarily to short-term and long-term debts with floating interest rates. Floating rate financial instruments are subject to cash flow interest rate risk. The JFC Group's interest rate exposure management policy centers on reducing the JFC Group's overall interest expense and exposure to changes in the interest rates.

To manage the interest rate risk related to the JFC Group's long-term debts, the JFC Group used a derivative instrument to fix the interest rate over the term of one of its long-term debts (see Note 18). With the JFC Group's Corporate Planning Team, it enters into loan contracts with variable interest rates and option to fix interest rates which can be availed to manage its loan risks.

There is minimal exposure on the other sources of the JFC Group's interest rate risk. These other sources are from the JFC Group's cash in banks, short-term deposits and short-term investments.

The following tables demonstrate the sensitivity to a reasonably possible change in interest rates, with all other variables held constant, of the JFC Group's income before income tax as at December 31, 2020 and 2019. The impact on the JFC Group's income before income tax is due to changes in the fair value of floating interest rates.

Long-term Debt with Floating Interest Rates

	Increase/ Decrease in Basis Points	Effect in Profit or Loss Before Income Tax		
		2020	2019	2018
PHP	+100	(135,017)	(161,228)	(188,907)
	-100	135,017	161,228	188,907
USD	+100	(46,863)	(55,802)	(67,688)
	-100	46,863	55,802	67,688
VND	+100	(10,702)	(8,928)	(6,068)
	-100	10,702	8,928	6,068

The assumed movement in basis point for interest rate sensitivity analysis is based on the currently observable market environment.

Foreign Currency Risk

The JFC Group's exposure to foreign currency risk arises from the Parent Company's investments outside the Philippines, which are mainly in PRC and USA. The net assets of foreign businesses account for 41.3% and 5.0% of the consolidated net assets of the JFC Group as at December 31, 2020 and 2019, respectively.

The JFC Group also has transactional foreign currency exposures. Such exposure arises from the JFC Group's Philippine operations' cash and cash equivalents, financial assets at FVTPL, receivables and trade payables in foreign currencies.

The following table shows the JFC Group's Philippine operations' foreign currency-denominated monetary assets and liabilities and their peso equivalents as at December 31:

	2020		2019	
	USD	**PHP Equivalent**	USD	PHP Equivalent
Foreign currency denominated assets:				
Cash and cash equivalents	**30,381**	**1,458,896**	17,022	861,884
Financial assets at FVTPL	**35,000**	**1,680,700**	–	–
Receivables	**12,171**	**584,451**	11,063	560,160
	77,552	**3,724,047**	28,085	1,422,044
Foreign currency denominated liability -				
Accounts payable - trade	**(2,341)**	**(112,415)**	(4,020)	(203,576)
Foreign currency denominated assets - net	**75,211**	**3,611,632**	24,065	1,218,468

Foreign Currency Risk Sensitivity Analysis

The JFC Group has recognized in profit or loss, a net foreign exchange loss of P142.4 million and P268.2 million in 2020 and 2019, respectively (see Note 23), included under "Other income" account. This resulted from the movements of the Philippine peso against the USD as shown in the following table:

December 31, 2020	**48.02**
December 31, 2019	50.64
December 31, 2018	52.58

The following table demonstrates the sensitivity to a reasonably possible change in USD to Philippine peso exchange rate, with all other variables held constant, of the JFC Group's income before income tax (due to changes in the fair value of monetary assets and liabilities) as at December 31:

	Appreciation (Depreciation) of P against Foreign Currency	**2020**		2019	
		Effect on Income before Income Tax	**Effect on Equity before Income Tax**	Effect on Income before Income Tax	Effect on Equity before Income Tax
USD	1.50	**(P112,817)**	**(P112,817)**	(P36,096)	(P36,096)
	(1.50)	**112,817**	**112,817**	36,096	36,096
	1.00	**(75,211)**	**(75,211)**	(24,065)	(24,065)
	(1.00)	**75,211**	**75,211**	24,065	24,065

Credit Risk

Credit risk is the risk that a customer or counterparty fails to fulfill its contractual obligations to the JFC Group. This includes risk of non-payment by borrowers, failed settlement of transactions and default on outstanding contracts.

