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SECURITIES AND EXCHANGE COMMISSION

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J O L L I B E E F O O D S C O R P O R A T I O N

(Company's Full Name)

10/F J O L L I B E E P L A Z A B U I L D I N G
10 F. O R T I G A S J R . A V E N U E
O R T I G A S C E N T E R , P A S I G C I T Y
(Business Address: No. Street City / Town / Province)

Contact Person

Company Telephone Number

31-Dec
Month Day Year
Fiscal Year

Any Day in June
Month Day Year
Annual Meeting

**Annual Corporate Governance Report
(Consolidated Changes in the ACGR for 2016)
as of March 27, 2017**
Form Type

Dept. Requiring this Doc.

Amended Articles Number/Section

Total no. of Stockholders

Total Amount of Borrowings
Domestic Foreign

To be accomplished by SEC Personnel concerned

File Number

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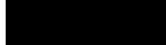
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SECURITIES AND EXCHANGE COMMISSION
SEC FORM – ACGR
ANNUAL CORPORATE GOVERNANCE REPORT
(2016)

1. Report is Filed for the Year 2016
2. Exact Name of Registrant as Specified in its Charter JOLLIBEE FOODS CORPORATION
3. 10/F Jollibee Plaza 10 F. Ortigas Jr. Avenue, Ortigas Center, Pasig City 1605
Address of Principal Office Postal Code
4. SEC Identification Number 77487 5.  (SEC Use Only)
Industry Classification Code
6. BIR Tax Identification Number 000-388-771
7. + 63 2 634 1111
Issuer's Telephone number, including area code
8. N/A
Former name or former address, if changed from last report

A. BOARD MATTERS

1) Board of Directors

Number of Directors per Articles of Incorporation	9
Actual number of Directors for the year	9

(a) Composition of the Board

Complete the table with information on the Board of Directors:

Director's Name	Type (Executive (ED), Non-Execution (NED) or Independent Director (ID))	If nominee, identify the principal	Nominator in the last election (if ID, state the relationship with the nominator)	Date first elected	Date last elected (if ID state the number of years served as ID)	Elected when (Annual/Special Meeting)	No. of years served as director
Tony Tan Caktiong	ED	JFC	Submitted to the Nomination Committee by shareholders	1978	2016	07/22/2016	38
Ernesto Tanmantiong	ED	JFC	Submitted to the Nomination Committee by shareholders	1987	2016	07/22/2016	29
William Tan Untiong	ED	JFC	Submitted to the Nomination Committee by shareholders	1993	2016	07/22/2016	23
Joseph Tanbuntiong	ED	JFC	Submitted to the Nomination Committee by shareholders	2013	2016	07/22/2016	3
Antonio Chua Poe Eng	NED	JFC	Submitted to the Nomination Committee by shareholders	1978	2016	07/22/2016	38
Ang Cho Sit	NED	JFC	Submitted to the Nomination Committee by shareholders	1978	2016	07/22/2016	38
Ret. Chief Justice Artemio V. Panganiban	NED	JFC	Submitted to the Nomination Committee by shareholders	2012	2016	07/22/2016	4
Monico V. Jacob	ID ¹	JFC	Submitted to the Nomination Committee by shareholders	2001	2016 (4)	07/22/2016	15
Cezar P. Consing	ID	JFC	Submitted to the Nomination Committee by shareholders	2010	2016 (4)	07/22/2016	6

Per Rule 38(7) of the Amended Implementing Rules and Regulations of the Securities Regulation Code, issuers of registered securities and public companies are required to have at least two (2) independent directors or at least twenty percent (20%) of its board size, whichever is lesser.

Per SEC Memorandum Circular No. 4, series of 2017, a company's independent director shall serve for a maximum cumulative term of nine (9) years. It further provides that the reckoning of the cumulative nine-year term is from 2012. The independent directors of the Company have not yet exceeded the maximum term limit.

¹ Per SEC Memorandum Circular No. 9 series of 2011, effective January 2, 2012, all previous terms served by existing independent directors shall not be included in the application of the term limits subject of the circular.

- (b) Provide a brief summary of the corporate governance policy that the board of directors has adopted. Please emphasize the policy/ies relative to the treatment of all shareholders, respect for the rights of minority shareholders and of other stakeholders, disclosure duties, and board responsibilities.

The Board of Directors, Management and employees of Jollibee Foods Corporation commit themselves to the principles and best practices as contained in its Amended Manual on Corporate Governance and further acknowledge that the same may guide the attainment of the Company's values, mission and vision.

The Board of Directors, officers, employees and stockholders of the Company believe that corporate governance is a necessary component of sound strategic business management and will undertake every effort necessary to create awareness within the organization as soon as possible. (Source: Article 1, Amended Manual on Corporate Governance)

The Company has adapted implementing policies of the Manual on Corporate Governance. These policies have been approved by the Board of Directors and cover, among others, (i) membership of the Company's directors in other corporate boards, (ii) standard of conduct of the Board and Senior Management and Conflict of Interest policy; (iii) selection process for directors and senior management; (iv) major capital expenditures; (v) principles in developing remuneration policies, (vi) risk management, (vii) financial management policies and procedures, (viii) shareholder grievance procedure and (ix) an evaluation system for determining and measuring compliance with the Company's Manual on Corporate Governance.

On July 24, 2014, the Company filed its Amended Manual on Corporate Governance in compliance with SEC Memorandum Circular No. 9, series of 2014.

- (c) How often does the Board review and approve the vision and mission?

The Company's Board of Directors reviews and approves the Company's vision and mission as necessary. It is the vision of the Company to become one of the top 5 restaurants in the world in terms of market capitalization.

During the March 14, 2017 Board meeting, Mr. Ernesto Tanmantiong, the Company's Chief Executive Officer presented the Company's 2017 & 2022 goals and directions.

- (d) Directorship in Other Companies

(i) Directorship in the Company's Group²

Director's Name	Corporate Name of the Group Company	Type of Directorship (Executive, Non-Executive, Independent). Indicate if director is also the Chairman
Tony Tan Caktiong	Fresh N' Famous Foods, Inc.	Chairman, Non-Executive
	Mang Inasal Phils., Inc.	Chairman, Non-Executive
	Coffeetap Corporation ³	Chairman, Non-Executive
	Chanceux, Inc.	Chairman, Non-Executive
	BK Titans, Inc.	Chairman, Non-Executive
	PFN Holdings, Corp.	Chairman, Non-Executive
	Perf Restaurants, Inc.	Chairman, Non-Executive
	Perf Trinoma, Inc.	Chairman, Non-Executive
	Perf MOA Pasay, Inc.	Chairman, Non-Executive
	RRB Holdings, Inc.	Chairman, Non-Executive
	Red Ribbon Bakeshop, Inc.	Chairman, Non-Executive
	Jollibee Group Foundation, Inc.	Member
	Honeybee Foods Corporation	Non-Executive
	Jollibee Foods Corporation (USA)	Non-Executive
	Red Ribbon Bakeshop Inc. (USA)	Chairman, Non-Executive
	Chowking Food Corporation (USA)	Chairman, Non-Executive
	Bee Good! Inc.	Non-Executive
SJBF LLC	Non-Executive	

² The Group is composed of the parent, subsidiaries, associates and joint ventures of the company. Note: Companies owning shares in the parent corporation is not included in the list.

³ Pending dissolution.

Director's Name	Corporate Name of the Group Company	Type of Directorship (Executive, Non-Executive, Independent). Indicate if director is also the Chairman	
	Jollibee Worldwide Pte. Ltd.	Non-Executive	
	Belmont Enterprises Ventures Ltd.	Non-Executive	
	Jollibee International (BVI) Ltd.	Non-Executive	
	WJ Investments Limited	Chairman, Non-Executive	
	JSF Investments Pte. Ltd.	Non-Executive	
	Golden Cup Pte. Ltd.	Non-Executive	
	Golden Plate Pte. Ltd.	Non-Executive	
	Golden Beeworks Pte. Ltd.	Non-Executive	
	SF Vung Tau Joint Stock Company	Non-Executive	
	Blue Sky Holdings Ltd.	Non-Executive	
	Southsea Binaries Limited	Non-Executive	
	Happy Bee Foods Processing Pte. Ltd.	Non-Executive	
	Jollibee (China) Food & Beverage Management Co. Ltd.	Non-Executive	
	Beijing New Hongzhuangyuan Food & Beverage Management Co. Ltd.	Non-Executive	
	Hangzhou Yong He King Food and Beverage Co. Ltd.	Non-Executive	
	Hangzhou Yongtong Food and Beverage Co. Ltd.	Non-Executive	
	Tianjin Yong He King Food & Beverage Co. Ltd.	Non-Executive	
	Beijing Yong He King Food and Beverage Co. Ltd.	Non-Executive	
	Shenzhen Yong He King Food and Beverage Co. Ltd.	Non-Executive	
	Wuhan Yonghe King Food and Beverage Co. Ltd.	Non-Executive	
	Happy Bee Foods Processing (Anhui) Co. Ltd.	Non-Executive	
	12 Sabu (Shanghai) Food & Beverage Management Co. Ltd.	Non-Executive	
	Beijing Golden Coffee Cup Food & Beverage Management Co., Ltd.	Non-Executive	
	Yong He Holdings Co. Ltd.	Non-Executive	
	Centenary Ventures Limited	Non-Executive	
	Shanghai Belmont Enterprises Management & Adviser Co. Ltd. ⁴	Non-Executive	
	William Tan Untiong	Fresh N' Famous Foods, Inc.	Executive
		Mang Inasal Phils., Inc.	Executive
		Coffeelap Corporation ⁵	Executive
		Adgraphix, Inc.	Executive
Chanceux, Inc.		Executive	
BK Titans, Inc.		Executive	
RRB Holdings, Inc.		Executive	
Red Ribbon Bakeshop, Inc.		Executive	
Grandworth Resources Corporation		Chairman, Executive	
Zenith Foods Corporation		Executive	
Jollibee Group Foundation, Inc.		Member	
Honeybee Foods Corporation		Non-Executive	
Red Ribbon Bakeshop Inc. (USA)		Non-Executive	
Chowking Food Corporation (USA)		Non-Executive	
Belmont Enterprises Ventures Ltd.		Non-Executive	
Golden Cup Pte. Ltd.		Non-Executive	
Golden Plate Pte. Ltd.		Non-Executive	
JSF Investments Pte. Ltd.		Non-Executive	
SF Vung Tau Joint Stock Company		Non-Executive	
Blue Sky Holdings Ltd.		Non-Executive	
Jollibee (China) Food & Beverage Management Co. Ltd.		Non-Executive	
Hangzhou Yong He King Food and Beverage Co. Ltd.		Non-Executive	
Tianjin Yong He King Food & Beverage Co. Ltd.		Non-Executive	
Beijing Yong He King Food and Beverage Co. Ltd.		Non-Executive	
Shenzhen Yong He King Food and Beverage Co. Ltd.		Non-Executive	
Wuhan Yonghe King Food and Beverage Co. Ltd.		Non-Executive	

⁴ Pending deregistration as of February 2015.

⁵ Pending dissolution.

Director's Name	Corporate Name of the Group Company	Type of Directorship (Executive, Non-Executive, Independent). Indicate if director is also the Chairman
	12 Sabu (Shanghai) Food & Beverage Management Co. Ltd.	Non-Executive
	Beijing Golden Coffee Cup Food & Beverage Management Co., Ltd.	Executive
	Yong He Holdings Co. Ltd.	Non-Executive
	Centenary Ventures Limited	Non-Executive
	WJ Investments Limited	Non-Executive
	Entrek (B) SDN BHD	Non-Executive
	Ernesto Tanmantiong	Fresh N' Famous Foods, Inc.
BK Titans, Inc.	Executive	
Red Ribbon Bakeshop, Inc.	Executive	
RRB Holdings, Inc.	Executive	
Chanceux, Inc.	Executive	
Adgraphix, Inc.	Executive	
Grandworth Resources Corporation	Executive	
Jollibee Group Foundation, Inc.	Member	
Honeybee Foods Corporation	Non-Executive	
Red Ribbon Bakeshop Inc. (USA)	Non-Executive	
Chowking Food Corporation (USA)	Non-Executive	
Jollibee Worldwide Pte. Ltd.	Non-Executive	
Belmont Enterprises Ventures Ltd.	Non-Executive	
Jollibee International (BVI) Ltd.	Non-Executive	
Jollibee Hong Kong Ltd.	Non-Executive	
Hanover Holdings Ltd.	Non-Executive	
P.T. Jollibee Indonesia	Non-Executive	
Jollibee Vietnam Co. Ltd.	Non-Executive	
P.T. Chowking Indonesia	Non-Executive	
Golden Plate Pte. Ltd.	Non-Executive	
Golden Beeworks Pte. Ltd.	Non-Executive	
Happy Bee Foods Processing Pte. Ltd. ⁶	Non-Executive	
Jollibee (China) Food & Beverage Management Co. Ltd.	Non-Executive	
Happy Bee Foods Processing (Anhui) Co., Ltd.	Non-Executive	
Hangzhou Yong He King Food and Beverage Co. Ltd.	Non-Executive	
Tianjin Yong He King Food & Beverage Co. Ltd.	Non-Executive	
Beijing Yong He King Food and Beverage Co. Ltd.	Non-Executive	
Wuhan Yong He King Food and Beverage Co. Ltd.	Non-Executive	
Yong He Holdings Co. Ltd.	Non-Executive	
Centenary Ventures Limited	Non-Executive	
Joseph Tanbuntiong	Red Ribbon Bakeshop, Inc.	Executive
RRB Holdings, Inc.	Executive	
BK Titans, Inc.	Executive	
Perf Restaurants, Inc.	Executive	
Perf MOA Pasay, Inc.	Executive	
Perf Trinoma, Inc.	Executive	
PFN Holdings Corporation	Executive	
Jollibee Group Foundation, Inc.	Member	
Ang Cho Sit	Grandworth Resources Corporation	Non-Executive
Freemont Foods Corporation	Non-Executive	

Source: To be included in the 2016 JFC Annual Report.

⁶ Formerly Jollibee Foods Processing Pte. Ltd, change in name effective October 1, 2014.

(ii) Directorship in Other Listed Companies

Identify, as and if applicable, the members of the Company's Board of Directors who are also directors of publicly listed companies outside its group:

Director's Name	Name of Listed Company	Type of Directorship (Executive, Non-Executive, Independent). Indicate if director is also the Chairman.
Tony Tan Caktiong ⁷	First Gen Corporation	Independent
	DoubleDragon Properties Corp.	Non-Executive
William Tan Untiong	DoubleDragon Properties Corp.	<u>Non-Executive</u>
Joseph Tanbuntiong	DoubleDragon Properties Corp.	Non-Executive
Monico V. Jacob	2 Go Group, Inc. (formerly Aboitiz Transport Systems, Inc.)	Independent
	Phoenix Petroleum Philippines, Inc.	Independent
	Lopez Holdings Corp.	Independent
	<u>Rockwell Land Corporation</u>	<u>Independent</u>
	STI Education Systems Holdings, Inc.	<u>Executive</u>
Cezar P. Consing	Asian Terminals, Inc.	<u>Non-Executive</u>
	Bank of the Philippine Islands	<u>Executive</u>
Ret. Chief Justice Artemio V. Panganiban	National Reinsurance Corp. of the Philippines (PhilNare)	<u>Non-Executive</u>
	MERALCO	Independent
	Petron Corporation	Independent
	First Philippine Holdings Corp.	Independent
	Philippine Long Distance Telephone Company	Independent
	Metro Pacific Investment Corp.	Independent
	Robinsons Land Corp.	Independent
	GMA Network, Inc.	Independent
	GMA Holdings, Inc.	Independent
Asian Terminals, Inc.	Independent	

Source: *To be included in the 2016 JFC Annual Report.*

(iii) Relationship with the Company and its Group

Provide details, as and if applicable, of any relation among the members of the Board of Directors, which links them to significant shareholders in the company and/or in its group:

Director's Name	Name of the Significant Shareholder	Description of the relationship
Tony Tan Caktiong	Hyper Dynamic Corporation	Chairman, President
William Tan Untiong		Director
Ernesto Tanmantiong		Director
Antonio Chua Poe Eng		Director
Ang Cho Sit		Director
Tony Tan Caktiong	Honeysea Corporation	Chairman, President
Ernesto Tanmantiong		Director
William Tan Untiong		Director
Ernesto Tanmantiong	Winall Holding Corporation	Chairman, President
Antonio Chua Poe Eng	Honeyworth Corporation	Chairman, President
William Tan Untiong		Director
Ernesto Tanmantiong	Kingsworth Corporation	Chairman, President
William Tan Untiong		Director
Tony Tan Caktiong	Centregold Corporation	Director
Ernesto Tanmantiong		Director
William Tan Untiong		Chairman, President
Ang Cho Sit	Venice Corporation	Chairman, President
Ang Cho Sit	A-Star Holding Corporation	Director
Ang Cho Sit	Longshore Corporation	Director

Source: *To be included in the 2016 JFC Annual Report.*

⁷ Effective November 13, 2016, he has resigned as Philippine Long Distance Telephone Company director.

- (iv) Has the Company set a limit on the number of board seats in other companies (publicly listed, ordinary and companies with secondary license) that an individual director or CEO may hold simultaneously? In particular, is the limit of five board seats in other publicly listed companies imposed and observed? If yes, briefly describe other guidelines:

There is currently no specific numerical limit, but among the guidelines used by the Nomination Committee in determining the fitness of any nominee for directorships in the Board is the number of directorships/active memberships and officerships in other corporations or organizations. (Source: Article 4.B.2.c, Amended Manual on Corporate Governance). Moreover, the Board may consider the adoption of guidelines on the number of directorships that its members can hold in stock and non-stock corporations. The optimum number shall be related to the capacity of a director to perform his duties diligently in general.

	Guidelines	Maximum Number of Directorship in other Companies
Executive Director	The Chief Executive Officer and other executive directors shall submit themselves to a low indicative limit on membership in other corporate Boards. The same low limit shall apply to independent, non-executive directors who serve as full-time executives in other corporations. In any case, the capacity of directors to serve with diligence shall not be compromised. (Source: Article 4.B.2, Amended Manual on Corporate Governance)	
Non-Executive Director		
CEO		

(c) Shareholding in the Company

Complete the following table on the members of the Company's Board of Directors who directly and indirectly own shares in the company:

Name of Director	Number of Direct shares	Number of indirect shares/Through (name of record owner)	% of Capital Stock
Tony Tan Caktiong	8,254,565	240,000 (through Deutsche Regis Partners, Inc.)	0.79%
Ernesto Tanmantiong	4,743,951	457,019 (through Deutsche Regis Partners, Inc.)	0.49%
William Tan Untiong	7,396,722	279,667 (through Deutsche Regis Partners, Inc.)	0.72%
Joseph Tanbuntiong	64,630	n/a	0.01%
Ang Cho Sit	11	n/a	0.00%
Antonio Chua Poe Eng	1 38,857,446 ⁹	1,208,037 (through Honeyworth Corporation)	3.75%
Ret C.J. Artemio V. Panganiban	1	11,000	0.00%
Monico V. Jacob	100	n/a	0.00%
Cezar P. Consing	1	n/a	0.00%

Source: Public Ownership Report as of February 28, 2017

⁹ Through Honeyworth Corporation as disclosed in Antonio Chua Poe Eng's SEC Form 23-B.

2) Chairman and CEO

- (a) Do different persons assume the role of Chairman of the Board of Directors and CEO? If no, describe the checks and balances laid down to ensure that the Board gets the benefit of independent views.

Yes

No

Identify the Chairman and CEO:

Chairman of the Board	Tony Tan Caktiong
CEO/President	Ernesto Tanmantiong

- (b) Roles, Accountabilities and Deliverables of the Chairman and CEO.

	Chairman	Chief Executive Officer
Role		
Accountabilities	<p>* Preside over all meetings of the stockholders and the Board of Directors. (Source: Section 2, Article V, By-Laws)</p> <p>* Ensure that the meetings of the Board are held in accordance with the Company's by-laws.</p> <p>*Coordinate with the Corporate Secretary in the preparation of the agenda of Board meetings, taking into consideration the suggestions of other directors, Management and officers; and</p> <p>*Maintain qualitative and timely lines of communication and information between the Board and Management.</p> <p>(Source: Article 4.A.2, Amended Manual on Corporate Governance)</p>	<p>* General charge, supervision and control of the business and affairs of the Company, subject to the control of the Board of Directors.</p> <p>* <u>Except as otherwise reserved to the Board</u>, may appoint and discharge all agents and employees of the Company.</p> <p>* See to it that all resolutions of the Board of Directors are duly carried out.</p> <p>* Vote and represent shares of stocks owned or held by the Company in another corporation, firm or entity.</p> <p>* Execute on behalf of the Corporation all contracts, agreements and other instruments affecting the interests of the Company, except as otherwise directed by the Board of Directors.</p> <p>* Perform such other functions as may be incidental to his office and shall preside in all meetings of the stockholders and Board of Directors in the absence of the Chairman of the Board upon his delegation.</p> <p>* Assign the exercise or performance of any of the powers, duties and functions to any other officer(s), subject to his control and supervision.</p> <p>(Sources: Section 3, Article V, By-Laws and Article 4.A.3, Amended Manual on Corporate Governance)</p>
Deliverables		

- 3) Explain how the board of directors plans for the succession of the CEO/Managing Director/President and the top key management positions?

The Nomination Committee, with the support of Corporate Human Resources, is developing and formalizing a process for screening nominees for appointment to senior management positions within the Company. There are development programs available for talents at all levels of the company in support of succession planning.

