

JOLLIBEE

Building the Digital Foundation for Global Growth

ENTERPRISE DIGITAL PLATFORM TRANSFORMATION

“

A transformation begins long before the first system is migrated.

It begins when leadership chooses a direction.” ”

EXECUTIVE SNAPSHOT

US\$50M
Transformation Programme

300
Applications

500
Servers

34
Countries

6,500
Stores

18
Brands



DEVENDRA KUMAR

Enterprise Transformation Leader
Certified Chief Digital Officer

*Simplifying Complexity
Before Introducing Technology.*

DIRECTION CREATES MOMENTUM. DECISIONS CREATE TRANSFORMATION.

02

Why This Transformation Mattered

**A MOMENT OF OPPORTUNITY.
A WINDOW FOR GROWTH.**

Consumer expectations were evolving faster than ever.

Digital ordering, delivery and data-driven experiences were becoming the new normal.

For Jollibee, the question was not if we should transform, but how quickly we could build the foundation to scale with the future.

THE STRATEGIC IMPERATIVES

DELIGHT CUSTOMERS

Create seamless, intuitive experiences across every touchpoint and market.

SCALE WITH EXCELLENCE

Build agile, resilient and data-enabled operations that grow with the brand.

BUILD FOR THE FUTURE

Leverage technology and innovation to unlock new growth possibilities.



EXECUTIVE INSIGHT

*Growth creates urgency.
Leadership determines whether an organization is prepared to seize it.*



03

The Challenge We Couldn't Ignore

COMPLEXITY IS THE REAL BARRIER TO TRANSFORMATION.

As we grew, so did the complexity. Fragmented systems. Siloed data. Manual processes. And competing priorities across markets.

These weren't just operational inefficiencies; they were structural barriers holding back speed, agility and customer impact.

The challenge was not a lack of ambition. It was the need to simplify, align and build a stronger foundation—without slowing growth.

THE STRATEGIC IMPERATIVES



SIMPLIFY THE CORE

Eliminate complexity, reduce duplication and standardize where it matters most.



ALIGN TO OUTCOMES

Unite teams, data and processes around shared customer and business goals.



BUILD FOR AGILITY

Modernize capabilities and architect for speed, resilience and continuous change.



EXECUTIVE INSIGHT

Transformation begins when we confront the real challenges—not just the visible ones.



04

The Strategy That Changed Everything

STRATEGY IS NOT MOVEMENT.
IT IS CHOOSING THE RIGHT ROUTE.

The transformation required more than modern technology. It demanded a deliberate sequence of decisions that balanced business continuity, operational resilience, and long-term scalability.

Rather than pursuing a disruptive “big bang” approach, the strategy emphasized phased modernization, cloud-first architecture, and enterprise-wide alignment to reduce risk while enabling continuous growth.

THE STRATEGIC THEMES



MODERNIZE WITH PURPOSE

Build cloud-native capabilities that simplify operations and accelerate innovation.



TRANSFORM WITHOUT DISRUPTION

Protect business continuity while modernizing critical platforms.



CREATE A SCALABLE FOUNDATION

Establish a digital platform that supports future expansion across markets.



EXECUTIVE INSIGHT

*Strategy creates confidence.
Execution creates momentum.*

05

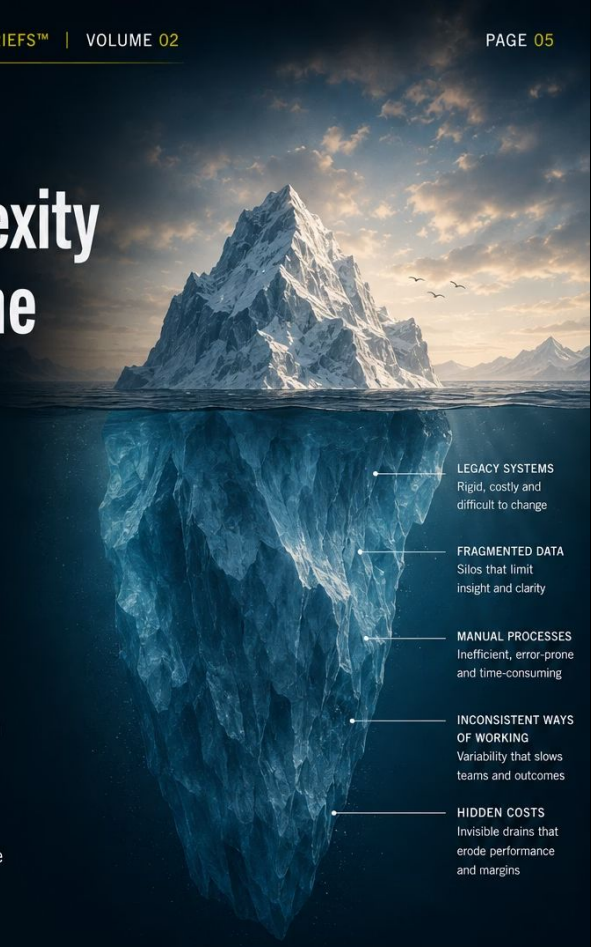
The Complexity Beneath the Surface

WHAT YOU DON'T SEE CAN DETERMINE HOW YOU SUCCEED.