The JFC Group has a strict credit policy. Its credit transactions are with franchisees and customers that have gone through rigorous screening before granting them the franchise. The credit terms are very short, while deposits and advance payments are also required before rendering the services or delivering the goods, thus, mitigating the possibility of non-collection. In cases of non-collection, defaults of the debtors are not tolerated; the exposure is contaned the moment a default occurs and transactions that will further increase the exposure of the JFC Group are discontinued.

The JFC Group has no significant concentration of credit risk with counterparty. The JFC Group's franchisee profile is such that no single franchisee accounts for more than 5% of the total system wide sales of the JFC Group.

The aging analysis of financial assets as at December 31, 2020 and 2019 are as follows:

2020

	Total	Neither Past Due nor Impaired	Past Due but not Impaired (Age in Days)				Impaired
			1-30	31-60	61-120	Over 120	
Financial Assets at Amortized Cost			*(In Millions)*				
Cash and cash equivalents*	P21,036.7	P21,036.7	P–	P–	P–	P–	P–
Short-term investments	441.0	441.0	–	–	–	–	–
Receivables:							
Trade	5,466.8	1,423.1	1,243.1	459.1	614.7	1,068.2	658.6
Receivable from retirement fund	878.7	58.9	30.3	25.7	543.1	220.7	–
Advances to employees	221.0	221.0	–	–	–	–	–
Employee car plan receivables**	138.9	138.9	–	–	–	–	–
Other receivables***	11.4	11.4	–	–	–	–	–
Operating lease receivables	87.2	87.2	–	–	–	–	–
Finance lease receivables	70.8	70.8	–	–	–	–	–
Other noncurrent assets -							
Security and other deposits**	2,913.3	2,913.3	–	–	–	–	–
	31,265.8	26,402.3	1,273.4	484.8	1,157.8	1,288.9	658.6
Financial Assets at FVTPL	35,692.4	35,692.4	–	–	–	–	–
	P66,958.2	P62,094.7	P1,273.4	P484.8	P1,157.8	P1,288.9	P658.6

**Excluding cash on hand amounting to P324.8 million.*

***Including noncurrent portion of employee car plan receivables and security and other deposits.*

****Including interest receivable and excluding receivables from government agencies amounting to P83.0 million.*

2019

	Total	Neither Past Due nor Impaired	Past Due but not Impaired (Age in Days)				Impaired
			1-30	31-60	61-120	Over 120	
Financial Assets at Amortized Cost			*(In Millions)*				
Cash and cash equivalents*	P20,515.1	P20,515.1	P–	P–	P–	P–	P–
Short-term investments	2,130.0	2,130.0	–	–	–	–	–
Receivables:							
Trade	5,348.9	3,753.9	433.6	139.4	124.6	505.0	392.4
Receivable from retirement fund	193.6	19.4	1.7	2.2	3.2	167.1	–
Employee car plan receivables**	216.7	216.7	–	–	–	–	–
Advances to employees	175.4	175.4	–	–	–	–	–
Other receivables***	21.6	21.6	–	–	–	–	–
Operating lease receivables	98.7	98.7	–	–	–	–	–
Finance lease receivables	161.9	161.9	–	–	–	–	–
Other noncurrent assets -							
Security and other deposits**	3,210.8	3,210.8	–	–	–	–	–
	32,072.7	30,303.5	435.3	141.6	127.8	672.1	392.4
Financial Assets at FVTPL	38.2	38.2	–	–	–	–	–
	P32,110.9	P30,341.7	P435.3	P141.6	P127.8	P672.1	P392.4

**Excluding cash on hand amounting to P376.9 million .*

***Including noncurrent portion of employee car plan receivables and security and other deposits.*

****Including interest receivable and excluding receivables from government agencies amounting to P62.7 million .*

Credit Risk Exposure. The tables below show the maximum exposure to credit risk of the JFC Group as at December 31, 2020 and 2019 without considering the effects of collaterals and other credit risk mitigation techniques:

	2020		
	Gross Maximum Exposure (a)	**Fair Value and Financial Effect of Collateral or Credit Enhancement (b)**	**Net Exposure (c) = (a) - (b)**
Financial Assets at Amortized Cost		*(In Millions)*	
Cash and cash equivalents*	**P21,036.7**	**P185.2**	**P20,851.5****
Short-term investments	**441.0**	**–**	**441.0**
Receivables:			
Trade	**5,466.8**	**1,234.3**	**4,232.5*****
Receivable from retirement fund	**878.7**	**–**	**878.7**
Employee car plan receivables	**138.9**	**–**	**138.9**
Advances to employees	**221.0**	**–**	**221.0**
Other receivables******	**11.4**	**–**	**11.4**
Operating lease receivables	**87.2**	**–**	**87.2**
Finance lease receivables	**70.8**	**–**	**70.8**
Other noncurrent assets -			
Security and other deposits***	**2,913.3**	**–**	**2,913.3**
Financial Assets at FVTPL	**35,692.4**	**–**	**35,692.4**
	P66,958.2	**P1,419.5**	**P65,538.7**

** Excluding cash on hand amounting to P324.8 million.*

*** Gross financial assets after taking into account insurance bank deposits for cash and cash equivalents.*

**** Gross financial assets after taking into account payables to the same counterparty.*

***** Including interest receivable and excluding receivables from government agencies amounting to P83.0 million.*

	2019		
	Gross Maximum Exposure (a)	Fair Value and Financial Effect of Collateral or Credit Enhancement (b)	Net Exposure (c) = (a) - (b)
Financial Assets at Amortized Cost		*(In Millions)*	
Cash and cash equivalents*	P20,515.1	P122.8	P20,392.3**
Short-term investments	2,130.0	–	2,130.0
Receivables:			
Trade	5,348.9	564.6	4,784.3***
Receivable from retirement fund	193.6	–	193.6
Employee car plan receivables	216.7	23.4	193.3
Advances to employees	175.4	–	175.4
Other receivables******	21.6	–	21.6
Operating lease receivables	98.7	–	98.7
Finance lease receivables	161.9	–	161.9
Other noncurrent assets -			
Security and other deposits***	3,210.8	30.6	3,180.2
Financial Assets at FVTPL	38.2	–	38.2
	P32,110.9	P741.4	P31,369.5

** Excluding cash on hand amounting to P376.9 million.*

*** Gross financial assets after taking into account insurance bank deposits for cash and cash equivalents.*

**** Gross financial assets after taking into account payables to the same counterparty.*

***** Including interest receivable and excluding receivables from government agencies amounting to P62.7 million.*

With respect to credit risk arising from financial assets of the JFC Group, the JFC Group's exposure to credit risk arises from default of the counterparty, with a gross maximum exposure equal to the carrying amount of these instruments.

Credit Quality. The financial assets of the JFC Group are grouped according to stage of which description is explained as follows:

Stage 1 - Those that are considered current and up to 30 days past due, and based on change in rating, delinquencies and payment history, do not demonstrate significant increase in credit risk.

Stage 2 - Those that, based on change in rating, delinquencies and payment history, demonstrate significant increase in credit risk, and/or are considered more than 30 days past due but does not demonstrate objective evidence of impairment as at reporting date.

Stage 3 - Those that are considered in default or demonstrate objective evidence of impairment as at reporting date.
The tables below show determination of ECL stage of the JFC Group's financial assets:

2020

	Total	**Stage 1**	**Stage 2**	**Stage 3**
		12-month ECL	**Lifetime ECL**	**Lifetime ECL**
Financial Assets at Amortized Cost		*(In Millions)*		
Receivables:				
Trade	**P5,466.8**	**P2,666.2**	**P2,142.0**	**P658.6**
Receivable from retirement fund	**878.7**	**89.2**	**789.5**	**–**
Advances to employees	**221.0**	**221.0**	**–**	**–**
Employee car plan receivables*	**138.9**	**138.9**	**–**	**–**
Other receivables**	**11.4**	**11.4**	**–**	**–**
Financial Assets at FVTPL	**35,692.4**	**35,692.4**	**–**	**–**
	P42,409.2	**P38,819.1**	**P2,931.5**	**P658.6**