The Compensation Committee shall ensure that a working Succession Planning system is in place (Source: Compensation Committee Charter)

To ensure a high standard of best practice for the Company, its stockholders and other stakeholders, the Board, whether acting as a body or through its designated or authorized working committee or department, should conduct itself with honesty and integrity in the performance of, among others, its duty to appoint competent, professional, honest and highly-motivated management officers and adopt an effective succession planning program for **Management.** (Source: Article 4.C.2.b, Amended Manual on Corporate Governance)

- 4) Other Executive, Non-Executive and Independent Directors

Does the company have a policy of ensuring diversity of experience and background of directors in the board?

Yes. The Nomination Committee of the Board of Directors shall be responsible for evaluating the qualifications of all persons nominated to the Board. The Nomination Committee has promulgated guidelines for the conduct of nominations to the Board of Directors. (Source: Section 9(a), Article IV, By-Laws)

Included in the guidelines used by the Nomination Committee in the determination of the fitness of any nominee for directorships in the Board is the nature of the business of the corporations which a nominee is a director. (Source: Article 4.B.2.a, Amended Manual on Corporate Governance).

Does it ensure that at least one non-executive director has an experience in the sector or industry the company belongs to? Please explain.

Among the qualifications of a director is sufficient experience in managing the business. (Source: Article 4.B.1.b, Amended Manual on Corporate Governance)

Define and clarify the roles, accountabilities and deliverables of the Executive, Non-Executive and Independent Directors:

	Executive	Non-Executive	Independent Director
Role	<p>An Executive Director is a director who is also the head of a department or unit of the Company or performs any work related to its operation. (Source: Article 2, Amended Manual on Corporate Governance).</p> <p>Each director is expected to provide inputs and suggestions to all issues raised for the consideration of the Board of Directors. Executive directors' inputs are expected to be based on his/her knowledge of the day-to-day business of the Company.</p>	<p>A Non-Executive Director is a director who is not the head of a department or unit of the Company nor performs any work related to its operation. (Source: Article 2, Amended Manual on Corporate Governance).</p> <p>Each director is expected to provide inputs and suggestions to all issues raised for the consideration of the Board of Directors.</p>	<p>An Independent Director is a person who, apart from his fees and shareholdings, is independent of management and free from any business or other relationship which could, or could reasonably be perceived to, materially interfere with his exercise of independent judgment in carrying out his responsibilities as a director. (Source: Article 2, Amended Manual on Corporate Governance).</p> <p>An independent director shall endeavor to always attend Board meetings, provided, however, that their absence shall not</p>

	Executive	Non-Executive	Independent Director
			<p>affect the quorum requirement. The Board may, to promote transparency, require the presence of at least one (1) independent director. (Source: Article 4.F, Amended Manual on Corporate Governance).</p> <p>Each director is expected to provide inputs and suggestions to all issues raised for the consideration of the Board of Directors. Independent directors are expected to give input based on their extensive experience and to provide suggestions and solutions based on best practices.</p>
Accountabilities	<p>Accountability of all directors is in accordance with the Corporation Code, including but not limited to Articles 31 (Liability of directors, trustees or officers) and 32 (Dealings of directors, trustees or officers with the corporation).</p>	<p>Accountability of all directors is in accordance with the Corporation Code, including but not limited to Articles 31 (Liability of directors, trustees or officers) and 32 (Dealings of directors, trustees or officers with the corporation).</p>	<p>Accountability of all directors is in accordance with the Corporation Code, including but not limited to Articles 31 (Liability of directors, trustees or officers) and 32 (Dealings of directors, trustees or officers with the corporation).</p> <p>An independent director shall hold no interest or relationship with the Company that may hinder his independence from the Company or management or that may interfere with the exercise of independent judgment in carrying out the responsibilities of a director (Source: Section 1, Article IV, By-Laws)</p>
Deliverables	<p>Each director is expected to provide inputs and suggestions to all issues raised for the consideration of the Board of Directors. Executive directors' inputs are expected to be based on his/her knowledge of the day-to-day business of the Company.</p>	<p>Each director is expected to provide inputs and suggestions to all issues raised for the consideration of the Board of Directors.</p>	<p>Each director is expected to provide inputs and suggestions to all issues raised for the consideration of the Board of Directors. Independent directors are expected to give inputs based on their extensive experience and to provide suggestions and solutions based on best practices.</p> <p>An independent director shall submit to the Corporate Secretary a letter of confirmation stating that he holds no interests affiliated with the Company, management or controlling stockholder at the time of his election or</p>

	Executive	Non-Executive	Independent Director
			appointment and/or re-election as director. (Source: Section 1, Article IV, By-Laws)

Provide the company's definition of "independence" and describe the company's compliance to the definition.

An independent director shall hold no interests or relationships with the Company that may hinder his independence from the Company or management or that may interfere with the exercise of independent judgment in carrying out the responsibilities of a director.

An independent director shall submit to the Corporate Secretary a letter of confirmation stating that he holds no interests affiliated with the Company, management or controlling stockholder at the time of his election or re-appointment and/or re-election as director. (Source: Section 1, Article IV, By-Laws)

An independent director is a person who, apart from his fees and shareholdings, is independent of management and free from any business or other relationship which could, or could reasonably be perceived to, materially interfere with his exercise of independent judgment in carrying out his responsibilities as a director. (Source: Article 2, Amended Manual on Corporate Governance).

The Company complies with the requirements of law and regulations on the qualifications of independent directors, including limits on shareholdings and term, and the submission of Certifications of Independent Directors. (Source: 2016 Definitive Information Statement)

Does the company have a term limit of five consecutive years for independent directors? If after two years, the company wishes to bring back an independent director who had served for five years, does it limit the term for no more than four additional years? Please explain.

The Company complies with SEC Memorandum Circular No. 19 (s. 2016) and SEC Memorandum Circular No. 4 (s. 2017).

SEC Memorandum Circular No. 19 (s. 2016) and SEC Memorandum Circular No. 4 (s. 2017) provide that an independent director shall serve for a maximum cumulative term of nine (9) years. The issuances further provide that the reckoning of the cumulative nine-year term is from 2012. The independent directors of the Company have not yet exceeded the maximum term limit.
(Source: To be included in the 2016 JFC Annual Report, 2015 ACGR, 2016 Definitive Information Statement)

5) Changes in the Board of Directors (Executive, Non-Executive and Independent Directors)

(a) Resignation/Death/Removal

Indicate any changes in the composition of the Board of Directors that happened during the period:

There were no changes in the composition of the Board of Directors for the year 2016.

(b) Selection/Appointment, Re-election, Disqualification, Removal, Reinstatement and Suspension

Describe the procedures for the selection/appointment, re-election, disqualification, removal, reinstatement and suspension of the members of the Board of Directors. Provide details of the processes adopted (including the frequency of election) and the criteria employed in each procedure:

Procedure	Process Adopted	Criteria
a. Selection/Appointment		
(i) Executive Directors (ii) Non-Executive Directors (iii) Independent Directors	Nomination to the Board of Directors (including the independent director) shall be submitted to the Nomination Committee for consideration by the	The qualifications for nomination and election to the Board of Directors are as follows: (i) at least one (1) share of the

Procedure	Process Adopted	Criteria
	<p>latter prior to the annual meeting of stockholders or a special meeting called for the purpose of electing the Corporation's directors. All such submissions shall be signed by the stockholders nominating a particular nominee together with the written acceptance of such nominee. The Nomination Committee shall review the qualifications for the nominees for directors and prepare a final list of candidates.</p> <p>The Final List of Candidates shall be made available to the Securities and Exchange Commission and to all stockholders through the Information or Proxy Statement. The name of the person or group of persons who submitted a particular nominee's name shall be identified in such report including any relationship with the nominee.</p> <p>Only nominees whose names appear on the Final List of Candidates shall be eligible for election as directors. No other nominations shall be entertained or allowed on the floor during the annual stockholders' meeting.</p> <p><i>(Source: Section 12, Article III, By-Laws)</i></p> <p>Subject to existing laws, rules and regulations of the SEC or any stock exchange having jurisdiction over the Company, the conduct of election of directors shall be made in accordance with the standard election procedures contained in these By-Laws.</p> <p>It shall be the responsibility of the Chairman of the meeting to inform all stockholders of the requirement of electing independent directors. The Chairman of the Meeting shall ensure that the independent director is elected during the stockholders' meeting.</p> <p>Specific slots for independent directors shall not be filled up by unqualified nominees. (As amended on June 27, 2008).</p> <p>The nine (9) directors of the Corporation shall be elected by plurality vote at the annual meeting of the stockholders for the year at which a quorum is present. At each election for directors every stockholder shall have the right to vote, in person or by proxy, the number of shares owned by him for as many persons as there are directors to be elected, or to cumulate his votes by giving one candidate as many votes as the number of such directors multiplied by the number of his shares shall equal, or by distributing such votes as the same principle among any number of candidates. The persons receiving the first nine (9) highest number of votes shall be the directors. (As amended on June 27, 2008).</p> <p>In the event of a failure of election for independent directors, the</p>	<p>Corporation registered in his name;</p> <p>(ii) at least a college graduate or with sufficient experience in managing the business to substitute for such formal education;</p> <p>(iii) at least twenty-one (21) years old;</p> <p>(iv) proven to possess integrity and probity;</p> <p>(v) proven to possess business acumen and/or professional skills based on actual and significant business and/or professional experience;</p> <p>(v) absence of any of the disqualifications provided under applicable laws or these By-Laws.</p> <p>For purposes of Article IV, Section 2(v), no person shall qualify or be eligible for nomination or election to the Board of Directors if he is engaged in any business which competes with or is antagonistic to that of the Company, or a nominee of such person.</p> <p><i>(Source: Section 2, Article IV, By-Laws)</i></p> <p>In addition to the grounds for qualification and disqualification for nomination and election to the Board, the Nomination Committee shall consider the following guidelines in the determination of the fitness of any nominee for directorships in the Board:</p> <p>a. The nature of the business of the corporations which he is a director;</p> <p>b. Age of the director;</p> <p>c. Number of directorships/ active memberships and officerships in other corporations or organizations; and</p> <p>d. Possible conflict of interest.</p> <p><i>(Source: Article 4.B.2, Amended Manual on Corporate Governance)</i></p>

Procedure	Process Adopted	Criteria
	<p>Chairman of the Meeting shall call a separate election during the same meeting to fill up the vacancy. (As amended on June 24, 2005)</p> <p>(Source: Section 13, Article III, By-Laws)</p>	
b. Re-appointment		
(i) Executive Directors	The same process applies to re-appointment/re-election of directors.	
(ii) Non-Executive Directors		
(iii) Independent Directors		
c. Permanent Disqualification		
(i) Executive Directors (ii) Non-Executive Directors (iii) Independent Directors	<p>The Nomination Committee determines the qualification (or disqualification) of a nominee.</p> <p>(Source: Section 12, Article III, By-Laws)</p>	<p>Grounds for Permanent Disqualification:</p> <ol style="list-style-type: none"> 1. Any person convicted by final judgment or order by a competent judicial or administrative body of any crime that (a) involves the purchase or sale of securities, as defined in the Securities Regulation Code; (b) arises out of the person's conduct as an underwriter, broker, dealer, investment adviser, principal, distributor, mutual fund dealer, futures commission merchant, commodity trading advisor, or floor broker; or (c) arises out of his fiduciary relationship with a bank, quasi-bank, trust company, investment house or as an affiliated person or any of them; 2. Any person who, by reason of misconduct, after hearing, is permanently enjoined by a final judgment or order of the Securities and Exchange Commission (the "Commission") or any court or administrative body or competent jurisdiction from: (a) acting as an underwriter, broker, dealer, investment adviser, principal, distributor, mutual fund dealer, futures commission merchant, commodity trading advisor, or floor broker; (b) acting as director or officer of a bank, quasi-bank, trust company, investment house or investment company; (c) engaging in or continuing any conduct or practice in any of the capacities mentioned in sub-paragraphs (a) and (b) above, or willfully violating the laws that govern securities and banking activities; <p>The disqualification shall also apply if such person is currently the subject of an order of the Commission or any court or administrative body denying, revoking or suspending any registration, license or permit issued to him under the Corporation Code, Securities Regulation Code or any other law administered by the Commission or the Bangko Sentral ng Pilipinas ("BSP") or any rule or regulation issued by the Commission or the BSP, or has otherwise been</p>

Procedure	Process Adopted	Criteria
		<p>restrained to engage in any activity involving securities and banking; or such person is currently the subject of an effective order of a self-regulatory organization suspending or expelling him from membership, participation or association with a member or participant of the organization;</p> <p>3. Any person convicted by final judgment or order by a court or competent administrative body of an offense involving moral turpitude, fraud, embezzlement, theft, estafa, counterfeiting, misappropriation, forgery, bribery, false affirmation, perjury or other fraudulent act or transgressions;</p> <p>4. Any person finally found by the Commission or a court or other administrative body to have willfully violated, or willfully aided, abetted, counseled, induced or procured the violation of any provision of the Securities Regulation Code, the Corporation Code, or any other law administered by the Commission or BSP, or any rule, regulation or order of the Commission or the BSP;</p> <p>5. Any person earlier elected as independent director who becomes an officer, employee or consultant of the Company;</p> <p>6. Any person judicially declared as insolvent;</p> <p>7. Any person found guilty by final judgment or order of a foreign court or equivalent financial regulatory authority of acts, violations or misconduct similar to any of the acts, violations or misconduct in paragraphs (1) to (5) above;</p> <p>8. Conviction by final judgment of an offense punishable by imprisonment for a period exceeding six (6) years, or a violation of the Corporation Code, committed within five (5) years prior to the date of his election or appointment. (As amended on May 11, 2010)</p> <p><i>(Sources: Article 4.B.4, Amended Manual on Corporate Governance; Section 2, Article IV, By-Laws)</i></p>
d. Temporary Disqualification		
(i) Executive Directors (ii) Non-Executive Directors (iii) Independent Directors	<p>The Nomination Committee determines the qualification (or disqualification) of a nominee.</p> <p><i>(Source: Section 12, Article III, By-Laws)</i></p>	<p>For purposes of Article IV, Section 2(v), no person shall qualify or be eligible for nomination or election to the Board of Directors if he is engaged in any business which competes with or is antagonistic to that of the Corporation, or a nominee of such person. Without limiting the generality of the foregoing, a person shall be deemed to be so engaged:</p> <p>(1) If he is an officer, manager or controlling person of, or the owner (either of record or</p>

Procedure	Process Adopted	Criteria
		<p>beneficially) of 10% or more of any outstanding class of shares of, any corporation (other than one in which the Corporation owns at least thirty percent (30%) of the capital stock) engaged in a business which the Board by a majority vote, determines to be competitive, antagonistic, and/or in clear conflict of interest to that of the Corporation; or</p> <p>(2) If he is an officer, manager or controlling person of, or the owner (either of record or beneficially) of 10% or more of any outstanding class of shares of any other corporation or entity engaged in any line of business of the Corporation when in the judgment of the Board by a majority vote the laws against combinations in restraint of trade shall be violated by such person's membership in the Board of Directors; or</p> <p>(3) If the Board, in the exercise of its judgment in good faith, determines by a majority vote that he is the nominee or agent of, or otherwise represents, any person set forth in (1) or (2) above.</p> <p>In determining whether or not a person is controlling person, beneficial owner, or the nominee of another, the Board may take into account such factors as business and family relationships.</p> <p><i>(Source: Section 2, Article IV, By-Laws)</i></p> <p>The Nomination Committee may also place an existing director under temporary disqualification based on the following:</p> <ol style="list-style-type: none"> 1. Refusal to fully comply with the disclosure requirements of the Securities Regulation Code and its Implementing Rules and Regulations. This disqualification shall be in effect as long as his refusal persists; 2. Absence or non-participation without justifiable reason/s for more than fifty percent (50%) of all meetings, both regular and special, of the Board of directors during his incumbency, or any twelve (12) month period during said incumbency, unless the absence is due to illness, death in the immediate family or serious accident. This disqualification applies for purposes of the succeeding election; 3. Dismissal/ termination from directorship in another listed corporation for cause. This disqualification shall be in effect until he has cleared himself of any involvement in the alleged irregularity; 4. If the beneficial equity ownership of an independent director in the Company or its subsidiaries and affiliates exceeds 2% of its

Procedure	Process Adopted	Criteria
		<p>subscribed capital stock, provided that this disqualification shall be lifted if the limit is later on complied with;</p> <p>5. Being under preventive suspension by the Company with respect to Executive Directors;</p> <p>6. If any of the judgments or orders cited in the grounds for permanent disqualification has not yet become final.</p> <p>A temporarily disqualified director shall, within sixty (60) business days from such disqualification, take the appropriate action to remedy or correct the disqualification. If he fails or refuses to do so for unjustified reasons, the disqualification shall be permanent.</p> <p><i>(Source: Article 4.B.4, Amended Manual of Corporate Governance).</i></p>
e. Removal		
<p>(i) Executive Directors (ii) Non-Executive Directors (iii) Independent Directors</p>	<p>The process complies with Section 28 of the Corporation Code.</p> <p>To strictly observe and implement the provisions of this Manual, the following penalties shall be imposed, after notice and hearing, on the Company's directors, officers and staff in case of violation of any of the provisions of this Manual:</p> <p>In case of first violation, the subject person shall be reprimanded.</p> <p>Suspension from office shall be imposed in case of second violation. The duration of the suspension shall depend on the gravity of the violation.</p> <p>For the third violation, the maximum penalty of removal from office shall be imposed.</p> <p>The commission of a third violation of this Manual by any member of the Board of Directors of the Company or its subsidiaries and affiliates shall be a sufficient cause for removal from directorship.</p> <p>The Compliance Officer shall be responsible for determining violation/s through notice and hearing and shall recommend to the Chairman of the Board the imposable penalty for such violation, for further review and approval of the Board.</p> <p><i>(Source: Article 12, Amended Manual on Corporate Governance).</i></p>	<p>The criteria comply with Section 28 of the Corporation Code.</p>
f. Re-instatement		
<p>(i) Executive Directors (ii) Non-Executive Directors (iii) Independent Directors</p>	<p>Reinstatement complies with the procedural requirements of the Corporation Code for election of directors.</p>	<p>The criteria for reinstatement comply with the Corporation Code, the Company's By-laws and Manual on Corporate Governance, as amended.</p>

Procedure	Process Adopted	Criteria
g. Suspension		
(i) Executive Directors (ii) Non-Executive Directors (iii) Independent Directors	<p>To strictly observe and implement the provisions of this Manual, the following penalties shall be imposed, after notice and hearing, on the Company's directors, officers and staff in case of violation of any of the provisions of this Manual:</p> <p>In case of first violation, the subject person shall be reprimanded.</p> <p>Suspension from office shall be imposed in case of second violation. The duration of the suspension shall depend on the gravity of the violation.</p> <p>For the third violation, the maximum penalty of removal from office shall be imposed.</p> <p>The commission of a third violation of this Manual by any member of the Board of Directors of the Company or its subsidiaries and affiliates shall be sufficient cause for removal from directorship.</p> <p>The Compliance Officer shall be responsible for determining violation/s through notice and hearing and shall recommend to the Chairman of the Board the imposable penalty for such violation, for further review and approval of the Board.</p> <p><i>(Source: Article 12, Amended Manual on Corporate Governance).</i></p>	

6) Orientation and Education Program

- (a) Disclose details of the company's orientation program for new directors, if any.

In compliance with SEC Memorandum Circular No. 19, series of 2016, all key officers and directors of the Company attend corporate governance training every year conducted by training providers that are duly accredited by the Securities and Exchange Commission.

A director shall, before assuming as such, be required to attend a seminar on corporate governance which shall be conducted by a duly-recognized private or government institute.
(Source: Article 11, Amended Manual on Corporate Governance)

- (b) State any in-house training and external courses attended by Directors and Senior Management
- ⁹
- for the past three (3) years:

For the past three (3) years, directors and senior management of the Company attended the following Seminar on Corporate Governance:

Date	Name of Training Institution
February 4, 2014	The Institute of Corporate Directors
March 7, 2014	Risks, Opportunities, Assessment and Management (ROAM), Inc.
August 12, 2014	SGV & Co.
November 21, 2014	
December 16, 2014	Philippine Securities Consultancy Corporation
February 18, 2015	The Institute of Corporate Directors
September 7, 2015	The Institute of Corporate Directors

⁹ Senior Management refers to the CEO and other persons having authority and responsibility for planning, directing and controlling the activities of the company.

Date	Name of Training Institution
November 14, 2015	Securities and Exchange Commission
February 5, 2016	SGV & Co.
March 8, 2016	The Institute of Corporate Directors
March 18, 2016	Risks, Opportunities, Assessment and Management (ROAM), Inc.
August 8, 2016	The Institute of Corporate Directors
October 7, 2016	The Institute of Corporate Directors

Members of the senior management of the Company include its corporate officers, its Compliance Officer and Internal Auditor.

- (c) Continuing education programs for directors: programs and seminars and roundtables attended during the year.

For the year 2016, the Company's directors attended the following seminars on Corporate Governance:

Name of Director	Date of Training	Program	Name of Training Institution
Ret. C.J. Artemio V. Panganiban	February 5, 2016	Seminar on Corporate Governance	SGV & Co.
Cezar P. Consing	March 8, 2016	Annual Corporate Governance Training Program	The Institute of Corporate Directors
Monico V. Jacob	March 18, 2016	Seminar on Corporate Governance	Risks, Opportunities, Assessment and Management (RDAM), Inc.
Tony Tan Caktiong	August 8, 2016	Annual Corporate Governance Training Program	The Institute of Corporate Directors
Ernesto Tanmantiong			
William Tan Untiong			
Joseph Tanbuntiong			
Ang Cho Sit			
Antonio Chua Poe Eng	October 7, 2016	Annual Corporate Governance Training Program	The Institute of Corporate Directors

Pursuant to a February 24, 2016 letter issued by the Corporate Governance and Finance Department of the Securities and Exchange Commission ("SEC"), the Commission *en banc* granted the request of Mr. Washington SyCip to be exempted from attending the corporate governance training for 2016 pursuant to SEC Memorandum Circular No. 20, series of 2013. The letter further provided that it resolved to grant Mr. SyCip a permanent exemption from the training requirement. Mr. SyCip is the Company's Independent Adviser.