From the outside, growth looked strong. But beneath the surface were legacy systems, fragmented data, manual processes, and inconsistent ways of working.

These hidden complexities created friction, slowed decision-making and limited our ability to scale with agility.

The transformation demanded more than new technology—it required addressing the root causes to build a simpler, more resilient organization.



LEGACY SYSTEMS
Rigid, costly and difficult to change

FRAGMENTED DATA
Silos that limit insight and clarity

MANUAL PROCESSES
Inefficient, error-prone and time-consuming

INCONSISTENT WAYS OF WORKING
Variability that slows teams and outcomes

HIDDEN COSTS
Invisible drains that erode performance and margins

THE STRATEGIC THEMES



UNCOVER THE REALITY
Look beyond the surface to identify the true sources of complexity.



SIMPLIFY WITH INTENT
Eliminate what doesn't add value and standardize what matters.



BUILD FOR RESILIENCE
Create streamlined, adaptive capabilities that endure and evolve.



EXECUTIVE INSIGHT

Sustainable transformation begins by bringing what's hidden into the light.

06 |

EXECUTIVE DECISIONS

THE DECISIONS THAT CHANGED THE OUTCOME.

Every major decision was evaluated against long-term impact, scalability, risk, and business value. These seven decisions defined the trajectory of transformation.

01


EXIT LEGACY DATA CENTERS

BUSINESS DRIVER
Global scalability and cost efficiency

ALTERNATIVE CONSIDERED
Extend existing infrastructure

WHY IT WAS REJECTED
Higher operating costs and increasing technical debt

BUSINESS OUTCOME
Adopted a cloud-first operating model

02


MODERNIZE ENTERPRISE APPLICATIONS

BUSINESS DRIVER
Business agility and faster time to market

ALTERNATIVE CONSIDERED
Optimize legacy systems

WHY IT WAS REJECTED
Limited integration capabilities and slow innovation

BUSINESS OUTCOME
Modernized core applications on cloud-native architecture

03


IDENTITY BEFORE EVERYTHING

BUSINESS DRIVER
Security, trust, and regulatory compliance

ALTERNATIVE CONSIDERED
Perimeter-based security model

WHY IT WAS REJECTED
Not cloud-ready and hard to secure at scale

BUSINESS OUTCOME
Implemented Zero Trust security model

04


BUSINESS CONTINUITY BY DESIGN

BUSINESS DRIVER
Ensure uninterrupted restaurant operations

ALTERNATIVE CONSIDERED
Big-bang migration

WHY IT WAS REJECTED
High operational risk and potential disruption

BUSINESS OUTCOME
Phased transformation with continuity at every step

05


DATA AS A STRATEGIC ASSET

BUSINESS DRIVER
Better decisions and real-time insights

ALTERNATIVE CONSIDERED
Siloed data warehouse per function

WHY IT WAS REJECTED
Inconsistent data and limited enterprise visibility

BUSINESS OUTCOME
Built a unified data and analytics platform

06


PEOPLE & CHANGE AT THE CENTER

BUSINESS DRIVER
Adoption, capability, and future readiness

ALTERNATIVE CONSIDERED
Technology-first approach

WHY IT WAS REJECTED
Low adoption and sustainable impact risk

BUSINESS OUTCOME
Invested early in people and capability building

07


FINANCIAL DISCIPLINE WITH FLEXIBILITY

BUSINESS DRIVER
Maximize value and optimize spend

ALTERNATIVE CONSIDERED
Unlimited investing for speed

WHY IT WAS REJECTED
Unsustainable costs and low ROI

BUSINESS OUTCOME
Adopted FinOps for continuous value realization



Great outcomes are not accidental. They are designed through great decisions.



In transformation, strategy sets the direction, but decisions define the destination.

— Devendra Kumar
Enterprise Transformation Leader | CDO

07 |

TRADE-OFFS

Every strategic decision creates both opportunity and consequence.

Leadership is about choosing the right trade-offs for the future business.



CLOUD FIRST



GAIN
Unlimited scalability

VS



TRADE-OFF
Higher short-term migration complexity



DATA CENTER EXIT



GAIN
Reduced operating costs

VS



TRADE-OFF
Higher execution risk during transition



SECURITY MODERNIZATION



GAIN
Greater trust

VS



TRADE-OFF
Additional governance requirements



PHASED MIGRATION



GAIN
Business continuity

VS



TRADE-OFF
Longer transformation timeline



GLOBAL STANDARDIZATION



GAIN
Repeatability and efficiency

VS



TRADE-OFF
Reduced local customization



DATA PLATFORM INVESTMENT



GAIN
Better decisions at scale

VS



TRADE-OFF
Greater emphasis on data governance



Executive leadership is not choosing between good and bad options. **It is choosing the right trade-offs for the future business.**



08 |

LEADERSHIP UNDER CONSTRAINTS

Real leadership is proven
when conditions are hardest.

Adversity tests strategy.
It reveals character.
It defines impact.