**Including noncurrent portion of employee car plan receivables.*

***Including interest receivable and excluding receivables from government agencies amounting to P83.0 million.*

2019

	Total	Stage 1	Stage 2	Stage 3
		12-month ECL	Lifetime ECL	Lifetime ECL
Financial Assets at Amortized Cost		*(In Millions)*		
Receivables:				
Trade	P5,348.9	P4,187.5	P769.0	P392.4
Receivable from retirement fund	193.6	21.1	172.5	–
Employee car plan receivables*	216.7	216.7	–	–
Advances to employees	175.4	175.4	–	–
Other receivables**	21.6	21.6	–	–
Financial Assets at FVTPL	38.2	38.2	–	–
	P5,994.4	P4,660.5	P941.5	P392.4

**Including noncurrent portion of employee car plan receivables.*

***Including interest receivable and excluding receivables from government agencies amounting to P62.7million.*

Liquidity Risk

The JFC Group's exposure to liquidity risk refers to the risk that its financial liabilities are not serviced in a timely manner and that its working capital requirements and planned capital expenditures are not met. To manage this exposure and to ensure sufficient liquidity levels, the JFC Group closely monitors its cash flows to be able to finance its capital expenditures and to pay its obligations as and when they fall due.

On a weekly basis, the JFC Group's Cash and Banking Team monitors its collections, expenditures and any excess/deficiency in the working capital requirements, by preparing cash position reports that present actual and projected cash flows for the subsequent week. Cash outflows resulting from major expenditures are planned so that money market placements are available in time with the planned major expenditure. In addition, the JFC Group has short-term cash deposits and portfolio investments and has available credit lines with accredited banking institutions, in case there is a sudden deficiency. The JFC Group maintains a level of cash and cash equivalents deemed sufficient to finance the operations. No changes were made in the objectives, policies or processes of the JFC Group during the year ended December 31, 2020 and 2019.

The JFC Group's financial assets, which have maturity of less than 12 months and are used to meet its short-term liquidity needs, are cash and cash equivalents, short-term investments, financial assets at FVTPL and trade receivables and contract assets amounting to P21,361.5 million, P441.0 million,P35,658.6 million and P5,796.5 million and, respectively, as at December 31, 2020 and P20,892.0 million, P2,130.0 million, nil and P5,369.7 million, respectively, as at December 31, 2019.

The tables below summarize the maturity profile of the JFC Group's other financial liabilities based on the contractual undiscounted cash flows as at December 31, 2020 and 2019:

	2020				
	Due and Demandable	**Less than 1 Year**	**1 to 5 Years**	**Over 5 Years**	**Total**
Financial Liabilities			*(In Millions)*		
Trade payables and other current liabilities*	**P5,974.0**	**P23,386.5**	**P–**	**P–**	**P29,360.5**
Short term debt	**–**	**15,875.5**	**–**	**–**	**15,875.5**
Long-term debt (including current portion)	**–**	**4,720.1**	**14,438.5**	**99.6**	**19,258.2**
Senior debt securities	**–**	**–**	**14,314.5**	**14,314.5**	**28,629.0**
Lease liabilities	**–**	**7,717.9**	**23,171.1**	**21,183.8**	**52,072.8**
Total Financial Liabilities	**P5,974.0**	**P51,700.0**	**P51,924.1**	**P35,597.9**	**P145,196.0**

**Excluding statutory obligations such as local and other taxes payable, PHIC, SSS, HDMF and NHMFC payables and unearned revenue from gift certificates amounting to P2,005.5 million as at December 31, 2020.*

	2019 (AS RESTATED – NOTE 11)				
	Due and Demandable	Less than 1 Year	1 to 5 Years	Over 5 Years	Total
Financial Liabilities			*(In Millions)*		
Trade payables and other current liabilities*	P8,351.2	P21,921.4	P–	P–	P30,272.6
Short term debt	–	22,180.3	–	–	22,180.3
Long-term debt (including current portion)	47.9	3,367.2	19,081.0	99.6	22,595.7
Liability for acquisition of a business (including current portion)	2.8	–	–	–	2.8
Lease liabilities	–	9,139.3	25,015.1	30,110.9	64,265.3
Total Financial Liabilities	P8,401.9	P56,608.2	P44,096.1	P30,210.5	P139,316.7

**Excluding statutory obligations such as local and other taxes payable, PHIC, SSS, HDMF and NHMFC payables and unearned revenue from gift certificates amounting to P4,045.0 million as at December 31, 2019.*

Price Risk

Price risk is the risk that the fair value or future cash flows of financial instruments will fluctuate because of changes in market prices (other than those arising from interest rate or foreign exchange rate risk), whether those changes are caused by factors specific to the individual financial instrument or contract, or by factors affecting all similar contracts or financial instruments traded in the market.