B. CODE OF BUSINESS CONDUCT & ETHICS

- 1) Discuss briefly the company's policies on the following business conduct or ethics directors, senior management and employees:

Business Conduct & Ethics	Directors	Senior Management	Employees
(a) Conflict of Interest	<p>For purposes of Article IV, Section 2(v), no person shall qualify or be eligible for nomination or election to the Board of Directors if he is engaged in any business which competes with or is antagonistic to that of the Corporation, or a nominee of such person. Without limiting the generality of the foregoing, a person shall be deemed to be so engaged:</p> <p>(1) If he is an officer, manager or controlling person of, or the owner (either of record or beneficially) of 10% or more of any outstanding</p>	<p>The Company's has a Code of Business Ethics and a Policy on Conflict of Interest that provide for guidelines on addressing actual or potential conflicts of interest.</p> <p>The Company expects that employees at all levels of the Company and its subsidiaries will act in the best interest of the Company and its subsidiaries. Therefore, every employee shall avoid interests, relationships, transactions or activities that may impair or appear to impair the performance of his duties to the best of his ability. Likewise, every employee shall exercise objectivity and impartiality when fulfilling his function, and avoid circumstances that may compromise or appear to compromise such objectivity and impartiality.</p> <p>The Company requires full disclosure of all interests, relationships, transactions or activities that could be potential sources of conflict of interest, and prescribes processes for addressing any conflict or potential conflict.</p>	

Business Conduct & Ethics	Directors	Senior Management	Employees
	<p>class of shares of, any corporation (other than one in which the Corporation owns at least thirty percent (30%) of the capital stock) engaged in a business which the Board by a majority vote, determines to be competitive, antagonistic, and/or in clear conflict of interest to that of the Corporation; or</p> <p>(2) If he is an officer, manager or controlling person of, or the owner (either of record or beneficially) of 10% or more of any outstanding class of shares of any other corporation or entity engaged in any line of business of the Corporation when in the judgment of the Board, by a majority vote, the laws against combinations in restraint of trade shall be violated by such person's membership in the Board of Directors; or</p> <p>(3) If the Board, in the exercise of its judgment in good faith, determines by a majority vote that he is the nominee or agent of, or otherwise represents, any person set forth in (1) or (2) above.</p> <p>In determining whether or not a person is controlling person, beneficial owner, or the nominee of another, the Board may take into account such factors as business and family relationships.</p> <p><i>(Source: Section 2, Article IV, By-Laws)</i></p> <p><u>Among the guidelines considered by the Nomination Committee in the determination of the fitness of any nominee for directorships in the Board is possible conflict of interest.</u></p> <p><i>(Source: Article 4.B.2, Amended Manual on Corporate Governance)</i></p> <p><u>The Nomination Committee shall disqualify from the list of nominees any person who, in its reasonable opinion, it considers to be a Conflicted Nominee.</u></p> <p><i>(Source: Article 4.B.3, Amended Manual on Corporate Governance)</i></p>	<p><i>(Source: Policy on Conflict of Interest)</i></p>	

Business Conduct & Ethics	Directors	Senior Management	Employees
(b) Conduct of Business and Fair Dealings		<p><u>The Company's Code of Business Ethics, which applies to directors, officers and employees, states among its key principles, the Company's commitment to conducting business with integrity and to conducting business lawfully.</u></p> <p><i>(Source: Code of Business Ethics)</i></p>	
(c) Receipt of gifts from third parties		<p><u>The Company's Code of Business Ethics and Policy on Gifts provide for guidelines on receipt of gifts from third parties.</u></p> <p><u>As an organization that prides itself on demonstrating the highest standards of ethics and conduct in its dealings with all people and organizations we come in contact with, we practice a No Gift Policy in Jollibee Foods Corporation and its subsidiaries. Any situation that may create conflict of interest, whether actual or perceived, or that will put employees in a situation where their integrity or objectivity may be questioned, shall be avoided at all times. In this regard, our Corporation and employees cannot accept from or give gifts to Third Parties regardless of the occasion, other than as expressly allowed in this policy.</u></p> <p><i>(Source: Policy on Gifts)</i></p>	
(d) Compliance with Laws & Regulations	<p>Directors are expected to strictly comply with laws and regulations. In addition, conviction for certain offenses is a ground for permanent disqualification of directors.</p> <p><i>(Source: Section 2, Article IV, By-Laws)</i></p> <p>To ensure a high standard of best practice for the Company, its stockholders and other stakeholders, the Board, whether acting as a body or through its designated or authorized working committee or department, should conduct itself with honesty and integrity in the performance of its duty to ensure the Company's faithful compliance with all applicable laws, regulations and best business practices.</p> <p><i>(Source: Article 4.C.2.e, Amended Manual on Corporate Governance).</i></p>	<p>The Company has internal policies that provide for penalties for non-compliance with laws and regulations committed by employees, including senior management.</p> <p>To ensure a high standard of best practice for the Company, its stockholders and other stakeholders, the Board, whether acting as a body or through its designated or authorized working committee or department, should conduct itself with honesty and integrity in the performance of its duty to ensure the Company's faithful compliance with all applicable laws, regulations and best business practices.</p> <p><i>(Source: Article 4.C.2.e, Amended Manual on Corporate Governance).</i></p>	<p>The Company has internal policies that provide for penalties for non-compliance with laws and regulations committed by employees.</p> <p>To ensure a high standard of best practice for the Company, its stockholders and other stakeholders, the Board, whether acting as a body or through its designated or authorized working committee or department, should conduct itself with honesty and integrity in the performance of its duty to ensure the Company's faithful compliance with all applicable laws, regulations and best business practices.</p> <p><i>(Source: Article 4.C.2.e, Amended Manual on Corporate Governance).</i></p>
(e) Respect for Trade Secrets/ Use of Non-public information	<p>Directors are required to maintain all information acquired in the course of directorship strictly confidential.</p>	<p>Employees, including senior management, are required to maintain all information acquired in the course of employment strictly confidential. Appropriate penalties are provided for violation of this undertaking in the Company's Code of Discipline.</p>	<p>Employees, including senior management, are required to maintain all information acquired in the course of employment strictly confidential. Appropriate penalties are provided for violation of this undertaking in the Company's Code of Discipline.</p>

Business Conduct & Ethics	Directors	Senior Management	Employees
(f) Use of Company Funds, Assets and Information		<p><u>The Company's Code of Business Ethics includes as a key principle the responsibility of all directors, officers and employees to safeguard the Company's resources and interest. The Code of Discipline provides for penalties for misappropriation of company funds, assets and information.</u></p>	
(g) Employment & Labor Laws & Policies		<p><u>The Company's Code of Business Ethics stresses the Company's commitment to conducting business lawfully. The Code of Discipline requires compliance with labor laws, rules and regulations. Appropriate penalties are imposed for violations.</u></p> <p>In addition to statutorily required benefits, employees are provided with healthcare benefits. The Company requires its employees to undergo internal training and encourages external training as and when related to an employee's functions. Employees are provided with all benefits required under the law.</p>	
(h) Disciplinary action		<p>The Company follows a Code of Discipline which provides for the process, policies and sanctions for disciplinary actions, in accordance with labor laws and regulations.</p>	
(i) Whistle Blower		<p>The Company endeavors to maintain the highest standards of business ethics, as well as full compliance with all relevant laws, rules and regulations. As such, it ensures that a system is in place which will enable all stakeholders to submit reports, complaints or any other information regarding any fraudulent, illicit or unethical activity in an anonymous and confidential manner, without fear of reprisal.</p> <p><u>The Company has an Ethics Committee which oversees its policies related to Ethics. In addition, in 2016 it created a Corporate Ethics Department whose responsibilities include receiving and addressing whistleblower reports.</u></p>	
(i) Conflict Resolution		<p>Any conflicts are resolved through discussion.</p> <p>The Company encourages employees to resort to internal discussions to resolve conflict.</p> <p>To ensure a high standard of best practice for the Company, its stockholders and other stakeholders, the Board, whether acting as a body or through its designated or authorized working committee or department, should conduct itself with honesty and integrity in the performance of its duty to establish an alternative dispute resolution system in the Company that can amicably settle conflicts or differences between the Company and its stockholders, and the Company and third parties, including regulatory authorities. (Source: Article 4.C.2.1, Amended Manual on Corporate Governance).</p>	

- 2) Has the code of ethics or conduct been disseminated to all directors, senior management and employees?

Yes, the Company's Code of Business Ethics, Code of Discipline, and related policies have been disseminated to all directors, senior management and employees.

- 3) Discuss how the company implements and monitors compliance with the code of ethics or conduct.

In 2016, the Company established a Corporate Ethics Department, which is responsible for the set-up, design and enforcement of the Company's global Ethics Program as embodied in the Code of Business Ethics, driving training and education of the entire organization on ethics, and development and management of policies and processes related to the implementation of the Code of Business Ethics. The Corporate Ethics Department is also in charge of receiving and

addressing whistleblower reports. The Ethics Department reports to the Ethics Committee. The Chairman of the Ethics Committee is Mr. William Tan Untiong. The members of the Ethics Committee are the heads of Legal, Audit and Human Resources.

Among the internal control responsibilities of the Board is to ensure that the Company shall have in place an independent internal audit function and mechanism to monitor the adequacy and effectiveness of the Company's governance, operations and information systems. (Source: Article 4.E.4, Amended Manual on Corporate Governance).

All levels in the Company are responsible for complying with the Code of Business Ethics, Code of Discipline, and related policies.

4) Related Party Transactions

(a) Policies and Procedures

Describe the company's policies and procedures for the review, approval or ratification, monitoring and recording of related party transactions between and among the company and its parent, joint ventures, subsidiaries, associates, affiliates, substantial stockholders, officers and directors, including their spouses, children and dependent siblings and parents and of interlocking director relationships of members of the Board.

Related Party Transactions	Policies and Procedures
(1) Parent Company (2) Joint Ventures (3) Subsidiaries (4) Entities Under Common Control (5) Substantial Stockholders (6) Officers including spouse/children/siblings/parents (7) Directors including spouse/children/siblings/parents (8) Interlocking director relationship of Board of Directors	<p>To ensure a high standard of best practice for the Company, its stockholders and other stakeholders, the Board, whether acting as a body or through its designated or authorized working committee or department, should conduct itself with honesty and integrity in the performance of its duty to formulate and implement policies and procedures that would ensure the integrity and transparency of related-party transactions between and among the Company, its subsidiaries and affiliates, stockholders, officers and directors, including their spouses, children and parents, and of interlocking director relationships by members of the Board.</p> <p>(Source: Article 4.C.2.k, Amended Manual on Corporate Governance)</p> <p>The Board of Directors (or the Executive Committee of the Board of Directors, as applicable) shall approve transactions entered into by the Company.</p> <p>(Source: 2012 List of Resolutions Approved by the Board of Directors.)</p> <p>Enterprises and individuals that directly or indirectly, through one or more intermediaries, control or are controlled by, or under common control with the Parent Company, including holding companies, subsidiaries and fellow subsidiaries are related entities of the Parent Company. Individuals owning, directly or indirectly, an interest in the voting power of the Parent Company that give them significant influence over the enterprise; key management personnel, including directors and officers of the Parent Company, and close members of the family of these individuals and companies associated with these individuals also constitute related entities.</p> <p>In the normal course of business, the Parent Company engages in transactions with its subsidiaries and other related parties.</p> <p>The Parent Company sells and purchases food items, processed inventories, packaging and other store supplies to/from related parties, at normal market prices. Purchased items temporarily stored at the Company are charged for logistics and warehousing/storage costs. In addition, the Company receives management fees for services rendered under an existing Management Services Agreement and service fees for various services rendered by the Company's personnel.</p> <p>Pass-on charges pertain to advances made by a related party for another. These include payments for various expenditures incurred.</p> <p>The Company receives from and provides to related parties, interest-bearing cash advances for working capital requirements and operations.</p>

Related Party Transactions	Policies and Procedures
	Transactions with related parties are made at normal market prices. The Company did not make any provision for impairment losses on receivables from related parties. An assessment is undertaken at each financial year by evaluating the financial position of the related party and the market in which the related party operates.

(b) Conflict of Interest

(i) Directors/Officers and 5% or more Shareholders

Identify any actual or probable conflict of interest to which directors/officers/5% or more shareholders may be involved.

Some of the Company's directors own franchises or have minority interests in companies which own and operate franchised stores of the Company. All such franchises are subject to contracts which have been entered into in an arms-length basis and on terms similar to those granted to other franchisees.

(ii) Mechanism

Describe the mechanism laid down to detect, determine and resolve any possible conflict of interest between the company and/or its group and their directors, officers and significant shareholders.

	Directors/Officers/Significant Shareholders
Company	<p>The Company's independent directors execute certifications confirming that they have all the qualifications and do not possess any disqualifications under the Manual on Corporate Governance.</p> <p><u>An independent director shall hold no interests or relationships with the Company that may hinder his independence from the Company or management or that may interfere with the exercise of independent judgment in carrying out the responsibilities of a director.</u></p> <p><u>An independent director shall submit to the Corporate Secretary a letter of confirmation stating that he holds no interests affiliated with the Company, management or controlling stockholder at the time of his election or appointment and/or re-election as director.</u></p> <p><i>(Source: Section 1, Article IV, By-Laws)</i></p> <p>Additionally, the implementing policies of the Manual on Corporate Governance (as approved by the Board of Directors) provide for the standard of conduct of the Board and Senior Management, as well as policies on Conflict of Interest.</p> <p>The Company encourages internal discussions to address or resolve existing or potential conflict of interest.</p>
Group	The Company encourages internal discussions to address or resolve existing or potential conflict of interest.

5) Family, Commercial and Contractual Relations

- (a) Indicate, if applicable, any relation of a family,¹⁰ commercial, contractual or business nature that exists between the holders of significant (5% or more), to the extent that they are known to the company:

Names of Related Significant Shareholders	Type of Relationship	Brief Description of the Relationship
Tony Tan Caktiong (Director, Chairman of the Board), Ernesto Tanmantiong (Director, President, CEO), William Tan Untiong (Director, Corporate Secretary, Vice-President for Corporate Real Estate), Joseph Tanbuntiong (Director, Treasurer)	Family	Brothers
Ang Cho Sit (Director)	Family	Brother-in-law of Tony Tan Caktiong
Susana K. Tanmantiong (Chief Procurement Officer, Head of Corporate Purchasing)	Family	Wife of Ernesto Tanmantiong
Antonio Chua Poe Eng (Director)	Family	Brother-in-law of Tony Tan Caktiong, Ernesto Tanmantiong, William Tan Untiong and Joseph Tanbuntiong.

- (b) Indicate, if applicable, any relation of a commercial, contractual or business nature that exists between the holders of significant equity (5% or more) and the company:

There are no commercial, contractual or business relationship between the Company and holders of significant equity.

Names of Related Significant Shareholders	Type of Relationship	Brief Description
N/A	N/A	N/A

- (c) Indicate any shareholder agreements that may impact on the control, ownership and strategic direction of the company:

There are no shareholder agreements that may impact on the control, ownership and strategic direction of the Company.

Names of Related Significant Shareholders	% of Capital Stock affected (Parties)	Brief Description of the Transaction
N/A	N/A	N/A

6) Alternative Dispute Resolution

Describe the alternative dispute resolution system adopted by the company for the last three (3) years in amicably settling conflicts or differences between the corporation and its stockholders, and the corporation and third parties, including regulatory authorities.

¹⁰Family relationships up to the fourth civil degree either by consanguinity or affinity.

	Alternative Dispute Resolution System
Corporation & Stockholders	Disputes are resolved in accordance with law and regulations.
Corporation & Third Parties	Contracts between the Company and third parties provide for modes of dispute resolution.
Corporation & Regulatory Authorities	The Company liaises directly with regulatory authority to resolve disputes.

C. BOARD MEETINGS & ATTENDANCE

- 1) Are Board of Directors' meetings scheduled before or at the beginning of the year?

During the last quarter of each year, the schedule for board meetings for the following year is prepared and disseminated to directors.

- 2) Attendance of Directors

The table below refers to the attendance of directors for the calendar year 2016.

Board	Name	Date of Election	No. of Meetings Held During the Year	No. of Meetings Attended	%
Chairman	Tony Tan Caktiong	July 22, 2016	10	9	90%
CEO/ President	Ernesto Tanmansiong	July 22, 2016		10	100%
Corporate Secretary	William Tan Untiong	July 22, 2016		5	50%
Treasurer	Joseph Tanbuntiong	July 22, 2016		8	80%
Director	Ang Cho Sit	July 22, 2016		8	80%
Director	Antonio Chua Poe Eng	July 22, 2016		8	80%
Director	Ret. CJ Artemio V. Panganiban	July 22, 2016		9	90%
Independent Director	Monico V. Jacob	July 22, 2016		9	90%
Independent Director	Cezar P. Consing	July 22, 2016		8	80%

* Per Advisement Letter to SEC submitted on January 3, 2017.

- 3) Do non-executive directors have a separate meeting during the year without the presence of any executive? If yes, how many times?

There is no meeting specifically set for this purpose.

- 4) Is the minimum quorum requirement for Board decisions set at two-thirds of board members? Please explain.

A quorum at any meeting of the directors shall consist of a majority of the entire membership of the Board. A majority of such quorum shall decide any question that may come before the meeting. In the absence of a quorum, a majority of the directors present may adjourn any meeting from time to time until a quorum be had. (Source: Section 6, Article IV, By-Laws) This is consistent with Section 25 of the Corporation Code which provides that the quorum requirement shall be a majority of the board of directors, unless a greater requirement is provided by the articles of incorporation or by-laws.

5) Access to Information

- (a) How many days in advance are board papers¹¹ for board of directors meetings provided to the board?

Pursuant to the provisions of its By-Laws, notice of either regular or special meetings of the Board of Directors are given at least five (5) days before the day of the meeting. (Source: Section 5, Article IV, By-Laws) The Company issues its notice to meetings of the Board of Directors to comply with this period.

- (b) Do board members have independent access to Management and the Corporate Secretary?

Yes. Board members shall be given independent access to Management and Corporate Secretary, as necessary. The members of the Board shall also have access to independent professional advice at the Company's expense. (Source: Article 5, Amended Manual on Corporate Governance).

- (c) State the policy of the role of the company secretary. Does such role include assisting the Chairman in preparing the board agenda, facilitating training of directors, keeping directors updated regarding any relevant statutory and regulatory changes, etc.?

The Corporate Secretary is an officer of the company and is expected to be loyal to the mission, vision and specific business objectives of the Company.

The Corporate Secretary shall be a Filipino citizen and a resident of the Philippines.

The Board of Directors may elect an Assistant Corporate Secretary who may act in behalf of the Corporate Secretary in the latter's absence.

The Corporate Secretary and/or the Assistant Corporate Secretary shall have the following duties and responsibilities:

- 1. Be responsible for the safekeeping and preservation of the integrity of the minutes of meetings of the Board and its committees, as well as other official records of the Company;**
- 2. Be loyal to the mission, vision and objectives of the Company;**
- 3. Work fairly and objectively with the Board, Management, stockholders and other stakeholders;**
- 4. Have appropriate administrative and interpersonal skills;**
- 5. If he is not at the same time the Company's legal counsel, be aware of the laws, rules and regulations in the performance of his duties and responsibilities;**
- 6. Have a working knowledge of the Company's operations;**
- 7. Inform the members of the Board, in accordance with the by-laws, of the agenda of the meetings and ensure that the members of the Board have before them accurate information that will enable them to arrive at intelligent decisions on matters that require their approval;**
- 8. Attend all board meetings, except when justifiable causes, such as illness, death in the immediate family and serious accidents prevent him from doing so;**
- 9. Ensure that all Board procedures, rules and regulations are strictly followed by the Board members; and**
- 10. If he is also the Compliance Officer, perform all the duties and responsibilities of said officer as provided for in this Manual.**

¹¹ Board papers consist of complete and adequate information about the matters to be taken in the board meeting. Information includes the background or explanation on matters brought before the Board, disclosures, budgets, forecasts and internal financial documents.

To monitor the directors' compliance with the attendance requirements in Board meetings, the Company, through the Corporate Secretary, shall submit to the Commission on or before January 30 of each year a sworn certification about the directors' record of attendance in Board meetings in the previous calendar year. (Source: Article 4.H, Amended Manual on Corporate Governance)

Pursuant to SEC Memorandum Circular No. 1, series of 2014, in lieu of the Certificate of Attendance of Directors to Board Meetings, the company shall update the pertinent portion of the ACGR and file with the Commission an advisement letter on directors' attendance within five (5) days from the end of the company's fiscal year.

For the Board attendance for 2016, the Company submitted an Advisement Letter to the Securities and Exchange Commission on January 3, 2017.

- (d) Is the company secretary trained in legal, accountancy or company secretarial practices? Please explain should the answer be in the negative.

No. The Corporate Secretary finished civil engineering course for his formal education. His years of experience as corporate secretary of the Company have given him the expertise in addressing the needs and concerns of the Company in the quick service restaurant industry.