COVID
Operating through
unprecedented disruption



BUSINESS CONTINUITY
Keeping restaurants and
supply chains running



GLOBAL STAKEHOLDERS
Aligning across cultures,
orgs, and time zones



LEGACY SYSTEMS
Complex, aged, and
interconnected landscape



SECURITY & COMPLIANCE
Protecting data and meeting
evolving regulations



TIME PRESSURE
Aggressive timelines in
an uncertain world



BUDGET CONSTRAINTS
Doing more with less
without compromising
on quality



CHANGE RESISTANCE
Shifting mindsets and
adopting new ways
of working

“

Leadership is
revealed through
constraints—
not favourable
conditions.

”



WE DID NOT WAIT FOR PERFECT CONDITIONS.
WE LED THROUGH THE STORM.



FOCUSED
on the long term



STAYED TRUE
to our direction



DELIVERED IMPACT
when it mattered most

09 |

GOVERNANCE THAT ENABLES SPEED

Right structure. Clear decisions.
Rapid execution.

Effective governance does not slow down transformation. It removes friction, accelerates decisions, and keeps us focused on outcomes.

OUR GOVERNANCE FLOW



GOVERNANCE PRINCIPLES THAT DRIVE SPEED			
	OUTCOME FOCUSED Every decision connects to measurable business outcomes.		DECIDE EARLY Make decisions at the right level, at the right time, with the right data.
	EMPOWERED TEAMS Clear guardrails. Trusted teams. Faster execution.		TRANSPARENT BY DESIGN Visibility at every level. No surprises, no delays.
	ADAPT & LEARN Continuously adjust based on feedback, insights, and change.		ALIGN & COLLABORATE One enterprise. One goal. One transformation.

“

Governance should *reduce friction,* not create it.

”

Faster Decisions
 Faster Execution
 Better Outcomes
 Stronger Confidence

Governance is our compass.
It keeps us aligned, agile, and ahead.

10 |

BUSINESS OUTCOMES

Real impact. Measurable value.
A stronger Jollibee for the future.

The transformation delivered outcomes that strengthened our business today and built the foundation for sustained growth tomorrow.



GROWTH ACCELERATED

Technology and data unlocked new opportunities, expanded customer reach, and enabled faster channel growth.

20%+

Digital channel sales growth year-on-year

Expanded

digital reach across key markets



BUSINESS RESILIENCE

We strengthened resilience across operations and supply chain, ensuring continuity through any disruption.

99%

Critical systems availability

Zero

major business disruptions



OPERATIONAL EXCELLENCE

Simplified processes and automation improved efficiency, quality, and service performance across the enterprise.

30%

Lower operating costs

40%

Faster incident resolution



CUSTOMER EXPERIENCE

Better digital experiences, personalized engagement, and seamless service across every touchpoint.

15%+

Increase in customer satisfaction

Stronger

loyalty and repeat engagement



DIGITAL FOUNDATION

Built a future-ready, scalable, and secure digital foundation that enables agility and innovation at scale.

60%

Applications on modern cloud platforms

Stronger

data foundation for the future



FUTURE INNOVATION

Enabled new capabilities with AI, analytics, and automation to drive innovation and create tomorrow's growth engines.

100+

Use cases identified and prioritized

Innovation

embedded in our ways of working

“

These outcomes are not just results.
They are our new baseline for growth.



Stronger today.
Ready for tomorrow.
This is how we build a Better Jollibee.

11 |

LESSONS FOR EXECUTIVES

What we learned on the journey that every leader can apply.

Transformation is not a destination. It is a continuous journey of learning, adapting, and leading with purpose.



01

START WITH THE WHY

A compelling purpose aligned the organization, inspired people, and guided every decision we made.

→ Clarity of purpose creates momentum.



02

MAKE BOLD DECISIONS EARLY

The toughest decisions—like exiting data centers and modernizing core systems—created the biggest impact.

→ Courage up front compounds value.



03

PEOPLE ARE THE DIFFERENTIATOR

Upskilling, empowering, and aligning our people enabled us to deliver at scale with ownership and pride.

→ Invest in people. They drive the change.



04

BUILD TRUST THROUGH GOVERNANCE

Strong governance, clear standards, and transparency built confidence and removed friction across the enterprise.

→ Governance accelerates when it enables.



05

TECHNOLOGY IS AN ENABLER, NOT THE SOLUTION

Cloud, data, and automation created possibilities—but value came from how we applied them.

→ Focus on outcomes, not just technologies.



06

MEASURE WHAT MATTERS

Clear KPIs and business outcomes kept us focused, accountable, and relentlessly aligned to value.

→ If you don't measure it, you can't improve it.



07

ADAPT AND ITERATE CONTINUOUSLY

We learned, adjusted, and iterated at every step—turning challenges into opportunities.

→ Agility is a leadership mindset.



08

THINK LONG TERM. DELIVER TODAY.

We balanced short-term wins with a long-term vision—building a stronger, future-ready Jollibee.

→ Sustainable impact comes from long-term thinking.

“ The journey will always continue.
Keep learning. Keep leading. Keep building.