The JFC Group's price risk exposure relates to financial assets whose values will fluctuate as a result of changes in market prices.

The JFC Group's price risk policy requires it to manage such risks by setting and monitoring objectives and constraints on investments.

The JFC Group's has no significant concentration of price risk.

The JFC Group is not exposed to significant equity price risk on its investment in quoted equity securities consisting of investment in golf and club shares.

At the reporting date, the JFC Group's exposure to other price risk arises from the changes in fair value of bond funds. The JFC Group has determined that an increase/(decrease) ranging from 1% to 5% on the market prices could have an impact of approximately P1,035.7 million on the profit or loss and equity before income tax.

This analysis was performed for reasonably possible movements in the market index with all other variables held constant. The correlation of variables will have a significant effect in determining the ultimate impact on price risk, but to demonstrate the impact due to changes in variables, variables had to be changed on an individual basis.

Capital Management Policy

Capital includes equity attributable to equity holders of the Parent Company.

The primary objective of the JFC Group's capital management is to ensure that it maintains a strong credit rating and healthy capital ratios in order to support its business and maximize shareholder value. The JFC Group has sufficient capitalization.

The JFC Group generates cash flows from operations sufficient to finance its organic growth. It declares cash dividends representing at least one-third of its consolidated net income, a ratio that would still leave some additional cash for future expansion. If needed, the JFC Group would borrow money for acquisitions of new businesses.

As at December 31, 2020 and December 31, 2019, the JFC Group's debt ratio and net debt ratio are as follows:

Debt Ratio

	2020	2019 (AS RESTATED - NOTE 11)
Total debt (a)	**P142,778,265**	P134,073,021
Total equity attributable to equity holders of the Parent Company	**38,539,260**	53,470,339
Total debt and equity attributable to equity holders of the Parent Company (b)	**P181,317,525**	P187,543,360
Debt ratio (a/b)	**79%**	71%

Net Debt Ratio

	2020	2019 (AS RESTATED - NOTE 11)
Total debt	**P142,778,265**	P134,073,021
Less cash and cash equivalents, short-term investments and current portion of financial assets at FVTPL	**57,461,051**	23,022,021
Net debt (a)	**85,317,214**	111,051,000
Total equity attributable to equity holders of the Parent Company	**38,539,260**	53,470,339
Net debt and equity attributable to equity holders of the Parent Company (b)	**P123,856,474**	P164,521,339
Net debt ratio (a/b)	**69%**	67%

32. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at measurement date.

Financial Instruments Which Carrying Amounts Approximate Fair Value. Management has determined that the carrying amounts of cash and cash equivalents, short-term investments, receivables, operating lease receivables, trade payables and other current liabilities, based on their notional amounts, reasonably approximate their fair values because of their short-term nature or due to the immaterial effect of discounting when the present value of future cash flows from these instruments are calculated.

Financial Assets at FVTPL. The fair value of bond funds and quoted shares of stock in golf and leisure clubs are based on quoted prices. The JFC Group does not have the intention to dispose its quoted shares of stock in the near term.

Investment Properties. The fair value of the investment properties are determined by independent appraisers using the market data and cost approach, which considers the local market conditions, the extent, character and utility of the property, sales and holding prices of similar parcels of land and the highest and best use of the investment properties.

Finance Lease Receivables, Security and Other Deposits, Employee Car Plan Receivables, Long-term Debt and Lease Liabilities. Management has determined that the estimated fair value of security and other deposits, noncurrent portion of employee car plan receivables, long-term debt and derivative asset or liability are based on the discounted value of future cash flows using applicable rates as follows:

	2020	2019
Finance lease receivables	**3.90%-5.36%**	3.46%-3.98%
Security and other deposits	**0.99%-15.43%**	0.55%-15.43%
Employee car plan receivables	**0.93%-8.62%**	2.80%-8.26%
Long-term debt	**0.17%-3.00%**	1.27%-6.89%
Lease liabilities	**0.64%–22.48%**	0.64%–22.48%

The following tables provide the fair value measurement hierarchy of the JFC Group's recurring financial assets and liabilities.