Furthermore, he has been and is consistently and continuously attending seminars to further his knowledge and skills in his role as the Company's corporate secretary.

Below is a table of the seminars the Corporate Secretary has attended:

DATE	SEMINAR TITLE	ORGANIZER
August 8, 2016	Annual Corporate Governance Training Program	The Institute of Corporate Directors
September 7, 2015	Annual Corporate Governance Training Program	The Institute of Corporate Directors
August 12, 2014	Corporate Governance	SyCip Gorres Velayo & Co.
August 13, 2013	Negotiation Skills Seminar	Shapiro Negotiations Institute
September 19-24, 2011	Fundamentals of Fastfood Design and Applications Seminar	Specialized Arts Center of the Philippines
December 13, 2011	Maximize Your Performance While Balancing Your life	Master del Pe
December 12, 2011	8 Types of Leaders Every Leader Should Know	Master del Pe
January 17, 2011	Family Governance Planning Workshop	HSBC Family Office Services Limited
March 12, 2009	Blue Ocean Strategy Seminar	Blue Ocean Strategy Concept
September 13, 1996	Spirit of Enterprise	The Farrell Company
August 8, 1995	Six Thinking Hats	Franklin Covey Organization Services
1995 (no exact date)	The Effective Negotiating Course	Karrass Europe Limited

The Corporate Secretary is assisted by an Assistant Corporate Secretary who is a lawyer and is the Vice President and Head of the Company's Corporate Legal Division.

- (e) Committee Procedures

Disclose whether there is a procedure that Directors can avail of to enable them to get information necessary to be able to prepare in advance for the meetings of different committees:

Yes No

Committee	Details of the procedures
Executive	Request is sent through the Company's Legal Division.
Audit	Request is sent through the Company's Corporate Audit Division.
Nomination	Request is sent through the Company's Corporate Human Resources Division.
Remuneration	Request is sent through the Company's Corporate Human Resources Division.
Others (specify)	

In addition, the members of the Board shall be given independent access to Management and Corporate Secretary, as necessary. The members of the Board shall also have access to independent professional advice at the Company's expense. (Source: Article 5, Amended Manual on Corporate Governance)

6) External Advice

Indicate whether or not a procedure exists whereby directors can receive external advice and, if so, provide details:

The members of the Board shall have access to independent professional advice at the Company's expense. (Source: Article 5, Amended Manual on Corporate Governance)

7) Change/s in existing policies

Indicate, if applicable, any change/s introduced by the Board of Directors (during its most recent term) on existing policies that may have an effect on the business of the company and the reason/s for the change:

There were no changes introduced by the Board of Directors on existing policies that may have an effect on the business of the Company.

D. REMUNERATION MATTERS

1) Remuneration Process

Disclose the process used for determining the remuneration of the CEO and the four (4) most highly compensated management officers:

The Compensation Committee of the Board of Directors sets the parameters and process for remuneration of the CEO and senior management. The process is implemented by the Corporate Human Resources Division.

The Compensation Committee reviews matters regarding compensation of the Company's executives and Board of Directors and make recommendations for approval of the Board. It shall also prepare annual committee reports and review disclosures on board and executive management compensation as may be required by law and regulators. (Source: Section A, Compensation Committee Charter)

Process	CEO	Top 4 Highest Paid Management Officer
(1) Fixed remuneration	The Company benchmarks vis-à-vis the market and also uses performance reviews.	The Company benchmarks vis-à-vis the market and also uses performance reviews.
(2) Variable remuneration	The Company benchmarks vis-à-vis the market and also uses performance reviews.	The Company benchmarks vis-à-vis the market and also uses performance reviews.
(3) Per diem allowance	The Company benchmarks vis-à-vis the market and also uses performance reviews.	The Company benchmarks vis-à-vis the market and also uses performance reviews.
(4) Bonus	The Company benchmarks vis-à-vis the market and also uses performance reviews.	The Company benchmarks vis-à-vis the market and also uses performance reviews.
(5) Stock Options and other financial instruments	The Company benchmarks vis-à-vis the market and also uses performance reviews.	The Company benchmarks vis-à-vis the market and also uses performance reviews.
(6) Others (specify)		

2) Remuneration Policy and Structure for Executive and Non-Executive Directors

Disclose the company's policy on remuneration and the structure of its compensation package. Explain how the compensation of Executive and Non-Executive Directors is calculated.

	Remuneration Policy	Structure of Compensation Packages	How Compensation is Calculated
Executive Directors	Directors receive honorarium for each board meeting. In addition, the Company observes a salary administration policy, performance bonus guidelines, and the guidelines in the Stock Option Plan.	<u>Directors receive honoraria for each board meeting.</u> The Company provides for fixed monthly compensation, semi-annual performance bonus and stock options.	Compensation is calculated based on company and individual performance. The Company also benchmarks vis-à-vis market practice.
Non-Executive Directors	Directors receive honorarium for each board meeting. The Company observes performance bonus guidelines.	Directors receive honoraria for each board meeting. Non-executive directors also receive annual performance bonus.	Compensation is based on company performance. The Company also benchmarks vis-à-vis market practice.

Do stockholders have the opportunity to approve the decision on total remuneration (fees, allowances, benefits-in-kind and other emoluments) of board of directors? Provide details for the last three (3) years.

One of the functions of the Compensation Committee of the Board of Directors is to establish a formal and transparent procedure for developing a policy on, among others, the remuneration packages of corporate directors. (See Article 4.G.2, Amended Manual on Corporate Governance)

Compensation of non-executive members of the Board is determined and reviewed by the Compensation Committee of the Board of Directors. (Source: Section D.1, Compensation Committee Charter)

3) Aggregate Remuneration

Below is a summary compensation table of the Chief Executive Officer and the four (4) most highly compensated officers of the Company for 2015, 2016 and for 2017:

Name and Position	Year	Salary (PhP)	Bonus (PhP)	Total (PhP)
Tony Tan Caktiong Chairman				
Ernesto Tanmantiong President and Chief Executive Officer	2015	93,581,843.00	38,086,879.00	131,668,722.00
Joseph Tanbuntlong Treasurer, President – Jollibee Business Unit	2016	101,283,470.00	56,892,767.00	158,176,237.00
Ysmael V. Baysa Chief Financial Officer	2017*	110,078,820.00	60,554,900.00	170,633,720.00
Daniel Rafael Ramon Gomez III Chief Marketing Officer – JFC Group				
All other officers and directors as a group unnamed	2015	393,351,573.00	156,376,456.00	549,728,029.00
	2016	519,395,153.00	267,943,956.00	787,339,109.00
	2017*	597,327,953.00	296,743,976.00	894,071,929.00

*Estimates

Source: *To be included in the 2016 JFC Annual Report.*

4) Stock Rights, Options and Warrants

(a) Board of Directors

The discussion in the Company's 2015 Annual Report, filed on April 13, 2016, on the Senior Management Stock Option and Incentive Plan is reproduced below for easy reference:

On December 17, 2002, the SEC approved the exemption requested by the Jollibee Group on the registration requirements of the 101,500,000 options underlying the Parent Company's common shares to be issued pursuant to the Jollibee Group's Senior Management Stock Option and Incentive Plan (the "Plan"). The Plan covers selected key members of management of the Jollibee Group.

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 Jollibee Group and members of the management committee, key talents and designated consultants of some of the business units.

Each MSOP cycle refers to the period commencing on the MSOP grant date and ending on the last day of the MSOP exercise period. Vesting is conditional on the employment of the employee-participants in the Jollibee Group within the vesting period. The options will vest at the rate of one-third of the total options granted on each anniversary of the MSOP grant date until the third anniversary.

The exercise price of the stock options is determined by the Jollibee Group with reference to 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 Jollibee Group with reference to the market closing price at date of grant.

For instance, on July 1, 2004, the Compensation Committee of the Jollibee Group granted 2,385,000 options under the 1st MSOP cycle to eligible participants. 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. One-third of the options granted, or 795,000 options, vested and may be exercised starting July 1, 2005 and expired on June 30, 2012. From July 1, 2005 to 2015, the Compensation Committee granted series of MSOP grants under the 2nd to 12th MSOP cycle to eligible participants.

On August 25, 2015, the Compensation Committee granted 3,142,600 options under the 12th MSOP cycle to eligible participants. These options are similar to the 1st MSOP cycle. The 2nd, 3rd and 4th MSOP cycles expired on June 30, 2013, 2014 and 2015, respectively.

The movements in the number of stock options outstanding and related weighted average exercise prices (WAEP) are as follows:

	2015		2014		2013	
	Number of Options	WAEP	Number of Options	WAEP	Number of Options	WAEP
Total options granted as at end of year	40,120,794	₱82.22	36,863,194	₱73.58	33,404,194	₱62.69
Outstanding at beginning of year	13,609,275	₱117.51	16,915,937	₱83.77	16,788,056	₱83.90
Options granted during the year	3,257,600	179.99	3,459,000	178.66	3,595,500	142.51
Options exercised during the year	(1,380,628)	100.42	(6,765,662)	63.57	(3,373,561)	46.34
Options forfeited during the year	(617,810)	104.73	-	-	(94,058)	74.45
Outstanding at end of year	14,868,437	₱133.32	13,609,275	₱117.51	16,915,937	₱83.77
Exercisable at end of year	8,262,670	₱100.95	6,865,265	₱79.42	10,216,427	₱57.83

The weighted average share price of the Parent Company common shares is ₱206.05, ₱181.34 and ₱143.27 in 2015, 2014 and 2013, respectively. The weighted average remaining contractual life for the stock options outstanding as of December 31, 2015, 2014 and 2013 is 5.19 years, 5.83 years and 4.83 years, respectively.

The weighted average fair value of stock options granted in 2015, 2014 and 2013 is ₱26.13, ₱32.39 and ₱30.55, 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
1 st	2004	1.72%	36.91%	6.20%	5-7 years	₱24.00	₱20.00
2 nd	2005	1.72%	36.91%	6.20%	5-7 years	29.00	27.50
3 rd	2006	1.72%	36.91%	6.20%	5-7 years	35.00	32.32
4 th	2007	1.70%	28.06%	6.41%	3-4 years	52.50	50.77
5 th	2008	1.80%	26.79%	8.38%	3-4 years	34.00	39.85
6 th	2009	2.00%	30.37%	5.28%	3-4 years	48.00	45.45
7 th	2010	2.00%	29.72%	5.25%	3-4 years	70.00	57.77
8 th	2011	2.00%	34.53%	4.18%	3-4 years	89.90	89.90
9 th	2012	2.00%	28.72%	3.50%	3-4 years	107.90	107.90
10 th	2013	2.00%	29.38%	2.68%	3-4 years	145.00	145.00
11 th	2014	2.00%	24.87%	2.64%	3-4 years	179.80	179.80
12 th	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.

ELTIP. The ELTIP entitlement is given to members of the senior management committee and designated consultants of the Jollibee Group.

Each ELTIP cycle refers to the period commencing on the ELTIP entitlement date and ending on the last day of the ELTIP exercise period. Actual grant and vesting is conditional upon achievement of the Jollibee Group's minimum medium to long-term goals and individual targets in a given period, and the employment of the employee-participants in the Jollibee Group within the vesting period. If the goals are achieved, the options will be granted. For the 3rd ELTIP cycle, a percentage of the options to be granted are based on the percentage of growth in annual earnings per share such that 100%, 50% or 25% of the options 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 upcoming 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 is determined by the Jollibee Group with reference to prevailing market prices over the three months immediately preceding the date of entitlement for the 1st and 2nd ELTIP cycles.

Starting with the 3rd ELTIP cycle, the exercise price of the option is determined by the Jollibee Group with reference to the closing market price as of the date of entitlement.

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. 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 were achieved. One-third of the options granted, or 7,583,333 options, vested and may be exercised starting July 1, 2007 and expired on June 30, 2012. On July 1, 2008, October 19, 2012 and August 25, 2015, entitlement to 20,399,999, 24,350,000 and 11,470,000 options were given to eligible participants under the 2nd, 3rd and 4th ELTIP cycles, respectively.

The Jollibee Group does not pay cash as a form of settlement.

The movements in the number of stock options outstanding for the 2nd to 4th ELTIP cycles and related WAEP for the years ended December 31, 2015, 2014 and 2013 follow:

	2015		2014		2013	
	Number of Options	WAEP	Number of Options	WAEP	Number of Options	WAEP
Total options given as at end of year	70,969,999	₱74.58	67,499,999	₱56.66	67,499,999	₱56.66
Outstanding at beginning of year	31,270,560	₱90.06	37,186,110	₱82.51	37,811,665	₱80.51
Options granted during the year	11,470,080	188.88	-	-	750,000	105.00
Options exercised during the year	(3,728,468)	79.46	(5,665,977)	39.85	(1,375,555)	39.85
Options forfeited during the year	(667,093)	105.88	(249,573)	105.00	-	-
Outstanding at end of year	38,344,999	₱117.74	31,270,560	₱90.06	37,186,110	₱82.51
Exercisable at end of year	10,808,048	₱70.59	7,170,133	₱39.85	12,836,110	₱39.85

The weighted average remaining contractual life for the stock options outstanding as of 2015, 2014 and 2013 is 4.85 years, 4.85 years and 5.30 years, respectively.

The fair value of stock options granted is ₱26.13 in 2015 and ₱22.96 in 2014. 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 stock options granted under the 2nd, 3rd and 4th ELTIP cycles will expire on April 30, 2017, 2020 and 2023, respectively.

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
1 st	2004	1.72%	36.91%	6.20%	5 years	₱24.00	₱20.00
2 nd	2008	1.80%	26.79%	8.38%	3-4 years	34.00	39.85
3 rd	2012	2.00%	28.74%	3.60%	3-4 years	105.00	105.00
4 th	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 ₱173.2 million, ₱166.5 million and ₱150.4 million in 2015, 2014 and 2013, respectively.¹² Correspondingly, a credit was made to additional paid-in-capital.

Source: 2015 JFC Annual Report, filed on April 13, 2016.

(b) Amendments of Incentive Programs

Indicate any amendments and discontinuation of any incentive programs introduced, including the criteria used in the creation of the program. Disclose whether these are subject to approval during the Annual Stockholders' Meeting:

Minor amendments in the Stock Option Plan were submitted to the Philippine Stock Exchange and the Securities and Exchange Commission.

Incentive Program	Amendments	Date of Approval
Senior Management Stock Option and Incentive Plan	<p>1. Amended the current retirement condition (clause 6.2) to specifically refer to retirement before age 65, added a new paragraph specifying the conditions applicable to retirement at or beyond age 65; added a condition of non-compete for those availing of the benefit under the new paragraph.</p> <p>2. Amended Clause 6.3 to specifically identify the court-appointed legal guardian of an incapacitated Eligible Participant as the party entitled to exercise stock options on his</p>	June 27, 2014

¹² See Note 22 of the Consolidated Audited Financial Statements.

Incentive Program	Amendments	Date of Approval
	behalf.	
	Amendment of the provisions on hurdle rate.	December 19, 2014 (to take effect on January 5, 2015).
	Amendment of the provisions on hurdle rate.	July 1, 2015
	Amendment of the provision on maximum number of shares	November 23, 2015

5) Remuneration of Management

Identify the five (5) members of management who are not at the same time executive directors and indicate the total remuneration received during the financial year:

Members of the top management who are not executive directors are Ysmael V. Baysa, Vice President – Finance, Chief Financial Officer and Compliance Officer and Daniel Rafael Ramon Z. Gomez III, Chief Marketing Officer. Please refer to Item D(3) for information on remuneration.

E. BOARD COMMITTEES

1) Number of Members, Functions and Responsibilities

Provide details on the number of members of each committee, its functions, key responsibilities and the power/authority delegated to it by the Board:

Committee	No. of Members			Committee Charter	Functions/ Key Responsibilities/ Power
	Executive Director (ED)	Non-executive Director (NED)	Independent Director (ID)		
Executive (5)	4	1	-		The Executive Committee may act on specific matters within the competence of the Board as may be delegated to it by the Board from time to time, subject to limitations under applicable laws. (Sources: Section 10, Article IV, By-Laws, Article 4.G.4 Amended Manual on Corporate Governance)
Audit (4)	1	1	2	Y	<p>The Audit and Compliance Committee is appointed by the Board of Directors to provide oversight on the integrity of financial reporting process, internal controls, the audit process, and the Corporation's process of monitoring compliance with laws and regulations. (Source: Section A, Audit and Compliance Committee Charter)</p> <p>The Audit Committee is authorized by the Board to undertake any activity within its scope of responsibility, and to recommend appropriate actions to the Board on the basis of the Committee's findings. It is authorized to seek any information it requires from any employee and all employees will be directed to cooperate with any request made by the Committee.</p> <p>The Committee shall have unrestricted access to the Chief Executive Officer, President, Chief Finance Officer and Internal and External Auditors. (Source: Section B, Audit and Compliance Committee Charter)</p> <p>The Audit Committee shall have the following functions:</p> <p>(1) Assist the Board in the performance of its oversight responsibility for the financial reporting process, system of internal control, audit process, and monitoring of compliance with applicable laws, rules and regulations;</p> <p>(2) Provide oversight over Management's</p>

Committee	No. of Members			Committee Charter	Functions/ Key Responsibilities/ Power
	Executive Director (ED)	Non-executive Director (NED)	Independent Director (ID)		
					<p>activities in managing credit, market, liquidity, operational, legal and other risks, including receipt of information on risk exposures and risk management activities;</p> <p>(3) Perform oversight functions over the internal and External Auditors to ensure that internal and External Auditors act independently of each other, and that both are given access to all records, properties and personnel to enable them to perform their respective functions;</p> <p>(4) Review the internal audit plan, including audit scope, resources and budget necessary to implement it, to ensure its conformity with the Company's objectives;</p> <p>(5) Prior to the commencement of the audit, discuss with the External Auditor the nature, scope and expenses of the audit;</p> <p>(6) Monitor and evaluate the adequacy and effectiveness of the Company's internal control system, including financial reporting control and information technology security;</p> <p>(7) Review the reports submitted by Internal and External Auditors;</p> <p>(8) Review the quarterly and annual financial statements before their submission to the Board with particular focus on the following matters:</p> <p>(a) Any change/s in accounting policies and practices;</p> <p>(b) Major judgmental areas;</p> <p>(c) Significant adjustments resulting from the audit;</p> <p>(d) Going concern assumptions;</p> <p>(e) Compliance with accounting standards; and</p> <p>(f) Compliance with tax, legal and regulatory requirements;</p> <p>(9) Coordinate, monitor and facilitate compliance with laws, rules and regulations;</p> <p>(10) Evaluate and determine the Non-Audit Work, if any, of External Auditor, and review periodically the non-audit fees paid to External Auditor. The Audit Committee shall disallow any non-audit work that will conflict with the primary duties of the External Auditor or may pose a threat to the External Auditor's independence; and</p> <p>(11) Establish and identify the reporting line of the Internal Auditor to enable him to properly fulfill his duties and responsibilities. The Audit Committee shall ensure that in the performance of the work of the Internal Auditor, he shall be free from interference by outside parties. (Sources: Article 4.G.3. Amended Manual on Corporate Governance and Audit Committee Charter)</p>
Nomination (5)	3	1	1	Y	<p>The Nomination Committee is constituted for purposes of installing and institutionalizing a process of selection to ensure a mix of competent directors and officers for the Corporation. (Source: Section A, Nomination Committee Charter)</p> <p>The functions of the Nomination Committee shall be as follows:</p> <p>(1) Pre-screen and shortlist all candidates nominated to become a member of the Board of Directors in accordance with the</p>

Committee	No. of Members			Committee Charter	Functions/ Key Responsibilities/ Power
	Executive Director (ED)	Non-executive Director (NED)	Independent Director (ID)		
					<p>qualifications and/or disqualifications as described in this Manual, the Company's By-Laws, and applicable laws;</p> <p>(2) Review and evaluate the qualifications of all persons nominated to the Board and other appointments that require the Board's approval;</p> <p>(3) Provide assessment on the Board's effectiveness in directing the process of electing and replacing directors;</p> <p>(4) Recommend to the Board any changes or addition to the role, duties and responsibilities of the Chief Executive Officer, by integrating the dynamic requirements of the business as a going concern and future expansionary prospects within the realm of good corporate governance at all times; and</p> <p>(5) Carry out such other duties as may be delegated to it by the Board of Directors from time to time.</p> <p><i>(Source: Article 4.G.1, Amended Manual on Corporate Governance and Nomination Committee Charter)</i></p>
Compensation (5)	2	2	1	Y	<p>The Compensation Committee is appointed by the Board of Directors to review matters regarding compensation of the Company's executives and Board of Directors and make recommendations for approval of the Board.</p> <p>The Compensation Committee shall also prepare annual committee reports and review disclosures on board and executive management compensation as may be required by law and regulators.</p> <p><i>(Source: Section A, Compensation Committee Charter)</i></p> <p>The functions of the Compensation Committee shall be as follows:</p> <p>(1) Establish a formal and transparent procedure for developing a policy on executive remuneration and for fixing the remuneration packages of corporate officers and directors, and provide oversight over remuneration of senior management and other key personnel ensuring that compensation is consistent with the Company's culture, strategy and control environment;</p> <p>(2) Designate amount of remuneration, which shall be in a sufficient level to attract and retain directors and officers who are needed to run the company successfully;</p> <p>(3) Carry out such other duties as may be delegated to it by the Board of Directors from time to time.</p> <p><i>(Source: Article 4.G.2, Amended Manual on Corporate Governance)</i></p>
Others (specify)					

2) Committee Members

The information below pertains to the period January to December 2016.