Quantitative disclosure fair value measurement hierarchy for assets as at December 31, 2020:

		Fair Value Measurement Using			
	Carrying Value	**Total**	**Quoted Prices in Active Markets (Level 1)**	**Significant Observable Inputs (Level 2)**	**Significant Unobservable Inputs (Level 3)**
Assets measured at fair value -					
Financial assets at FVTPL	**P35,692,357**	**P35,692,357**	**P-**	**P35,692,357**	**P-**
Assets for which fair values are disclosed:					
Investment properties:					
Land	**572,722**	**1,461,244**	**-**	**-**	**1,461,244**
Buildings	**-**	**76,027**	**-**	**-**	**76,027**
Finance lease receivables	**70,800**	**70,800**	**-**	**-**	**70,800**
Other noncurrent assets:					
Security and other deposits	**2,913,340**	**2,333,851**	**-**	**-**	**2,333,851**
Employee car plan receivables	**138,935**	**127,969**	**-**	**-**	**127,969**

Quantitative fair value measurement hierarchy for assets as at December 31, 2019:

		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	P38,202	P38,202	P-	P38,202	P-
Assets for which fair values are disclosed:					
Investment properties:				-	2,083,920
Land	572,722	2,083,920	-	-	954,427
Buildings	-	954,427	-	-	162,947
Finance lease receivables	161,934	162,947	-		
Other noncurrent assets:				-	2,338,288
Security and other deposits	3,210,835	2,338,288	-	-	194,172
Employee car plan receivables	216,713	194,172	-		

Quantitative fair value measurement hierarchy for liabilities as at December 31, 2020:

		Fair Value Measurement Using			
	Date of Valuation	**Total**	**Quoted Prices in Active Markets (Level 1)**	**Significant Observable Inputs (Level 2)**	**Significant Unobservable Inputs (Level 3)**
Liabilities measured at fair value -					
Derivative liability - interest rate swap	December 31, 2020	**P141,480**	**P-**	**P141,480**	**P-**
Liabilities disclosed at fair value:					
Tenants' deposit	December 31, 2020	**6,849**	**-**	**-**	**6,849**
Long-term debt	December 31, 2020	**19,990,261**	**-**	**-**	**19,990,261**

Quantitative disclosure fair value measurement hierarchy for liabilities as at December 31, 2019:

		Fair Value Measurement Using			
	Date of Valuation	Total	Quoted Prices in Active Markets (Level 1)	Significant Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)
Liabilities measured at fair value -					
Derivative liability - interest rate swap	December 31, 2019	P58,241	P-	P58,241	P-
Liabilities disclosed at fair value:				-	
Tenants' deposit	December 31, 2019	7,442	-	-	7,442
Long-term debt	December 31, 2019	22,768,094	-		22,768,094

There were no transfers between Level 1 and Level 2 fair value measurements, and no transfers into and out of Level 3 fair value measurements during the year.

33. NOTES TO THE STATEMENTS OF CASH FLOWS

In 2020 and 2019, movements in the JFC Group's liabilities and equity arising from financing activities follow:

2020

	January 1, 2020	Cash Flows	Acquisition of a Subsidiary (NOTE 11)	Dividends Declared (NOTE 19)	Coupon Paid (NOTE 19)	Granted Stock Options to Employees and Subsidiaries	Interest Expense (NOTE 23)	Deferred Tax Assets (NOTE 24)	Amortization of Debt Issue Cost (NOTE 18)	Cumulative Translation Adjustments	Share in Net Losses of Non-controlling Interest (NOTE 11)	Share in Cumulative Translation Adjustments of Non-controlling Interest (NOTE 11)	Additions (NOTE 29)	Rent Concessions (NOTE 29)	Pre-termination of Lease (NOTE 29)	December 31, 2020
								(IN MILLIONS)								
Dividends and coupons payable (SEE NOTE 16)	P87.9	(P1,430.0)	P–	P1,431.1	P490.1	P–	P–	P–	P–	P–	P–	P–	P–	P–	P–	P579.1
Short-term debt (NOTE 18)	22,180.3	(5,944.8)	–	–	–	–	–	–	–	(360.0)	–	–	–	–	–	15,875.5
Long-term debt (NOTE 18)	22,595.7	(3,030.0)	–	–	–	–	–	–	19.0	(326.4)	–	–	–	–	–	19,258.3
Senior debt securities (NOTE 18)	–	29,499.0	–	–	–	–	–	–	10.4	(880.4)	–	–	–	–	–	28,629.0
Interest payable (NOTE 16)	167.3	(1,471.8)	–	–	–	–	1,848.3	–	–	–	–	–	–	–	–	543.8
Lease liabilities (NOTE 29)	47,307.4	(7,803.1)	–	–	–	–	1,938.5	–	–	(951.1)	–	–	6,240.0	(1,411.8)	6,240.0	39,083.7
Capital stock (NOTE 19)	1,110.1	12.1	–	–	–	–	–	–	–	–	–	–	–	–	–	1,122.2
Additional paid-in capital (NOTE 19)	8,797.4	1,268.7	–	–	–	188.3	–	(340.5)	–	–	–	–	–	–	–	9,913.9
Senior perpetual securities (NOTE 19)	–	30,010.3	–	–	577.7	–	–	–	–	–	–	–	–	–	–	30,588.0
Non-controlling interest (NOTE 11)	(318.2)	9.1	293.0	–	–	–	–	–	–	–	(1,068.5)	47.2	–	–	–	(1,037.4)
Total liabilities and equity on financing activities	P101,927.9	P41,119.5	P293.0	P1,431.1	P1067.8	P188.3	P3,786.8	(P340.5)	P29.4	(P2,517.9)	(P1,068.5)	P47.2	P6,240.0	(P1,411.8)	P6,240.0	P144,556.1

2019

	January 1, 2019	Cash Flows	Acquisition of a Subsidiary (NOTE 11)	Dividends Declared (NOTE 19)	Granted Stock Options to Employees and Subsidiaries	Interest Expense (NOTE 23)	Deferred Tax Assets (NOTE 24)	Amortization of Debt Issue Cost (NOTE 18)	Cumulative Translation Adjustments	Share in Net Losses of Non-controlling Interest (NOTE 11)	Share in Cumulative Translation Adjustments of Non-controlling Interest (NOTE 11)	Additions (NOTE 29)	Pre-termination of Lease (NOTE 29)	December 31, 2020
							(IN MILLIONS)							
Dividends payable (NOTE 16)	P80.8	(P2,807.8)	P–	P2,814.9	P–	P–	P–	P–	P–	P–	P–	P–	P–	P87.9
Short-term debt (NOTE 18)	–	22,180.3	–	–	–	–	–	–	–	–	–	–	–	22,180.3
Long-term debt (NOTE 18)	26,264.4	(3,415.0)	–	–	–	–	–	19.6	(273.3)	–	–	–	–	22,595.7
Interest payable (NOTE 16)	239.6	(1,434.8)	–	–	–	1,362.5	–	–	–	–	–	–	–	167.3
Lease liabilities (NOTE 29)	40,630.8	(8,419.7)				1,824.3			(1,265.3)			17,471.7	(2,934.4)	47,307.4
Capital stock (NOTE 19)	1,105.2	4.9	–	–	–	–	–	–	–	–	–	–	–	1,110.1
Additional paid-in capital (NOTE 19)	8,638.5	580.5	–	–	262.9	–	(684.5)	–	–	–	–	–	–	8,797.4
Non-controlling interest (NOTE 11)	1,500.9	30.4	(1,877.4)	(14.9)	–	–	–	–	–	(9.5)	52.3	–	–	(318.2)
Total liabilities and equity on financing activities	P78,460.2	P6,718.8	(P1,877.4)	P2,800.0	P262.9	P3,186.8	(P684.5)	P19.6	(P1,538.6)	(P9.5)	P52.3	P17,471.7	(P2,934.4)	P101,927.9

32. EVENTS AFTER THE REPORTING PERIOD

Dividend Declaration

On April 8, 2021, the BOD of the Parent Company approved a cash dividend of P=0.78 per share of common stock to all stockholders of record as at April 26, 2021. Consequently, the cash dividend is expected to be paid out on May 12, 2021. The cash dividend is 25.8% higher than the P0.62 cash dividend per share declared on April 7, 2020.