(a) Executive Committee

Officer	Name	Date of Appointment	No. of Meetings Held	No. of Meetings Attended	%	Length of Service in the Committee
Chairman	Tony Tan Caktiong	July 2016	14	14	100%	2009 to present
Member (ED)	Ernesto Tanmantiong	July 2016	14	14	100%	2009 to present
Member (ED)	William Tan Untiong	July 2016	14	14	100%	2009 to present
Member (ED)	Joseph C. Tanbuntiong	July 2016	14	14	100%	2013 to present
Member (NED)	Ret. Chief Justice Artemio Panganiban	July 2016	14	14	100%	2012 to present

(b) Audit Committee

Officer	Name	Date of Appointment	No. of Meetings Held	No. of Meetings Attended	%	Length of Service in the Committee
Chairman (ID)	Monico V. Jacob	July 2016	5	5	100%	Since start of Committee
Member (ED)	William Tan Untiong	July 2016	5	3	60%	Since start of Committee
Member (NED)	Antonio Chua Poe Eng	July 2016	5	4	80%	Since start of Committee
Member (ID)	Cezar P. Consing	July 2016	5	5	100%	3 years

Disclose the profile or qualifications of the Audit Committee members.

Monico V. Jacob

Mr. Jacob, born in 1945, 71, Filipino, has been a member of the Board since 2000. Mr. Jacob is an Independent Director and is a member of the Nomination Committee of the Board of Directors. He is also the chairman of the Audit Committee.

Other directorships are:

Listed Companies

Independent Director	2 Go Group, Inc. (formerly Aboitiz Transport Systems, Inc.)
Independent Director	Lopez Holdings Corp.
Independent Director	Phoenix Petroleum Philippines, Inc.
Independent Director	Rockwell Land Corporation
Executive Director	STI Education Systems Holdings, Inc.
Non-Executive Director	Asian Terminals, Inc.

Non-listed Companies

Director	De Los Santos – STI MegaClinic
Director	Information and Communications Technology (i-Academy), Inc.
Director	Maestro Holdings, Inc. (formerly STI Investments, Inc.)
Independent Director	Negros Navigation Co., Inc.
Director	Philippines First Insurance Company, Inc.
Director	Philippine Life Financial Assurance, Inc.
Director	Philhealthcare, Inc.
Director	PhilPlans First, Inc.
Director	Rosehill Memorial Management, Inc.
Director	STI Education Services Group, Inc.
Director	Total Consolidated Asset Management, Inc.

William Tan Untiong

Mr. Tan Untiong, born in 1953, 63, Filipino, has been the Corporate Secretary of the Company since 1994, and a member of the Board since 1993. He is a member of the Executive, Nomination and Audit Committees of the Board of Directors.

Mr. Tan Untiong has also been the Vice President for Real Estate since 1989. Effective January 1, 2014, Mr. Tan Untiong is the Chief Real Estate Officer of JFC. He is also Chairman of the Ethics Committee of the Company.

In 2015, Mr. Tan Untiong has been appointed as Chairman, General Manager and Legal Representative of Beijing Golden Coffee Food & Beverage Management Co., Ltd., Operator of the Dunkin' Donut franchise in Beijing, China. From August 22, 2015 to March 10, 2017, Mr. Tan Untiong concurrently served as its Managing Director.

Other directorships and trusteeships are:

Listed Companies

Non-Executive Director Doubledragon Properties Corp.

Non-listed Companies

Director	Fresh N' Famous Foods Inc.
Director	Mang Inasal Phils. Inc.
Director	Coffetap Corporation ¹³
Director	BK Titans, Inc.
Director	RRB Holdings, Inc.
Director	Red Ribbon Bakeshop, Inc.
Director	Grandworth Resources Corporation
Director	Zenith Foods Corporation
Director	Honestar Holdings Corporation
Director	Chanceux, Inc.
Director	Adgraphix, Inc.
Director	JC Properties & Ventures Corporation
Director	Jollimart Corporation
Director	Centregold Corporation
Director	Winall Holding Corporation
Director	Iconnect Multimedia Network, Inc.
Director	Metroguards Security Agency Corp.
Director	Honeyworth Corporation
Director	Mainspring Resources Corporation
Director	Queenbee Resources Corporation
Director	Hyper Dynamic Corporation
Director	Kingsworth Corporation
Director	Honeysea Corporation
Trustee	Jollibee Group Foundation, Inc.

Cezar P. Consing

Mr. Consing, born in 1959, 57, Filipino, was elected as an Independent Director of the Company in 2010. He is a member of the Compensation and Audit Committees of the Board of Directors.

Mr. Consing is the President and Chief Executive Officer of the Bank of the Philippine Islands. From 2004 to 2013, Mr. Consing was a partner with The Rohatyn Group, a New York-based investment management company. From 1985 to 2004, he was an investment banker with J.P. Morgan & Co., and was head or co-head of Investment Banking in Asia Pacific (ex-Japan) from 1999 to 2004.

Other directorships are:

Listed Companies

Executive Director

Non-Executive Director

Bank of the Philippine Islands

National Reinsurance Corp. of the Philippines (PhilNare)

¹³ Pending dissolution.

Non-listed Companies

Director	BPI Family Savings Bank, Inc.
Chairman / Director	BPI Globe BankO, Inc.
Chairman	BPI/MS Insurance Corp.
Director	BPI-Philam Life Assurance Corp.
Vice-Chairman	BPI Capital Corp.
Chairman	BPI Europe PLC
Chairman	BPI Direct Savings Bank, Inc.
Chairman	BPI Century Tokyo Lease & Finance Corp.
Chairman	BPI Century Tokyo Rental Corp.
Vice-Chairman	Board of Trustees, BPI Foundation, Inc.
Chairman	BPI Computer Systems Corp.
Director	LGU Guarantee Corp.
Director & Non-Executive	Filgifts.com
Chairman	
Board Partner	TRG Management Principals LP
Director	Sqreem Technologies Private Ltd.
Director	Endeavor Philippines

Source: *To be included in the 2016 JFC Annual Report*

Describe the Audit Committee's responsibility relative to the external auditor.

The Audit Committee shall, among others:

- (a) Perform oversight functions over the Internal and External Auditors to ensure that Internal and External Auditors act independently of each other, and that both are given access to all records, properties and personnel to enable them to perform their respective functions;
- (b) Prior to the commencement of the audit, discuss with the External Auditor the nature, scope and expenses of the audit;
- (c) Review the reports submitted by Internal and External Auditors;
- (d) Evaluate and determine the Non-Audit Work, if any, of External Auditor, and review periodically the non-audit fees paid to External Auditor. The Audit Committee shall disallow any non-audit work that will conflict with the primary duties of the External Auditor or may pose a threat to the External Auditor's independence.

(Source: Article 4.G.3, Amended Manual on Corporate Governance)

- (e) Review audit and audit-related matters and make appropriate recommendations to the Board. In this connection, the Committee shall, among others:
 - i. Recommend to the Board the retention and, if appropriate, the termination and replacement of External Auditors;
 - ii. Review and confirm management's endorsement for audit and non-audit services of the External Auditor;
 - iii. Review results of audits performed by Internal and External Auditors including any changes in accounting procedures and/or system of internal controls noted or developed during the audit examination along with matters of controversy, if any, with management;
 - iv. Evaluate and determine non-audit work, if any, of the external auditor, and review periodically the non-audit fees paid to the external auditor in relation to their significance to the total annual income of the external auditor, and to the Corporation's overall consultancy expenses. The Committee shall disallow any non-audit work that will conflict with the duties as external auditor, or that may pose a threat to the external auditor's independence. Non-audit work, if allowed, shall be disclosed in the Corporation's annual report.
 - v. Ensure that there is appropriate coordination between External and Internal Auditors.

(Source: Section C.5, Audit Committee Charter)

(c) Nomination Committee

Office	Name	Date of Appointment	No. of Meetings Held	No. of Meetings Attended	%	Length of Service in the Committee
Chairman (NED)	Ret. Chief Justice Artemio Panganiban	July 2016	One (1)	One (1)	100%	3 years
Member (ED)	Tony Tan Caktiong	July 2016				2 years
Member (ED)	Ernesto Tanmantiong	July 2016				3 years
Member (ED)	William Tan Untiong	July 2016				2 years
Member (NED)	Monico V. Jacob	July 2016				2 years

(d) Compensation Committee

Officer	Name	Date of Appointment	No. of Meetings Held	No. of Meetings Attended	%	Length of Service in the Committee
Chairman (ID)	Tony Tan Caktiong	July 2016	One (1)	One (1)	100%	3 years
Member (ED)	Joseph Tanbuntiong	July 2016				3 years
Member (NED)	Ret. Chief Justice Artemio V. Panganiban	July 2016				3 years
Member (NED)	Ang Cho Sit	July 2016				2 years
Member (ID)	Cezar P. Consing	July 2016				2 years

(e) Finance Committee – not applicable

Office	Name	Date of Appointment	No. of Meetings Held	No. of Meetings Attended	%	Length of Service in the Committee

3) Changes in Committee Members

Indicate any changes in committee membership that occurred during the year and the reason for the changes:

Name of Committee	Name	Reason
Executive	No changes for the year.	
Audit		
Nomination		
Remuneration/Compensation		
Others (specify)		

4) Work Done and Issues Addressed

Name of Committee	Work Done	Issues Addressed
Executive	Approval of matters delegated by the Board of Directors	
Audit	Approval of audited financial statements and quarterly results; recommendation for approval to the Board of Directors of audited financial statements and quarterly results.	
Nomination	Submitted list of final candidates to the Board of Directors to the Corporate Secretary.	
Remuneration	Reviewed the Company's Stock Option Plan, remuneration and benefits programs.	

Name of Committee	Work Done	Issues Addressed
Others (specify)		

5) Committee Program

Provide a list of programs that each committee plans to undertake to address relevant issues in the improvement or enforcement of effective governance for the coming year.

Each committee performs the functions set out in the Company's By-laws, Amended Manual on Corporate Governance and committee charter. In the performance of such functions, each Committee examines applicable risks, discusses issues and proposes (and implements, as necessary) improvements to the policies and processes.

F. RISK MANAGEMENT SYSTEM

1) Disclose the following:

- (a) Overall risk management philosophy of the company;
- (b) A statement that the directors have reviewed the effectiveness of the risk management system and commenting on the adequacy thereof.
- (c) Period covered by the review;
- (d) How often the risk management system is reviewed and the directors' criteria for assessing its effectiveness; and
- (e) Where no review was conducted during the year, an explanation why not.

The Company and its subsidiaries, in global growth and expansion, requires a comprehensive approach to corporate risk management that promotes extensive strategic thinking and analysis, while fundamentally integrating and maintaining highest ethical standards in the company's core values and beliefs. Risk management will provide the organization with the superior capabilities to identify, assess and manage the risks and enable the organization and its employees at all levels to better understand and manage risks.

The Company encourages the implementation of systems that allow it to adequately identify, measure, manage and control significant and relevant risks that affect its activities and businesses. These systems and risk management policies enable the Company to: a) attain the strategic objectives formulated by the Company with controlled unpredictability; b) provide the maximum level of assurance to its shareholders; c) protect the Company's reputation; d) defend the interests of customers, shareholders, other groups interested in the Company's progress; and e) ensure sustained corporate stability and financial strength.

The Company and its subsidiaries are all in the quick-service restaurant sector. Quick-service restaurants like those maintained by the Company are expected to maintain high quality in terms of food, service and cleanliness ("FSC"). The Company responds by observing stringent guidelines, processes and procedures in its FSC, and conducting regular and spot audits to ensure that FSC standards are maintained not only in stores but also in commissaries. The Company has likewise instituted a system of incentives to reward excellent performance in terms of FSC by stores.

JFC directors and management periodically review the effectiveness of the Company's risk management system. (Source: 2016 JFC Definitive Information Statement, underscored portion to be included in the 2017 JFC Definitive Information Statement)

The implementing policies of the Manual on Corporate Governance also provide that the comprehensive risk assessment shall be conducted at least once every 2 years by the Finance Committee of the Board of Directors. The findings shall be presented to the CEO and the Board.

2) Risk Policy

Risks attributed to the Company are being reviewed on a regular basis. Top priority risks are identified, analyzed and periodically presented to the Board. After assessment of a particular risk's impact and likelihood of occurrence, the Company endeavours to manage and control the risks by formulating a systematic risk approach and solution to ensure soundness of the operations.

(a) Company

Give a general description of the company's risk management policy, setting out and assessing the risk/s covered by the system (ranked according to priority), along with the objective behind the policy for each kind of risk:

Risk Exposure	Risk Management Policy	Objective
Directors and Officers	Respect, integrity and safety for employees, customers and stakeholders	To protect directors, officers and employees of the Company
Assets	Safeguard assets of the Company including loss of income for a specific time	To avoid catastrophic losses that would affect the business and operations of the Company
Third Party Liability	Maintain excellent brand reputation and good rapport with third parties	To protect the Company and its brands against legal claims of third parties

(b) Group

Give a general description of the Group's risk management policy, setting out and assessing, the risk/s covered by the system (ranked according to priority), along with the objective behind the policy for each kind of risk:

Risk Exposure	Risk Management Policy	Objective
Credit Risk – the risk that a customer or counterparty fails to fulfill its contractual obligations to the Jollibee Group. This includes risks of non-payment by borrowers and issuers, failed settlement of transactions and default on outstanding contracts.	<p>The Jollibee Group has a very strict credit policy. Its credit transactions are only with franchisees that have gone through rigorous screening before granting them the franchise. The credit terms are very short, deposits and advance payments are also required before rendering the service or delivering the goods. In cases of defaults of debtors, the exposure is contained as transactions that will increase the exposure of the Jollibee Group are not permitted.</p> <p>The Jollibee Group has no significant concentration of credit risk with counterparty since it has short credit terms to franchisees, which it implements consistently. In addition, the Jollibee Group's franchise profile is such that no single franchisee accounts for a significant portion of the total systemwide sales of the Jollibee Group.</p> <p>With respect to credit risk arising from financial assets of the Jollibee Group, the Jollibee Group's exposure to credit risk arises from default of the counterparty, with a maximum exposure equal to the carrying amount of these instruments.</p>	To mitigate the risk of non-collection from customers or counterparties.

Risk Exposure	Risk Management Policy	Objective
	The credit quality of financial assets is managed by the Jollibee Group using internal credit ratings.	
Liquidity Risk – the risk that the Jollibee Group's financial liabilities are not serviced in a timely manner and that its working capital requirements and planned capital expenditures are not met.	On a weekly basis, the Jollibee Group's Cash and Banking Team monitors its collections, expenditures and any excess/deficiency in the working capital requirements. 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 Jollibee Group has short-term cash deposits and has available credit lines with accredited banking institutions, in case there is a sudden deficiency. The Jollibee Group maintains a level of cash and cash equivalents deemed sufficient to finance the operations.	To ensure sufficient liquidity levels – financial liabilities are serviced in a timely manner and working capital requirements and planned capital expenditures are met.
Foreign Currency Risk – arises from the Jollibee Group's investments outside the Philippines, which are mainly in People's Republic of China and United States of America.	While the foreign businesses have been rapidly growing, the total exposure to foreign currency risk of the Jollibee Group is still not significant. The Jollibee Group also has transactional foreign currency exposures. Such exposure arises from the Jollibee Group's Philippine operation's cash and cash equivalents, receivables and long-term debt in foreign currencies.	
Interest Rate Risk	The Jollibee Group is not exposed to significant interest rate risk as majority of its interest-bearing short-term and long-term debts bear fixed interest rates.	
Equity Price Risk	The Jollibee Group is not exposed to significant equity price risk on its investments in quoted equity securities consisting of investments in club shares and shares of public utility companies.	

(c) Minority Shareholders

Indicate the principal risk of the exercise of controlling shareholders' voting power

Risk to Minority Shareholders
<p><u>The principal risk in the exercise of voting powers of controlling shareholders is the failure to protect the rights of minority shareholders. The Company protects the interest of its minority shareholders in compliance with provisions of existing laws and regulations and its internal policies and guidelines.</u></p> <p><u>To ensure a high standard of best practice for the Company, its stockholders and other stakeholders, the Board, whether acting as a body or through its designated or authorized working committee or department, should conduct itself with honesty and integrity in the performance of its duty to formulate and implement policies and procedures that would ensure the integrity and transparency of related-party transactions between and among the Company, its subsidiaries and affiliates, stockholders, officers and directors, including their spouses, children and parents, and of interlocking director relationships by members of the Board.</u></p> <p><i>(Source: Article 4.C.2.k, Amended Manual on Corporate Governance)</i></p>

Risk to Minority Shareholders
<p><u>All material information about the Company that could adversely affect its viability or the interest of its stockholders and other stakeholders shall be publicly and timely disclosed. Such information shall include, among others, earning results, acquisition or disposition of assets, balance sheet transactions, related party transactions, and direct and indirect remuneration of members of the Board and Management, as required by law, rules and regulations.</u></p> <p><i>(Source: Article 9 Amended Manual on Corporate Governance).</i></p>

3) Control System Set Up

(a) Company

Briefly describe the control systems set up to assess, manage and control the main issue/s faced by the company:

Risk Exposure	Risk Assessment (Monitoring and Measurement Process)	Risk Management and Control (Structures, Procedures, Action Taken)
Assets	Regular audit (asset count)/ risk inspection of assets and sites	<p><u>Regular maintenance of assets of the Company.</u></p> <p><u>Biennial risk inspection of (commissaries and warehouses) and reporting of risk exposures with recommendation of possible courses of action to remove or minimize risk exposures in sites.</u></p> <p><u>Regular spot checks on stores by Quality Management team.</u></p> <p><u>Annual renewal and biennial review of insurance policies.</u></p> <p><u>Triennial appraisal of assets by nominated Third party appraisers</u></p>
Third Party Liability	Regular audit/evaluation of sites based on food, service and cleanliness (FSC) standards	<p><u>Emergency response procedures at the sites in case of third party claims. The Company has third party liability insurance for all company-owned properties. For franchised stores, franchisees are required to obtain third party liability insurance for the premises of the franchise store.</u></p>

(b) Group

Briefly describe the control systems set up to assess, manage and control the main issue/s faced by the company:

Risk Exposure	Risk Assessment (Monitoring and Measurement Process)	Risk Management and Control (Structures, Procedures, Action Taken)
Assets	Regular audit (asset count)/ risk inspection of assets and sites	<p><u>Regular maintenance of assets of the Company.</u></p> <p><u>Biennial risk inspection of (commissaries and warehouses) and reporting of risk exposures with recommendation of possible courses of action to remove or minimize risk exposures in sites.</u></p> <p><u>Regular spot checks on stores by Quality Management team.</u></p> <p><u>Annual renewal and biennial review of insurance policies.</u></p>

Risk Exposure	Risk Assessment (Monitoring and Measurement Process)	Risk Management and Control (Structures, Procedures, Action Taken)
		<u>Triennial appraisal of assets by nominated Third party appraisers</u>
Third Party Liability	Regular audit/evaluation of sites based on food, service and cleanliness (FSC) standards	Emergency response procedures in the sites in case of third party claims. <u>The Company has third party liability insurance for all company-owned properties. For franchised stores, franchisees are required to obtain third party liability insurance for the premises of the franchise store.</u>

(c) Committee

Identify the committee or any other body of corporate governance in charge of laying down and supervising these control mechanisms, and give details of its functions:

Various divisions, including but not limited to Finance and Comptrollership, detail and supervise the implementation of control mechanisms.

G. INTERNAL AUDIT AND CONTROL

1) Internal Control System

Disclose the following information pertaining to the internal control system of the company:

(a) Explain how the internal control system is defined for the company;

The Company's internal control system covers all the policies and procedures, systems and processes that ensure the effectiveness and efficiency of the Company's operations, reliability of its financial reporting and compliance with laws and regulation. The Board of Directors sets the general policies and management is responsible for the design, implementation and maintenance of the internal control system of the Company. The Board, through its Audit Committee, oversees the actions of Management and monitors the effectiveness of the internal control system put in place by Management. Recommendations are provided by Management, the Board, Internal Audit, Risk and Compliance functions, to address certain issues and concerns of the Company.

(b) A statement that the directors have reviewed the effectiveness of the internal control system and whether they consider them effective and adequate;

The Chief Internal Auditor reports to the Audit Committee on the procedures performed by Internal Audit in evaluating the internal control system of the Company that include its policies, procedures and processes. The Audit Committee reports to the Board the results of the audit processes conducted by the internal and external auditors.

The Company shall have in place an independent internal audit function which shall be performed by an Internal Auditor or a group of Internal Auditors, through which its Board, senior management, and stockholders shall be provided with reasonable assurance that its key organizational and procedural controls are effective, appropriate, and complied with.

The Audit Committee shall ensure that the internal auditors shall have free and full access to all of the Company's records, properties and personnel relevant to the internal audit activity and that the internal audit activity shall be free from interference in determining the scope of internal auditing examinations, performing work and communicating results, and shall provide a venue for the Audit Committee to review and approve the annual internal audit plan. (Source: Article 4.K, Amended Manual on Corporate Governance).

- (c) Period covered by the review;

From the date of the last report.

- (d) How often internal controls are reviewed and the directors' criteria for assessing the effectiveness of the internal control system; and

The scope and frequency of the review of internal controls are conducted in accordance with the annual audit plan approved by the Audit Committee. Regular meetings to discuss the audit results (at least quarterly) are held between the Audit Committee and Internal Audit.

- (e) Where no review was conducted during the year, an explanation why not. **N/A**

2) Internal Audit

- (a) Role, Scope and Internal Audit Function

Give a general description of the role, scope of internal audit work and other details of the internal audit function.