Corporate Recovery and Tax Incentives for Enterprises Act

President Rodrigo Duterte signed into law on March 26, 2021 the Corporate Recovery and Tax Incentives for Enterprises (CREATE) Act to attract more investments and maintain fiscal prudence and stability in the Philippines. Republic Act (RA) 11534 or the CREATE Act introduces reforms to the corporate income tax and incentives systems. It takes effect 15 days after its complete publication in the Official Gazette or in a newspaper of general circulation or April 11, 2021.

The following are the key changes to the Philippine tax law pursuant to the CREATE Act which have an impact to the JFC Group:

- Effective July 1, 2020, regular corporate income tax (RCIT) rate is reduced from 30% to 25% for domestic and resident foreign corporations. For domestic corporations with net taxable income not exceeding P=5 million and with total assets not exceeding P100 million (excluding land on which the business entity's office, plant and equipment are situated) during the taxable year, the RCIT rate is reduced to 20%.

- Minimum corporate income tax (MCIT) rate reduced from 2% to 1% of gross income effective July 1, 2020 to June 30, 2023.

- Imposition of improperly accumulated earnings tax (IAET) is repealed.

- For investments prior to effectivity of CREATE:

    - Registered business enterprises granted only an income tax holiday (ITH) – can continue with the availment of the ITH for the remaining period of the ITH.

As clarified by the Philippine Financial Reporting Standards Council in its Philippine Interpretations Committee Q&A No. 2020-07, the CREATE Act was not considered substantively enacted as at December 31, 2020 even though some of the provisions have retroactive effect to July 1, 2020.

The passage of the CREATE Act into law on March 26, 2021 is considered as a non-adjusting subsequent event. Accordingly, current and deferred income taxes as at and for the year ended December 31, 2020 continued to be computed and measured using the applicable income tax rates as at December 31, 2020 (i.e., 30% RCIT / 2% MCIT) for financial reporting purposes.

Applying the provisions of the CREATE Act, the JFC Group would have been subjected to the lower RCIT rate of 25% of taxable income or the reduced MCIT rate of 1% of gross income, effective July 1, 2020.

- This will result in lower provision for current income tax for the year ended December 31, 2020 amounting to P1,265.3 million or a reduction of P68.7 million. The reduced amounts will be reflected in the JFC Groups's 2020 annual income tax return. However, for financial reporting purposes, the changes will only be recognized in the 2021 consolidated financial statements.

- This will result in lower net deferred tax assets as at December 31, 2020 by P631.2 million and will be recognized in the 2021 consolidated financial statements.

INVESTORS' INFORMATION

COMPANY HEADQUARTERS

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No. 10 F. Ortigas Jr. Road
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Website: www.jollibee.com.ph

ANNUAL STOCKHOLDERS' MEETING

The Annual Stockholders' Meeting will be held on **June 25, 2021 at 2:00 P.M**. The Corporation shall conduct the meeting virtually and the stockholders may attend and participate via remote communication and by voting in absentia or by appointing the Chairman of the meeting as their proxy.

COMMON STOCK

Jollibee's common stock is listed and traded on the Philippine Stock Exchange with the ticker symbol "**JFC**." It is one of the companies that comprise the PSE Composite Index.

STOCKHOLDERS' INQUIRIES

Inquiries regarding dividend payments, account status, address changes, stock certificates and other pertinent matters may be addressed to the Company's registrar and transfer agent:

Rizal Commercial Banking Corporation
Stock Transfer Office
Ground Floor, West Wing, Grepalife Building,
221 Senator Gil Puyat Avenue, Makati City
Telephone: (632) 8894-9000 locals 3690, 3691, 3693 and 3694
Email address: rcbcstocktransfer@rcbc.com

SEC FORM 17-A

The financial information in this report, in the opinion of Management, substantially conforms with the information required in the "17-A Report" submitted to the Securities and Exchange Commission. Copies of this report may be obtained free of charge upon written request to the Office of the Corporate Secretary

EMERGING STRONGER

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