Role	Scope	Indicate whether In-house or Outsource Internal Audit Function	Name of Chief Internal Auditor/Auditing Firm	Reporting Process
Review the reliability and integrity of financial and operating information and the means used to identify, measure, classify and report such information.	JFC and subsidiaries	In-house	Lorna Atun ¹⁴ / SGV & Co.	Internal Audit reports quarterly to the Audit Committee before the Committee endorses to the Board the release of the quarterly financial statements
Review the internal control system to check compliance with policies, procedures, plans, laws and regulations and to check the economy and efficiency with which resources are employed.	Critical Processes and systems indicated in the approved annual internal audit plan	Co-source	Lorna Atun / Various accredited Service Providers	Internal Audit reports the audit results to the Audit Committee at least quarterly. Special meetings may be held for matters which require immediate attention of the Committee.
Reviewing operations or programs to ascertain whether results are consistent with established objectives and goals and whether the operations or programs are being carried out as planned.		In-house	Lorna Atun	

- (b) Do the appointment and/or removal of the Internal Auditor or the accounting/auditing firm or corporation to which the internal audit function is outsourced require the approval of the audit committee?

YES. Included among the functions of the Audit Committee is the duty to establish and identify the reporting line of the Internal Auditor to enable him to properly fulfill his duties and responsibilities. The Audit Committee shall ensure that, in the performance of the work of the Internal Auditor, he shall be free from interference by outside parties. (Source: Article 4.G.3.k, Amended Manual on Corporate Governance).

¹⁴ Effective January 1, 2015, Ms. Lorna Atun is head of Corporate Audit.

- (c) Discuss the internal auditor's reporting relationship with the audit committee. Does the internal auditor have direct and unfettered access to the board of directors and the audit committee and to all records, properties and personnel?

The Audit Committee has oversight functions over the Internal and External Auditors to ensure that Internal and External Auditors act independently of each other, and that both are given access to all records, properties and personnel to enable them to perform their respective functions. (Sources: Article 4.G.3, Amended Manual on Corporate Governance and Section C.3, Audit Committee Charter)

- (d) Resignation, Re-assignment and Reasons

Disclose any resignation/s or re-assignment of the internal audit staff (including those employed by the third-party auditing firm) and the reason/s for them.

Name of Audit Staff ¹⁵	Reason for Resignation
Marvin Ryan D. Santiago	Other employment opportunity
Goldie Kristie I. Sediño	Other employment opportunity
Josefa Jean G. Lanuza (probationary employee)	Other employment opportunity
Vince Alan A. Camba Jr.	Other employment opportunity
Elaine M. Tizon	Other employment opportunity
Keesha Marie L. Morante	Other employment opportunity

- (e) Progress against Plans, Issues, Findings and Examination Trends

State the internal audit's progress against plans, significant issues, significant findings and examination trends.

Progress Against Plans	<u>We have completed the compliance audit of 2,409 company and franchised stores covering the different subsidiaries. In addition, we have completed 23 out of the 28 planned audit projects for 2016 and 15 additional audit projects which were requested by management.</u>
Issues ¹⁶	<u>No critical issues were noted.</u>
Findings ¹⁷	<u>No critical issues were noted.</u>
Examination Trends	<u>The average audit rating of company owned and franchised stores across all subsidiaries, where compliance audits were conducted, have generally improved primarily due to the higher level of awareness and deeper understanding of the store cash control and inventory management processes among store management teams across all the subsidiaries. Issues noted during the audits are immediately resolved preventing similar occurrence in the future and ensuring continuous process improvement.</u>

[The relationship among progress, plans, issues and findings should be viewed as an internal control review cycle which involves the following step-by-step activities:

- 1) Preparation of an audit plan inclusive of a timeline and milestones;
- 2) Conduct of examination based on the plan;
- 3) Evaluation of the progress in the implementation of the plan;
- 4) Documentation of issues and findings as a result of the examination;
- 5) Determination of the pervasive issues and findings ("examination trends") based on single year result and/or year-to-year results;
- 6) Conduct of the foregoing procedures on a regular basis.]

- (f) Audit Control Policies and Procedures

Disclose all internal audit controls, policies and procedures that have been established by the company and the result of an assessment as to whether the established controls, policies and procedures have been implemented under the column "implementation."

¹⁵ Data as of December 31, 2016.

¹⁶ "Issues" are compliance matters that arise from adopting different interpretations.

¹⁷ "Findings" are those with concrete basis under the company's policies and rules.

Policies & Procedures	Implementation
1. Risk-based audit planning should be improved to enhance the prioritization of audit activity and to ensure alignment of audit activity with the Company's goal.	Implemented
2. Audit process should be streamlined to improve turn-around-time of audit projects.	Implemented
3. Continuous auditing aided by technology should be established in identified areas.	Implemented

(g) Mechanism and Safeguards

State the mechanism established by the company to safeguard the independence of the auditors, financial analysts, investment banks and rating agencies (example, restrictions on trading in the company's shares and imposition of internal approval procedures for the transactions, limitations on the non-audit services that an external auditor may provide to the company):

Auditors (Internal and External)	Financial Analysts	Investment Banks	Rating Agencies
The auditor's report directly to the Board of Directors through the Audit Committee and are not involved in the day to day operation of the company.	There are no independence concerns involving financial analyst, investment banks and rating agencies as there are no material public information being disclosed ahead to any group other than what is disclosed publicly to the regulators within the prescribed time period for reporting.		
Restriction on trading in the company's shares 2 trading days before and after any disclosure to the public.	Trading in the Company's shares is prohibited two (2) trading days from submission of the Company's disclosures. In practice, the trading prohibition is observed after the Board meeting approving the matter or after the disclosure (whichever is earlier).		
Limitation on the non-audit services that the external auditors provide to the company.			

(h) State the officers (preferably the Chairman and the CEO) who will have to attest to the company's full compliance with the SEC Code of Corporate Governance. Such confirmation must state that all directors, officers and employees of the company have been given proper instruction on their respective duties as mandated by the Code and that internal mechanisms are in place to ensure that compliance.

In compliance with SEC Memorandum Circular No. 12, series of 2014, in lieu of the notarized signature page, the Consolidated Changes in the ACGR shall be accompanied by a Secretary's Certificate with excerpts of Board Resolutions or Minutes of meetings regarding said updates and changes in the ACGR.

On March 31, 2016, the Company submitted to the Philippine Stock Exchange its Corporate Governance Guidelines for Listed Companies Disclosure Template for the year 2015, signed by the Company's President and Chief Executive Officer and an Independent Director. The Company shall submit its Disclosure Template for the year 2016, duly signed by its President and Chief Executive Officer and an Independent Director, on or before March 31, 2017.

H. ROLE OF STAKEHOLDERS

1) Disclose the company's policy and activities relative to the following:

	Policy	Activities
Customers' welfare	Quick-service restaurants like those maintained by the Company are expected to maintain high quality in terms of food, service and cleanliness ("FSC"). <i>(Source: To be included in the 2016 JFC Annual Report)</i>	The Company responds by observing stringent guidelines, processes and procedures in its FSC, and conducting regular and spot audits to ensure that FSC standards are maintained not only in stores but also in commissaries. <i>(Source: To be included in the 2016 JFC Annual Report)</i>

	Policy	Activities
Supplier/contractor selection practice	<p>Economies of scale allow the Company to avail of low purchase costs from local and foreign suppliers, leveraged on sustained volume growth and reliable credit handling.</p> <p><i>(Source: To be included in the 2016 JFC Annual Report)</i></p>	<p>JFC follows an accreditation process for suppliers.</p> <p><i>(Source: To be included in the 2016 JFC Annual Report)</i></p>
Environmentally friendly value-chain	<p>In keeping with its Corporate Social Responsibility, JFC places great premium in its commitment to environmental conservation and protection. The Company takes reasonable efforts to comply with environmental laws and regulations.</p> <p>Strict compliance with environmental laws would entail substantial capital investment for the Company.</p> <p><i>(Source: To be included in the 2016 JFC Annual Report)</i></p>	<p>In keeping with its Corporate Social Responsibility ("CSR"), JFC places great premium in its commitment to environmental conservation and protection. A dedicated office was assigned to reduce the total environmental footprint of its businesses. Despite the lack of standards for the Restaurant Sector, the Company exerts efforts to meet the industrial standards being applied to it by government regulators. Several measures were included in its operations, covering both procedural and technological aspects, which pay heed to the environmental laws and regulations being applied to the quick-service restaurant sector.</p> <p>Part of the proactive measures being undertaken at the store level, the Company currently implements two programs, namely, the Environmental Education and Awareness Program ("EEAP"), and the Cleaner Production Pollution Prevention ("CP2P") Program. Under the former, restaurant managers undergo the requisite 40-hour Basic Pollution Control Officer (PCO) Training, while area managers, group managers as well as managing directors undergo the 8-hour Environmental Management Training. In the CP2P program, the Company's environmental policy is inculcated in every store personnel and they are also taught Best Management Practices (BMPs) in the kitchen.</p> <p>Strict adherence to the tenets of environmental responsibility actually begins the moment a JFC store is constructed. The Fiber Cement (Ficem) boards utilized for the drywall partitions and ceiling assemblies are not only asbestos-free, non-combustible, inorganic and termite proof, they are also 100% reusable. Even the Low VOC paint used in JFC stores is free of harmful chemicals like asbestos and mercury, in addition to being eco-efficient in terms of coverage and durability. The use of light-colored roofing materials, which reflect heat, contribute to a much cooler building as well as reduced electrical bills. Additionally, for general lighting, conversion to Light Emitting Diodes (LED), capable of over 50,000 "burning" hours while consuming only 9 watts each, have been implemented in most stores.</p> <p>The air-conditioning systems being installed in newly-built stores now utilize chilled water instead of a refrigerant to cool the room, saving approximately 32,000 kilowatt hours per store every year. The energy saved with its installation for every 20 stores is equivalent to the yearly power consumption of almost 400 households. Not only that, evaporative fresh air blowers are also employed, which draw warm outside air through wet filter pads, resulting in a similar cooling effect through evaporation. This reduces the use of air conditioners, saving around 25,000 kilowatt-hours of energy per year with every installed unit. Additional energy economy is achieved with the heat recovery water heater, which traps the heat emitted by the air conditioner to produce hot water for cleaning the floors. This mechanism results in additional savings of 20,700 kilowatt-hours of energy per unit per year, enough to provide the electrical requirement of 2,678 households for every 220 Jollibee stores using this facility. The exhaust systems of the kitchens contain variable speed</p>

	Policy	Activities
		<p>drives, programmed to automatically reduce the speed of exhaust motors during off-peak hours when less food is cooked, saving up to 14,000 kilowatt-hours of energy per motor per year.</p> <p>JFC continues to innovate by developing alternative energy sources like the solar power system and wind power. JFC store roofs are potential sources of carbon free electricity. Installation of roof-mounted, grid-tied solar panels on Jollibee stores started in 2015.</p> <p>Hand in hand with its mission of bringing the joy of eating to everyone, the Company also believes in inculcating the spirit of environmental responsibility both inside and outside the Company. More than a one-time effort, this unceasing pledge to the environment can be best seen in its proactive efforts to anticipate and address issues through continuous feedback and communication with the Company's partners in the government and the customer base.</p> <p><i>(Source: 2015 JFC Annual Report)</i></p>
Community interaction	<p>The Company's corporate social responsibility efforts are coursed through, and spearheaded by, the Jollibee Group Foundation, Inc. <i>(Source: To be included in the 2016 JFC Annual Report)</i></p>	<p>Among the projects of the Jollibee Group Foundation, Inc. are the (1) Busog, Lusog, Talino School Feeding Program, (2) Farmer Entrepreneurship Program, (3) Jollibee Group FoodAID and (4) Project ACE Scholarships.</p> <p><i>(Source: To be included in the 2016 JFC Annual Report)</i></p>
Anti-corruption programmes and procedures		
Safeguarding creditor's rights		

- 2) Does the company have a separate corporate responsibility (CR) report/section or sustainability report/section?

The Company's corporate social responsibility efforts are spearheaded by the Jollibee Group Foundation, Inc. The Foundation's activities are to be included in the Company's 2016 Annual Report.

- 3) Performance-enhancing mechanisms for employee participation.

- (a) What are the company's policy for its employees' safety, health, and welfare?

Employees are provided with all benefits required under the law. The Company also provides other benefits like a healthcare provider.

- (b) Show data relating to health, safety and welfare of its employees.

The Company provides its regular employees, including qualified dependents, healthcare plan. To ensure the safety and welfare of its employees, medical personnel and facilities to provide medical assistance are present at the Company's workplace. Annual physical check-up for all regular employees are required.

- (c) State the company's training and development programmes for its employees. Show the data.

Employees are required to undergo internal training. The Company offers internal trainings on various topics. External training, when related to an employee's functions, is also encouraged.

Among the various training programs made available to the Company's employees are Team Effectiveness Program, Workforce Effectiveness Program, First Line Leaders Curriculum

and programs for middle management. These training programs are offered to all regular employees.

In addition to the Company's internal training programs, the Company, in partnership with Ateneo Graduate School of Business, created and launched JFC University (JFCU) in July 2015. JFCU is the Company's strategic arm in the education and development of its employees. It is positioned to be the machinery that will help generate the needed critical talents in the leadership pipeline.

Through its uniquely designed curriculum specifically targeted to develop and strengthen the leadership & functional competencies of our operations team members, JFCU is preparing its 1st Graduation ceremonies for 47 leaders, 35% were promoted to the next level within the program implementation. With more than 100 business-related projects successfully implemented within the last 7 quarters.

Since JFCU opened its doors, it has delivered holistic learning experiences to around 200 Restaurant & Assistant Restaurant Managers. It is now gearing up to deliver programs to the rest of the Operations Teams from Area Managers, Operation Directors and Regional Business Unit Heads.

- (d) State the company's reward/compensation policy that accounts for the performance of the company beyond short-term financial measures.

The Company provides for performance-based rewards to its employees.

- 4) What are the company's procedures for handling complaints by employees concerning illegal (including corruption) and unethical behavior? Explain how employees are protected from retaliation.

The Company has a Code of Business Ethics which includes a procedure for reporting possible violations. The process protects the anonymity of the reporting party and guarantees protection from retaliation. All information is kept strictly confidential.

I. DISCLDSURE AND TRANSPARENCY

1) Ownership Structure

- (a) Holding 5% shareholding or more

Data below is as of February 28, 2017.

Shareholder	Number of Shares	Percent	Beneficial Owner
PCD Nominee Corporation (Non-Filipino) G/F Makati Stock Exchange, 6767 Ayala Avenue, Makati City No relationship	305,736,020 *	28.58%	Approximately 646,528 scrippless shares lodged with Deutsche Regis Partners Inc. are owned by Queenbee Resources Corporation, a special purpose vehicle which is the issuer of warrants over such shares.
Hyper Dynamic Corporation 6 th Floor Jollibee Center, San Miguel Ave., Pasig City Affiliate	273,218,750	25.54%	Majority of the shares in Hyper Dynamic Corporation are owned or controlled by Tony Tan Caktiong and certain relatives within the second degree of consanguinity or affinity.
PCD Nominee Corporation (Filipino) G/F Makati Stock Exchange 6767 Ayala Ave., Makati City No relationship	99,960,017 °	9.34%	

Shareholder	Number of Shares	Percent	Beneficial Owner
Honeysea Corporation 6 th Floor Jollibee Center, San Miguel Ave., Pasig City Affiliate	127,743,747	11.94%	Majority of the shares in Honeysea Corporation are owned or controlled by Tony Tan Caktiong and certain relatives within the second degree of consanguinity or affinity.
Winall Holding Corporation 6 th Floor Jollibee Center, San Miguel Ave., Pasig City Affiliate	54,140,736	5.06%	Majority of the shares in Winall Holding Corporation are owned or controlled by certain relatives within the fourth degree of consanguinity or affinity.

*Net of indirect shares of JFC directors, officers and affiliates
(Source: Data to be updated for the 2016 JFC Annual Report)

Name of Senior Management (Corporate Officers)	Number of Direct shares	Number of Indirect shares/Through (name of record owner)	% of Capital Stock
Tony Tan Caktiong	8,254,565	240,000 (through Deutsche Regis Partners, Inc.)	0.79%
Ernesto Tanmantiong	4,743,951	457,019 (through Deutsche Regis Partners, Inc.)	0.49%
William Tan Untiong	7,396,722	279,667 (through Deutsche Regis Partners, Inc.)	0.72%
Joseph Tanbuntiong	64,630	n/a	0.01%
Ang Cho Sit	11	n/a	0.00%
Antonio Chua Poe Eng	1 38,857,446*	1,208,037 (through Honeyworth Corporation)	3.75%
Ret. CJ Artemio V. Panganiban	1	11,000	0.00%
Monico V. Jacob	100	n/a	0.00%
Cezar P. Consing	1	n/a	0.00%
Ysmael V. Baysa	511,667	n/a	0.05%
Daniel Rafael Ramon Z. Gomez III	0	0	0.00%
Valerie F. Amante	0	0	0.00%

The list includes Corporate Officers, as identified by the Company and disclosed in the 2015 JFC Annual Report.

*Through Honeyworth Corporation as disclosed in Antonio Chua Poe Eng's SEC Form 23-B.

Source: Data to be updated for the 2016 JFC Annual Report.

2) Does the Annual Report disclose the following:

Key risks	YES
Corporate objectives	YES
Financial performance indicators	YES
Non-financial performance indicators	YES
Dividend policy	YES
Details of whistle-blowing policy	NO, but the whistle-blowing policy is found in the Company's website.
Biographical details (at least age, qualifications, date of first appointment, relevant experience, and any other directorships of listed companies) of directors/commissioners	YES
Training and/or continuing education programme attended by each director/commissioner	YES
Number of board of directors/commissioners meetings held during the year	NO, but attendance in board meetings for the year 2016 is disclosed to the Securities and Exchange Commission in the Company's Advisement Letter dated January 3, 2017. Copy of the submitted Advisement Letter shall be attached as annex to the Annual Report.
Attendance details of each director/commissioner in respect of meetings held	
Details of remuneration of the CEO and each member of the board of directors/commissioners	YES

Should the Annual Report not disclose any of the above, please indicate the reason for the non-disclosure.

3) External Auditor's Fee

Name of Auditor	Audit Fee	Non-audit Fee
<u>SyCip Gorres Velayo & Co.</u>	<u>Approximately PhP18.5 Million</u>	<u>Approximately PhP243,000</u>

Source: *To be included in the 2016 JFC Annual Report.*

4) Medium of Communication

List down the mode/s of communication that the company is using for disseminating information.

Information is disseminated through ordinary, registered and electronic mail and through the company website (pursuant to SEC Memorandum Circular No. 11, series of 2014).

The Company holds one-on-one meetings, conference calls and electronic mail communication with investors, analysts and members of the media, upon request.

5) Date of release of audited financial report:

2015 Audited Financial Statements (both Consolidated and Parent) was filed with the Bureau of Internal Revenue on April 8, 2016 and with the Securities and Exchange Commission on April 11, 2016.

6) Company Website

Does the company have a website disclosing up-to-date information about the following?

Business operations	YES
Financial statements/reports (current and prior years)	YES
Materials provided in briefings to analysts and media	YES
Shareholding structure	YES
Group corporate structure	YES
Downloadable annual report	YES
Notice of AGM and/or EGM	YES
Company's constitution (company's by-laws, memorandum and articles of association)	YES

Should any of the foregoing information be not disclosed, please indicate the reason thereto.

7) Disclosure of RPT

Tony Tan Caktiong, Ernesto Tanmantiong, William Tan Untiong and Joseph Tanbuntiong are brothers. Ang Cho Sit is the brother-in-law of Tony Tan Caktiong. Susana K. Tanmantiong is the wife of Ernesto Tanmantiong, and sister-in-law of Tony Tan Caktiong, William Tan Untiong and Joseph Tanbuntiong. Antonio Chua Poe Eng is the brother-in-law of Tony Tan Caktiong, Ernesto Tanmantiong, William Tan Untiong and Joseph Tanbuntiong. Grace A. Tan is the wife of Tony Tan Caktiong.

Some of the Company's directors own franchises or have minority interests in companies which own and operate franchised stores of the Company. All such franchises are subject to contracts which have been entered into in on an arms-length basis and on terms similar to those granted to other franchisees.

(Source: *To be included in the 2016 JFC Annual Report*)

When RPTs are involved, what processes are in place to address them in the manner that will safeguard the interest of the company and in particular of its minority shareholders and other stakeholders?

Related party transactions are addressed through discussions and on a case-to-case basis.

J. RIGHTS OF STOCKHOLDERS

1) Right to participate effectively in and vote in Annual/Special Stockholders' Meetings

(a) Quorum

Give details on the quorum required to convene the Annual/Special Stockholders' Meeting as set forth in its By-laws.

Quorum Required	<p>A majority of the subscribed capital, present in person or presented by proxy shall be the required at every meeting to constitute a quorum for the election of directors and for the transaction of any business whatever except in those cases in which the Corporation Code requires the affirmative vote of a greater proportion. (As amended on December 1992)</p> <p>In the absence of quorum, any officer entitled to preside or act as Secretary of such meeting, shall have the power to adjourn the meeting from time to time until stockholders holding the requisite number of stock shall be present or represented. At any such adjourned meeting at which a quorum may be present, any business may be transacted which might have been transacted at the meeting as originally called. (As amended on December 4, 1992)</p> <p><i>(Source: Section 3, Article III, By-Laws)</i></p>
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(b) System Used to Approve Corporate Acts

Explain the system used to approve corporate acts.

System Used	<p>At each meeting of the stockholders, each stockholder shall be entitled to vote in person or by proxy, all shares of stock held by him which have voting power upon any matter duly raised in such meeting. The votes for the election of directors, as well as the votes upon any question raised before the meeting, except with respect to procedural questions which may be determined by the chairman of the meeting, shall be by viva voce or show of hands, except when written balloting shall be requested by any stockholder. (As amended on December 4, 1992).</p> <p><i>(Source: Section 10, Article III, By-Laws)</i></p>
Description	Stockholders may vote in person or by proxy.

(c) Stockholders' Rights

Stockholders' Right under The Corporation Code	Stockholders' Rights <u>not</u> in The Corporation Code
Right to vote on all matters that require consent and approval.	
Power of Inspection	
Right to Information	
Right to Dividends	
Appraisal Right	

Dividends

Declaration Date	Record Date	Payment Date
April 7, 2015	May 7, 2015	May 29, 2015
November 9, 2015	November 20, 2015	December 9, 2015
April 6, 2016	April 21, 2016	May 6, 2016
November 11, 2016	November 28, 2016	December 12, 2016

(d) Stockholders' Participation

1. State, if any, the measures adopted to promote stockholder participation in the Annual/Special Stockholders' Meeting, including the procedure on how stockholders and other parties interested may communicate directly with the Chairman of the Board, individual directors or board committees. Include in the discussion the steps the Board has taken to solicit and understand the view of the stockholders as well as procedures for putting forward proposals at stockholders' meetings.

Measures Adopted	Communication Procedure
Inquiries, suggestions, comments and any communication from stockholders may be coursed through the Company's Investor Relations Group or Legal Division.	Recipient of the information shall address the inquiry or comment, or relay such inquiry or comment to the proper person or group.

2. State the company policy of asking shareholders to actively participate in corporate decisions regarding:
- Amendments to the company's constitution
 - Authorization of additional shares
 - Transfer of all or substantially all assets, which in effect results in the sale of the company

Stockholder approval is required to amend the Company's Articles of Incorporation, an increase in the outstanding capital stock of the Company, and the sale of all or substantially all assets of the Company, following the Corporation Code.

3. Does the company observe a minimum of 21 business days for giving out of notices to the AGM where items to be resolved by shareholders are taken up?
- Date of sending out notices: Notices were sent on June 30, 2016 for the annual stockholders' meeting.
 - Date of the Annual/Special-Stockholders' Meeting: July 22, 2016 (Annual).
4. State, if any, question and answers during the Annual/Special Stockholders' Meeting.

After presentation of the Management's Report, stockholders were invited to raise questions. Below is the summary of questions raised during the meeting and the response given:

On audit fees. In response to the query on the external audit fees and the re-appointment of SyCip Gorres Velayo & Co. as the Corporation, Mr. Baysa, as the Chief Financial Officer of the Corporation, provided the external audit fees for the year 2015. He further elaborated that the fees were the same as that for 2014 and was for the entire Jollibee group of companies.

On products. Several stockholders gave their comments and feedback on the products of the different brands operated by the Corporation. Chairman of the Board, Mr. Tan Caktiong, acknowledged and thanked the stockholders for their feedback on the Corporation's products.

On dividends. A stockholder¹⁸ commented that he failed to receive the notice to the annual stockholders' meeting and dividends for the year 2015. He likewise requested that disabled stockholders like him be allowed to bring aids and have them provided with food stubs. The Chairman noted the concern and requested Investor Relations to handle the matter.

On franchise tradeshow. A stockholder¹⁹ inquired whether or not the Corporation shall participate in the Franchise Tradeshow this 2016 and if so, to provide souvenirs. The Chief Executive Officer, Mr. Tanmantiong, responded that the Corporation will not participate in the franchise tradeshow this 2016.

¹⁸ Mr. Manuel Salinas

¹⁹ Ms. Louisa J. Rodriguez

On suggestions to the Corporation's annual stockholders' meetings. For efficiency and speed in registration, a stockholder²⁰ made suggestions on the registration set-up. She also suggested that corporate souvenir items be distributed to attending stockholders.

On various matters. A stockholder suggested to have a multi-brand establishment. He also asked whether or not the Corporation shall increase the price of its offered value meals in the event that the government imposes sin taxes on carbonated drinks. The Chairman replied that the Corporation shall comply with statutory regulations as and when required.

There was also a query on the status of the operations of the Corporation in China considering the current dispute between the government of the Philippines and the People's Republic of China regarding the West Philippine Sea. The Chairman clarified that both governments are observing diplomacy and the dispute has no effect on the business side.

5. Result of Annual/Special Stockholders' Meetings Resolutions

6. Date of publishing of the result of the votes taken during the most recent AGM for all resolutions:

A disclosure was submitted to the Philippines Stock Exchange immediately after the Annual Stockholders' Meeting on July 22, 2016.

e) Modifications

State, if any, the modifications made in the Annual/Special Stockholders' Meeting regulations during the most recent year and the reason for such modification:

There were no modifications made in the regulations.

(f) Stockholders' Attendance

(i) Details of Attendance in the Annual/Special Stockholders' Meeting Held:

Type of Meeting	Names of Board Members/ Officers present	Date of Meeting	Voting Procedure (by poll, show of Hands, etc.)	% of SH Attending In Person	% of SH in Proxy	Total % of SH attendance
Annual Stockholders' Meeting	<p><u>Tony Tan Caktiong - Chairman</u></p> <p><u>Ernesto Tanmantiong - President and CEO</u></p> <p><u>William Tan Untiong - Corporate Secretary</u></p> <p><u>Joseph Tanbuntiong - Treasurer</u></p> <p><u>Ang Cho Sit</u></p> <p><u>Antonio Chua Poe Eng</u></p> <p><u>Ret. CJ Artemio V. Panganiban</u></p> <p><u>Cezar P.</u></p>	July 22, 2016	Voting was done by poll.	2.07%	78.76%	80.83%

²⁰ Ms. Nora Barja

Type of Meeting	Names of Board Members/ Officers present	Date of Meeting	Voting Procedure (by poll, show of Hands, etc.)	% of SH Attending In Person	% of SH in Proxy	Total % of SH attendance
	<u>Consing – Independent Director</u> <u>Ysmael V. Baysa – Chief Financial Officer</u> <u>Daniel Rafael Ramon Z. Gomez III – Chief Marketing Officer</u> <u>Atty. Valerie F. Amante – Assistant Corporate Secretary</u>					

- (ii) Does the company appoint an independent party (inspectors) to count and/or validate the votes at the ASM/SSMSs?

The Company appoints RCBC Stock Transfer Office to count and/or validate the votes.

- (iii) Do the company's common shares carry one vote for one share? If not, disclose and give reasons for any divergence to this standard. Where the company has more than one class of shares, describe the voting rights attached to each class of shares.

Each common share is entitled to one vote.

(g) Proxy Voting Policies

State the policies followed by the company regarding proxy voting in the Annual/Special Stockholders' Meeting.

	Company's Policies
Execution and acceptance of proxies	A stockholder may attend the meeting by submitting a duly-accomplished proxy substantially in the form attached hereto which must be received by the Corporate Secretary not later than ten (10) days before the meeting ("Cut-Off Date"). Proxies received after Cut-Off Date shall not be recognized for this meeting. Proxies duly received by the Corporate Secretary on or before Cut-Off Date shall be recognized for the meeting unless revoked by personal appearance of the stockholder or by a later proxy received on or before Cut-Off Date. (Source: Section 2, Article III, By-Laws)
Notary	Proxies need not be notarized.
Submission of Proxy	Proxies must be submitted at least 10 days before the meeting. (Source: Section 2, Article III, By-Laws)
Several Proxies	There are no policies on multiple proxies.
Validity of Proxy	The proxy is valid only for the specific meeting.
Proxies executed abroad	Proxies executed abroad are accepted.
Invalidated Proxy	There are no policies on invalidated proxies.
Validation of Proxy	There are no policies on validation of proxies.
Violation of Proxy	There are no policies on violations of proxies.

(h) Sending Notices

State the company's policies and procedure on the sending of notices of Annual/Special Stockholders' Meeting

Policies	Procedure
<p>Except as otherwise provided by law, written or printed notice of all annual meetings of stockholders, stating the place and time of the meeting and, if necessary, the general nature of the business to be considered shall be transmitted by personal delivery, mail, telegraph, facsimile or cable to each stockholder of record entitled to vote thereat at his address last known to the Secretary of the Corporation at least twenty (20) days before the date of the meeting. Except where expressly required by law, no publication of any notice of annual meeting of stockholders shall be required. If any stockholder shall, in person or by attorney-in-fact thereunto authorized, in writing, or by telegraph, cable, or facsimile, waive notice of any meeting, whether before or after the holding of such meeting, notice thereof need not be given to him. Notice of any adjourned meeting of the stockholders shall not be required to be given, except when expressly required by law. (As amended on December 4, 1992). (Source: Section 5, Article III, By-Laws)</p>	<p>The notice of annual stockholders' meeting, along with a copy of the Company's Annual Report and Definitive information Statement, is sent to stockholders of record at least twenty (20) days before the date of the meeting.</p>

(i) Definitive Information Statements and Management Report

Number of Stockholders entitled to receive Definitive Information Statements and Management Report and Other Materials	All stockholders of record as of the Record Date set by the Board of Directors shall be provided with the notice of annual stockholders' meeting, along with a copy of the Company's Annual Report and Definitive information Statement.
Date of Actual Distribution of Definitive Information Statement and Management Report and Other Materials held by market participants/certain beneficial owners	June 30, 2016
Date of Actual Distribution of Definitive Information Statement and Management Report and Other Materials held by stockholders	June 30, 2016
State whether CD format or hard copies were distributed	Annual Report – CD Format (hard copies are provided upon request) information Statement – CD Format
If yes, indicate whether requesting stockholders were provided hard copies	Yes. Hard copies of the Information Statement were provided to requesting stockholders.

(j) Does the Notice of Annual/Special Stockholders' Meeting include the following:

Each resolution to be taken up deals with only one item.	YES
Profiles of directors (at least age, qualification, date of first appointment, experience, and directorships in other listed companies) nominated for election/re-election.	NO, as these are indicated in the Definitive information Statement provided with the Notice.
The auditors to be appointed or re-appointed.	NO, as this is indicated in the Definitive information Statement provided with the Notice.
An explanation of the dividend policy, if any dividend is to be declared.	ND, as this is indicated in the Definitive information Statement provided with the Notice.
The amount payable for final dividends.	NO, but these are included in periodic disclosures on dividend declaration.
Documents required for proxy vote.	YES.

Should any of the foregoing information be not disclosed, please indicated the reason thereto.

2) Treatment of Minority Stockholders

(a) State the company's policies with respect to the treatment of minority stockholders.

Policies	Implementation
Right to vote on all matters that require their consent or approval;	<p>Stockholders shall have the right to elect, remove and replace directors and vote on certain corporate acts in accordance with the Corporation Code of the Philippines.</p> <p>Cumulative voting shall be used in the election of directors.</p> <p>A director shall not be removed without cause if it will deny minority stockholders representation in the Board of Directors.</p>
Power of inspection	A stockholder may inspect corporate books and records in accordance with the Corporation Code and only for a legitimate purpose and during reasonable office hours and at no cost to the Company. The annual reports, including financial statements, to be provided by the Company to its stockholders shall, however, be for the account of the Company.
Right to information	Upon request, stockholders shall be provided with periodic reports which disclose personal and professional information about the directors and officers and certain other matters such as their holdings of the Company's shares, dealings with the company, relationships among directors and key officers, and the aggregate compensation of directors and officers.
Right to Dividends	<p>Stockholders shall have the right to receive dividends subject to the discretion of the Board.</p> <p>The company shall be compelled to declare dividends when its retained earnings shall be in excess of 100% of its paid in capital stock, except: (a) when justified by definite corporate expansion projects or programs approved by the board; or (b) when the company is prohibited under any loan agreement with any financial institution or creditor, whether local or foreign, from declaring dividends without its consent, and such consent has not been secured; or c) when it can be clearly shown that such retention is necessary under special circumstances obtaining in the Company, such as when there is a need for special reserve for probable contingencies.</p>
Appraisal Right	<p>The stockholders shall have the appraisal right or the right to dissent and demand payment of the fair value of their shares in the manner provided for under Section 82 of the Corporation Code of the Philippines, under any of the following circumstances:</p> <ol style="list-style-type: none"> 1. in case any amendment to the articles of incorporation has the effect of changing or restricting the rights of any stockholders or class of shares, or of authorizing preferences in any respect superior to those of outstanding shares of any class or of extending or shortening the term of corporate existence. 2. in case of sale, lease, exchange, transfer, mortgage, pledge or other disposition of all or substantially all of the corporate property and assets as provided in the Corporation Code; and 3. in case of merger and consolidation. <p>Stockholders shall be encouraged to personally attend the annual stockholders' meeting and any special meeting that may be called. If they cannot attend, they shall be apprised ahead of time of their right to appoint a proxy, subject to the requirements of the Company's By-laws.</p> <p>It shall be duty of the directors to promote stockholders' rights, remove impediments to the exercise of stockholders' rights and allow possibilities to seek redress for violation of their rights. They shall encourage the exercise of stockholders' voting rights and the solution of collective action problems through appropriate mechanisms. They shall be instrumental in removing excessive costs and other administrative or practical impediments to stockholders participating in meetings and/or voting in person or by proxy. Accurate and timely information shall be made available to stockholders to enable them to make a sound judgment on all matters brought to their consideration or approval.</p>

(Source: Article 7, Amended Manual on Corporate Governance)

(b) Do minority stockholders have a right to nominate candidates for board of directors?

Yes, subject to the submission of nominees to the Nomination Committee.

K. INVESTORS RELATIONS PROGRAM

- 1) Discuss the company's external and internal communications policies and how frequently they are reviewed. Disclose who reviews and approves major company announcements. Identify the committee with this responsibility, if it has been assigned to a committee.

All internal and external communications are prepared in consultation with the relevant internal groups, including Finance, Human Resources and Legal. The Company's Chief Financial Officer and its Corporate Legal Head sign all disclosures made to the public through the Securities and Exchange Commission and/or The Philippine Stock Exchange.

- 2) Describe the company's investor relations program including its communications strategy to promote effective communication with its stockholders, other stakeholders and the public in general. Disclose the contact details (e.g. telephone, fax and email) of the officer responsible for investor relations.

	Details
(1) Objectives	JFC, through its Investor Relations Office, seeks to provide its stakeholders with information necessary to make informed decisions about our Company. It manages relationships with investors and analysts as well as with regulatory bodies that oversee the financial markets. The department also interfaces with the organization's senior management for the purpose of sharing market insights and investor feedback.
(2) Principles	<ul style="list-style-type: none"> - JFC's disclosure practices are designed to give all investors and analysts fair access to information. The Company complies with all security regulations of the Philippine Stock Exchange (PSE) and the Securities and Exchange Commission (SEC). - JFC reports its financial results and material developments to the PSE and the SEC, its shareholders and other stakeholders in an open and comprehensive manner. - JFC provides reasonable access to analysts, investors and the media to help them make informed opinions of JFC, but not influencing those opinions and to address reports or questions that they may have about JFC. However, JFC does not share earnings projections and does not provide focused guidance to analysts for the development of their earnings estimates.
(3) Modes of Communications	JFC adopts the following communications channel: one-on-one meetings, road shows, phone meetings, Company website/ email, media and analyst's briefings. JFC meetings with investors and analysts will not be a forum for sharing non-public information.
(4) Investors Relations Officer	<p>Corazon B. Palomar, Investor Relations Director</p> <p>Investor Relations Department, 14F Jollibee Plaza, No. 10 F. Ortigas Jr. Avenue, Ortigas Center, Pasig City</p> <ul style="list-style-type: none"> - Direct Line: 632 6887141

- 3) What are the company's rules and procedures governing the acquisition of corporate control in the capital markets, and extraordinary transactions such as mergers, and sales of substantial portion of corporate assets?

Name of the independent party the board of directors of the company appointed to evaluate the fairness of the transaction price.

For extraordinary transactions such as mergers, acquisitions, purchase or sale of substantial portion of corporate assets, the Company observes its internal policies and procedures. These include obtaining internal approvals from the Board or Executive Committee duly supported by proper evaluation and advice from appropriate internal functional teams. Advice from independent third party consultants are sought, as necessary.

L. CORPORATE SOCIAL RESPONSIBILITY INITIATIVES

Discuss any initiative undertaken or proposed to be undertaken by the company.

The Company's corporate social responsibility efforts are coursed through, and spearheaded by, the Jollibee Group Foundation, Inc.

Initiative	Beneficiary
Busog Lusog Talino School Feeding Program	<p>Since the program started in 2007, BLT has steadily grown to cover more than 1,560 schools in 200 towns and cities across the country reaching more than 165,000 pupils. Year-on-year, 85% of pupils reach normal weight after completing the feeding cycle.</p> <p><u>In 2016, the Foundation continued to work with the Department of Education (DepEd) in effectively implementing its School Based Feeding Program by constructing BLT School Feeding Kitchens which served 7,700 undernourished pupils in 60 public schools.</u></p>
Farmer Entrepreneurship Program	<p>Over 900 smallholder farmers from 27 farmer groups nationwide.</p> <p><u>In 2016, the FEP Leadership for Agroenterprise Development (LeAD) had twenty-two (22) farmers successfully completed the training course.</u></p>
<u>Jollibee Group FoodAID</u>	<p><u>The program has assisted disaster-stricken communities gain access to food. 625,000 meals were served to communities affected by Typhoon Nina in Regions 4 and 5, and Typhoon Lawin in the Cordillera Administrative Region and Regions I, II and III. 4,450 kilos of rice were also distributed that benefited 1,105 families.</u></p> <p><u>Rehabilitation assistance to communities affected by Typhoon Yolanda were also completed in 2016. In Iloilo Province, five (5) classroom buildings were built, and 687 solar lamps were distributed. Cash grants were also made available for 120 farmers from Leyte to enhance their existing source of livelihood.</u></p>
<u>Project ACE Scholarships</u>	<p><u>In 2016, scholarships were granted to 150 Technical Vocational Scholars and 90 scholars.</u></p>

Source: *To be included in the 2016 JFC Annual Report.*

M. BOARD, DIRECTOR, COMMITTEE AND CEO APPRAISAL

Disclose the process followed and criteria used in assessing the annual performance of the board and its committees, individual director, and the CEO/President.

	Process	Criteria
Board of Directors	The Company conducts an organization-wide financial review twice a year.	Net Operating Income Systems Wide Sales Rolling Base Sales Economic Value Added
Board of Committees	The Company conducts an organization-wide financial review twice a year.	Net Operating Income Systems Wide Sales Rolling Base Sales Economic Value Added
Individual Directors	The Company conducts an organization-wide financial review twice a year.	Net Operating Income Systems Wide Sales Rolling Base Sales Economic Value Added
CEO/President	The Company conducts an individual performance appraisal, and an organization-wide financial review twice a year.	Net Operating Income Systems Wide Sales Rolling Base Sales Economic Value Added

N. INTERNAL BREACHES AND SANCTIONS

Discuss the internal policies on sanctions imposed for any violation or breach of the corporate governance manual involving directors, officers, management and employees.

The following penalties shall be imposed after notice and hearing on the Company's directors, officers and staff in case of violation of the Company's Manual on Corporate Governance:

Violations	Sanctions
First Violation	Reprimand
Second Violation	Suspension
Third Violation	Removal from office Director – removal from directorship

(Source: Article 12, Amended Manual on Corporate Governance)

Pursuant to the requirement of the Securities and Exchange Commission, this Annual Corporate Governance Report is signed on behalf of the registrant by the undersigned, thereunto duly authorized, in Pasig City on 27 MAR 2017

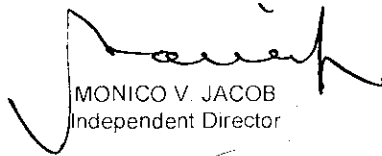
SIGNATURES



TONY TAN CAKTIONG
Chairman of the Board



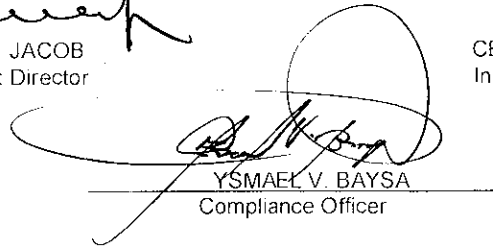
ERNESTO TANMANTIANG
Chief Executive Officer



MONICO V. JACOB
Independent Director



CEZAR P. CONSING
Independent Director



YSMAEL V. BAYSA
Compliance Officer

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

PASAY CITY


BEFORE ME, a Notary Public in and for the city named above, personally appeared:

<u>Name</u>	<u>Competent Evidence of Identity</u>	<u>Date/Place of Issue</u>
Tony Tan Caktiong	EC5049191; issued on August 17, 2015; DFA Manila	
Ernesto Tanmantiong	EC4565262; issued on July 3, 2015; DFA Manila	
Ysmael V. Baysa	EC7589116; issued on April 30, 2016; DFA Manila	
Monico V. Jacob	EC7728486; issued on May 17, 2016; DFA Manila	
Cezar P. Consing	Driver's license no. X01-13-000212; expiring on October 20, 2018	

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

Witness my hand and seal this **MAR 27 2017**.

Doc. No. 195;
Page No. 39;
Book No. 11;
Series of 2017.


ATTY. JOVINO R. ANGEL
NOTARY PUBLIC
UNTIL DEC. 31, 2018

PTR NO. 5268148-1/3/2017 PASAY CITY
IBP NO. 1052058-1/2/2017 PASAY CITY
COMPLIANCE NO.
U-0024151-10/25/2016
ROLL NO. 28/01

SECRETARY'S CERTIFICATE

I, **WILLIAM TAN UNTIONG**, Filipino, of legal age and with office address at the 10/F, Jollibee Plaza Building, 10 F. Ortigas Jr. Avenue, Ortigas Center, Pasig City, being the elected and qualified Corporate Secretary of **JOLLIBEE FOODS CORPORATION** (the "Corporation"), a corporation duly organized and existing under Philippine laws, with business address at the 10/F, Jollibee Plaza Building, 10 F. Ortigas Jr. Avenue, Ortigas Center, Pasig City, hereby certify on behalf of the Corporation that:

1. As corporate secretary of the Corporation, I have custody over corporate records and files and hereby certify that the following are the incumbent officers of the Corporation:

<u>Position</u>	<u>Name</u>
Chairman of the Board	Tony Tan Caktiong
President and Chief Executive Officer	Ernesto Tanmantiong
VP for Corporate Finance and Chief Finance Officer	Ysmael V. Baysa
VP for Comptrollership - Worldwide	Marilou N. Sibayan

2. The following is a true and correct copy of the resolutions adopted and approved by the Board of Directors of the Corporation on April 6, 2016:

a. Approval of 2015 Audited Financial Statements

RESOLVED, that the Board of Directors confirms and approves the 2015 Consolidated Audited Financial Statements of Jollibee Foods Corporation and Subsidiaries as audited by SyCip Gorres Velayo & Co.

b. Designation of authorized signatories to Statement of Management Responsibility

RESOLVED, that the Board of Directors authorize, as it hereby authorizes, the following officers to sign, execute and deliver the Statement of Management Responsibility to be included in the approved 2015 Audited Financial Statements: Chairman of the Board, Chief Executive Officer, Chief Financial Officer and Comptroller.

3. The above-mentioned resolutions have not been amended, modified or rescinded, and are in full force and effect as of the date hereof.
4. The foregoing statements are true and correct and in accordance with the records of the Corporation.

IN WITNESS WHEREOF, I have executed this Secretary's Certificate at Pasig City this
13 APR 2016


WILLIAM TAN UNTIONG
Corporate Secretary

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


Before me, a Notary Public in and for the city named above, personally appeared:

<u>Name</u>	<u>Competent Evidence of Identity</u>	<u>Place/Date of Issue</u>
William Tan Untiong	Passport No. EC0232914 issued on February 7, 2014 valid until February 6, 2019	

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

Witness my hand and seal this ____ day of ____ 13 APR 2016

Doc. No. 476 ;
Page No. 97 ;
Book No. 1 ;
Series of 2016.


VALLRIE F. AMANTE
Notary Public Pasig City
Notarial Commission No. 189 expiring on December 31, 2016
14/Jofibee Plaza, 10 F. Ortigas, Jr. Avenue, Ortigas Center, Pasig City
PTR No. 0397564 issued on January 13, 2015/Pasig City
IBP No. 702167 / Lifetime Member / Pasig City
Reg. of Account's No. 46166

COVER SHEET

7 7 4 8 7

S.E.C. Registration Number

J O L L I B E E F O O D S C O R P O R A T I O N

(Company's Full Name)

10/F J O L L I B E E P L A Z A B U I L D I N G
 10 F. O R T I G A S J R . A V E N U E
 O R T I G A S C E N T E R , P A S I G C I T Y

(Business Address: No. Street City / Town / Province)

Contact Person

Company Telephone Number

31-Dec

Month Day Year
 Fiscal Year

Any Day in June

Month Day Year
 Annual Meeting

Dividend Declaration

17C

Secondary License Type, If Applicable

Dept. Requiring this Doc.

Amended Articles Number/Section

Total no. of Stockholders

Total Amount of Borrowings

Domestic

Foreign

To be accomplished by SEC Personnel concerned

File Number

LCU

Document I.D.

Cashier

STAMPS

Remarks = please use **black** ink for scanning purposes



COVER SHEET

JOLLIBEE FOODS CORPORATION
(Company's Full Name)

10/F Jollibee Plaza Building
10 F. Ortigas Jr. Avenue,
Ortigas Center, Pasig City
(Company's Address)

(632) 634-1111
Telephone Number

December 31
(Fiscal Year Ending)

Any day in the month of June
(Annual Meeting)

Dividend Declaration
(Form Type)

Amendment Designation (If applicable)

(Secondary License Type and File Number)

Cashier

LCU

DTU

77487
S.E.C REG. No.

Central Receiving Unit

File Number

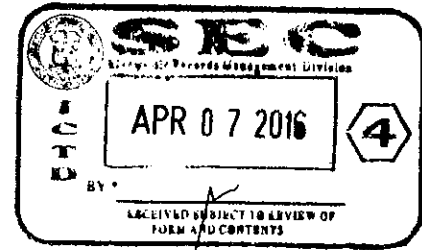
Document I.D.



SECURITIES AND EXCHANGE COMMISSION
SEC FORM 17-C
CURRENT REPORT PURSUANT TO SECTION 17 OF THE
SECURITIES REGULATIONS CODE (SRC) AND SRC RULE 17 THEREUNDER

1. Date of Report **April 6, 2016**
2. Commission identification number **77487**
3. BIR Tax Identification No. **000-388-771**
4. **JOLLIBEE FOODS CORPORATION**
Exact name of registrant as specified in its charter
5. **PHILIPPINES**
Province, country or other jurisdiction of incorporation or organization
6. Industry classification code (SEC Use Only)
7. **10/F JOLLIBEE PLAZA BUILDING, 10 F. ORTIGAS JR. AVENUE, ORTIGAS CENTER, PASIG CITY**
Address of registrant's principal office

1605
Postal Code
8. **(632) 634-1111**
Registrant's telephone number, including area code
9. **N/A**
Former name, former address and former fiscal year, if changed since last report
10. Securities registered pursuant to Sections 4 and 8 of the RSA



Title of each Class	Number of shares of Common stock outstanding
Common	<u>1,071,536,171</u>
Treasury Shares:	
Common	<u>16,447,340</u>

Note: Total common outstanding share of 1,071,536,171 is inclusive of 3,434 and 29,500 MSOP shares subject for listing and 2,747,610 shares entrusted with Deutsche Regis Partners, Inc. with the following details:

MSOP Shares:	
Beginning balance (per SEC Form 17-C dated March 30, 2016)	1,525,598
Shares applied for listing	-
Ending balance, as of April 6, 2016	1,525,598
ELTIP Shares:	
Beginning Balance (per SEC Form 17-C dated March 30, 2016)	1,222,012
Shares applied for listing	-
Ending balance, as of April 6, 2016	1,222,012
TOTAL	2,747,610

11. Other Events

Jollibee Foods Corporation (JFC) announced that its Board of Directors approved today, April 6, 2016, a cash dividend of Php0.86 per share of common stock for all shareholders of record as of April 21, 2016 (ex-dividend date of April 18, 2016). This cash dividend is 7.5% higher than that declared on April 7, 2015. Payment date is on May 6, 2016.

Jollibee Foods Corporation has a policy of declaring regular cash dividends representing 33% of estimated earnings per share for the year. These cash dividends are declared and paid twice each year; the first in May and the second in December. The first usually comprises 45% of the annual cash dividend and the second 55%. JFC also pays special cash dividends if it has surplus cash; that is, if it does not have new business acquisition in a year.

SIGNATURE

Pursuant to the requirements of the Securities Regulation Code, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

JOLLIBEE FOODS CORPORATION
Registrant



YSMAEL V. BAYSA
Chief Financial Officer &
Corporate Information Officer



VALERIE F. AMANTE
Vice-President and Head, Corporate Legal
& Corporate Information Officer

SECRETARY'S CERTIFICATE

I, **WILLIAM TAN UNTIONG**, Filipino, of legal age and with office address at the 10/F, Jollibee Plaza Building, 10 F. Ortigas Jr. Avenue, Ortigas Center, Pasig City, being the elected and qualified Corporate Secretary of **JOLLIBEE FOODS CORPORATION** (the "Corporation"), a corporation duly organized and existing under Philippine laws, with business address at the 10/F, Jollibee Plaza Building, 10 F. Ortigas Jr. Avenue, Ortigas Center, Pasig City, hereby certify on behalf of the Corporation that:

1. The following is a true and correct copy of the resolution adopted and approved by the Board of Directors of the Corporation on April 6, 2016:

RESOLVED, that Jollibee Foods Corporation declares out of its unrestricted retained earnings as of 2010, a cash dividend of Eighty Six Centavos (PhP0.86) per common share, due to all stockholders of record as of April 21, 2016 (ex-dividend date of April 18, 2016) and payable on May 6, 2016.

2. The above-mentioned resolution has not been amended, modified or rescinded, and is in full force and effect as of the date hereof.
3. The foregoing statements are true and correct and in accordance with the records of the Corporation.

IN WITNESS WHEREOF, I have hereunto set my hand this 6th day of April 2016 at Pasig City.


WILLIAM TAN UNTIONG
Corporate Secretary

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

BEFORE ME, a Notary Public in and for the city named above, personally appeared:

<u>Name</u>	<u>Competent Evidence of Identity</u>	<u>Place/Date of Issue</u>
William Tan Untiong	Passport No. EC0232914 issued on February 7, 2014 valid until February 6, 2019	

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

Witness my hand and seal this 06 APR 2016.

Doc. No. 460;
Page No. 93;
Book No. 1;
Series of 2016


VALERIE E. AMANTE.



107222016004004



SECURITIES AND EXCHANGE COMMISSION

SEC Building, EDSA, Greenhills, Mandaluyong City, Metro Manila, Philippines
Tel: (632) 726-0931 to 39 Fax: (632) 725-5293 Email: mis@sec.gov.ph

Barcode Page

The following document has been received:

Receiving Officer/Encoder : Jojit Licudine
Receiving Branch : SEC Head Office
Receipt Date and Time : July 22, 2016 05:28:07 PM
Received From : Head Office

Company Representative

Doc Source

Company Information

SEC Registration No. 0000077487
Company Name JOLLIBEE FOODS CORP.
Industry Classification Miscellaneous Business Activities
Company Type Stock Corporation

Document Information

Document ID 107222016004004
Document Type 17-C (FORM 11-C:CURRENT DISCL/RPT)
Document Code 17-C
Period Covered July 22, 2016
No. of Days Late 0
Department CFD
Remarks

COVER SHEET

7 7 4 8 7

S.E.C. Registration Number

J O L L I B E E F O O D S C O R P O R A T I O N

(Company's Full Name)

10/F J O L L I B E E P L A Z A B U I L D I N G
 10 F. O R T I G A S J R . A V E N U E
 O R T I G A S C E N T E R , P A S I G C I T Y

(Business Address: No. Street City / Town / Province)

Contact Person

Company Telephone Number

31-Dec

Month Day Year
 Fiscal Year

Any Day in June

Month Day Year
 Annual Meeting

Election of Directors and Officers for Year 2016 Appointment of Committee Members

17-C

Secondary License Type, If Applicable

Dept. Requiring this Doc.

Amended Articles Number/Section

Total no. of Stockholders

Total Amount of Borrowings

Domestic

Foreign

To be accomplished by SEC Personnel concerned

File Number

LCU

Document I.D.

Cashier

STAMPS

Remarks = please use **black ink** for scanning purposes

COVER SHEET

JOLLIBEE FOODS CORPORATION

(Company's Full Name)

10/F Jollibee Plaza Building
10 F. Ortigas Jr. Avenue, Pasig City

(Company's Address)

(632) 634-1111

Telephone Number

December 31
(Fiscal Year Ending)

Any day in the month of June
(Annual Meeting)

SEC Form 17-C

Election of Directors and Officers for Year 2016;
Appointment of Committee Members

(Form Type)

Amendment Designation (If applicable)

(Secondary License Type and File Number)

Cashier

LCU

DTU

77487
S.E.C REG. No.

Central Receiving Unit

File Number

Document I.D.

**SECURITIES AND EXCHANGE COMMISSION
SEC FORM 17-C
CURRENT REPORT PURSUANT TO SECTION 17 OF THE
SECURITIES REGULATIONS CODE (SRC) AND SRC RULE 17 THEREUNDER**

1. Date of Report **22 July 2016**
2. Commission identification number **77487**
3. BIR Tax Identification No. **000-388-771**
4. **JOLLIBEE FOODS CORPORATION**
Exact name of registrant as specified in its charter
5. **PHILIPPINES**
Province, country or other jurisdiction of incorporation or organization
6. Industry classification code (SEC Use Only)
7. **10/F JOLLIBEE PLAZA BUILDING, 10 F. ORTIGAS JR. AVENUE, ORTIGAS CENTER,
PASIG CITY**
Address of registrant's principal office

1605
Postal Code
8. **(632) 634-1111**
Registrant's telephone number, including area code
9. **N/A**
Former name, former address and former fiscal year, if changed since last report
10. Securities registered pursuant to Sections 4 and 8 of the RSA

Title of each Class	Number of shares of common stock & warrants outstanding
Common	1,074,991,051
Treasury Shares	16,447,340

Note: Total common outstanding share of 1,074,991,051 is inclusive of 3,205,894 shares entrusted with Deutsche Regis Partners, Inc. with the following details:

MSP Shares:	
Beginning balance (per SEC Form 17-C dated July 15, 2016)	1,793,722
Shares applied for listing	-
Ending balance, as of July 19, 2016	1,793,722
ELIP Shares:	
Beginning balance (per SEC Form 17-C dated July 15, 2016)	1,422,172
Shares applied for listing	(10,000)
Ending balance, as of July 19, 2016	1,412,172
TOTAL	3,205,894

11. Item 9. Other Events

a. During the Annual Stockholders' Meeting of the Company, the stockholders elected the following as the Company's Directors for the year 2016:

Tony Tan Caktiong (Chairman)
Ernesto Tanmantiong
William Tan Untiong
Joseph Tanbuntiong
Ang Cho Sit
Antonio Chua Poe Eng
Ret. Chief Justice Artemio V. Panganiban
Monico V. Jacob (Independent Director)
Cezar P. Consing (Independent Director)

b. At the organizational meeting that immediately followed the stockholders' meeting, the following were elected as officers¹ of the Company:

Ernesto Tanmantiong: President and Chief Executive Officer
Joseph Tanbuntiong: Treasurer
William Tan Untiong: Corporate Secretary

c. The following were also appointed as members of the Board Committees:

EXECUTIVE COMMITTEE

Tony Tan Caktiong
Ernesto Tanmantiong
William Tan Untiong
Joseph Tanbuntiong
Ret. Chief Justice Artemio V. Panganiban

NOMINATION COMMITTEE

Ret. Chief Justice Artemio V. Panganiban (Head)
Tony Tan Caktiong
Ernesto Tanmantiong
William Tan Untiong
Monico V. Jacob

COMPENSATION COMMITTEE

Tony Tan Caktiong – Head
Ret. Chief Justice Artemio V. Panganiban
Joseph Tanbuntiong
Ang Cho Sit
Cezar P. Consing

AUDIT COMMITTEE


Monico V. Jacob – Head
Cezar P. Consing
Antonio Chua Poe Eng
William Tan Untiong

¹Valerie Feria Amante: Assistant Corporate Secretary

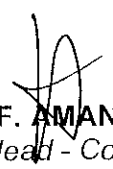
SIGNATURE

Pursuant to the requirements of the Securities Regulation Code, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

JOLLIBEE FOODS CORPORATION
Registrant



YSMAEL V. BAYSA
Chief Financial Officer



VALERIE F. AMANTE
*Vice President and Head - Corporate Legal
Corporate Information Officer*

SECRETARY'S CERTIFICATE

I, **VALERIE FERIA AMANTE**, Filipino, of legal age and with office address at the 14/F Jollibee Plaza Bldg., 10 F. Ortigas Jr. Avenue, Ortigas Center, Pasig City, being the duly appointed Assistant Corporate Secretary of **JOLLIBEE FOODS CORPORATION** (the "Corporation"), a corporation duly organized and existing under Philippine law, with business address at 10/F Jollibee Plaza Bldg., 10 F. Ortigas Jr. Avenue, Ortigas Center, Pasig City, hereby certify on behalf of the Corporation that:

1. The following is a true and correct copy of the resolution adopted and approved by the Board of Directors of the Corporation on November 11, 2016:

RESOLVED, that Jollibee Foods Corporation declares out of its unrestricted retained earnings as of 2010, a cash dividend of One Peso (PhP1.00) per common share, due to all stockholders of record as of November 28, 2016 (ex-dividend date of November 23, 2016) and payable on December 12, 2016.

2. The above-mentioned resolution has not been amended, modified or rescinded, and is in full force and effect as of the date hereof.
3. The foregoing statements are true and correct and in accordance with the records of the Corporation.

IN WITNESS WHEREOF, I have hereunto set my hand this 11th day of November 2016 at Pasig City.


VALERIE FERIA AMANTE
Assistant Corporate Secretary

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


Before me, a Notary Public in and for the city named above, personally appeared:

<u>Name</u>	<u>Competent Evidence of Identity</u>	<u>Place/Date of Issue</u>
Valerie Feria Amante	SSS ID# 07-17692471	

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

Witness my hand and seal this 11th day of November 2016

Doc. No. 48 ;
Page No. 11 ;
Book No. 2 ;
Series of 2016.


AIMEE BERYL C. TAN
Notary Public-Pasig, San Juan and Pateros, Metro Manila
Notarial Commission No. 176 expiring on December 31, 2017
14F Jollibee Plaza, 18 F. Orbigus Jr. Avenue, Grigas Center Pasig City 1605
PTR No. 1508239 issued on January 3, 2016-Pasig City
IBP No. 012751 Lifetime Member-Pasig City
Roll of Attorney No. 63761



101032017000423



SECURITIES AND EXCHANGE COMMISSION

SEC Building, EDSA, Greenhills, Mandaluyong City, Metro Manila, Philippines
Tel: (632) 726-0931 to 39 Fax: (632) 725-5293 Email: mis@sec.gov.ph

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Industry Classification Miscellaneous Business Activities
Company Type Stock Corporation

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10/F J O L L I B E E P L A Z A B U I L D I N G
10 F. O R T I G A S J R . A V E N U E
O R T I G A S C E N T E R , P A S I G C I T Y

(Business Address: No. Street City / Town / Province)

Atty. Angeline L. Chong

Contact Person

(632) 634-1111 local 7817

Company Telephone Number

31-Dec

Month Day Year
Fiscal Year

Any Day in June

Month Day Year
Annual Meeting

2016 Board Meeting Attendance
Advisement Letter

Secondary License Type, If Applicable

Dept. Requiring this Doc.

Dept. Requiring this Doc.

Amended Articles Number/Section

Amended Articles Number/Section

Total no. of Stockholders

Total no. of Stockholders

Total Amount of Borrowings

Domestic

Foreign

Domestic

Foreign

To be accomplished by SEC Personnel concerned

File Number

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LCU

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December 19, 2016

The Philippine Stock Exchange
3rd Floor Philippine Stock Exchange Plaza
Ayala Triangle, Ayala Avenue
Makati City

Attention:

Ms. Janet A Encarnacion
Head, Disclosure Department

Gentlemen:

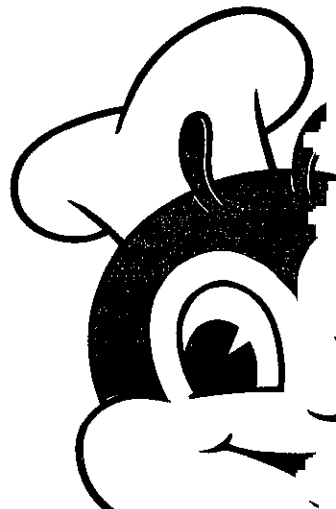
Attached for your reference is the advisement letter submitted to the Securities and Exchange Commission on the attendance of the members of the Board of Directors at regular Board meetings held in 2016.

Thank you.

Very truly yours,

A handwritten signature in black ink, appearing to read "W. Tan Untiong", written over a horizontal line.

WILLIAM TAN UNTIONG
Corporate Secretary





December 19, 2016

Securities and Exchange Commission
SEC Building, EDSA
Greenhills, Mandaluyong City 1554

Attention: **Director Justina F. Callangan**
Corporate Governance and Finance Department

Dear Director Callangan,

In compliance with SEC Memorandum Circular No. 1, issued by the Honorable Commission on 10 January 2014, Jollibee Foods Corporation ("JFC") respectfully submits the pertinent portion of the updated Annual Corporate Governance Report on the attendance of the members of the Board of Directors at regular Board meetings held in 2016.

We trust that the attached submissions sufficiently comply with the Commission's requirements.

Thank you for your kind consideration.

Very truly yours,

A handwritten signature in black ink, appearing to read "WILLIAM TAN UNTIONG". The signature is stylized and somewhat cursive.

WILLIAM TAN UNTIONG
Corporate Secretary





The attendance of directors in regular board meetings in 2016 is as follows:

C. BOARD MEETINGS AND ATTENDANCE

2) Attendance of Directors

Board	Name	Date of Election	No. of Regular Meetings Held During the Year	No. of Regular Meetings Attended	%
Chairman	Tony Tan Caktiong	July 22, 2016	10	9	90%
CEO/ President	Ernesto Tanmantiong	July 22, 2016		10	100%
Corporate Secretary	William Tan Untiong	July 22, 2016		5	50%
Treasurer	Joseph Tanbuntiong	July 22, 2016		8	80%
Director	Ang Cho Sit	July 22, 2016		8	80%
Director	Antonio Chua Poe Eng	July 22, 2016		8	80%
Director	Ret. CJ Artemio V. Panganiban	July 22, 2016		10	100%
Independent Director	Monico V. Jacob	July 22, 2016		9	90%
Independent Director	Cezar P. Consing	July 22, 2016		8	80%

