

## Schedule of Board Meetings for 2021

DATE OF MEETING	TYPE OF MEETING
January 04, 2021	Closure and Cessation of Business of Shakey's Branches in Cavite, Dumaguete City, Makati City, Mandaluyong City, Navotas City, Pampanga, Quezon City and Sampaloc, Manila; Appointment of Atty. James Ear Chew as the representative in all legal actions, claims or suits
Feb. 18, 2021	Review and Approval of Previous Minutes of Meeting, Financial Results, 2020 Consolidated P&L and CAPEX Budget; Employee Vaccination Program
March 2, 2021	Enrollment of the Corporation in the SEC Online Submission Tool
March 15, 2021	Notice of Annual Stockholders' Meeting
March 29, 2021	Authorized Representative in the Research Institute For Tropical Medicine ("RITM") bidding
April 07, 2021	Change in the Official E-mail Address and Mobile Number of the Company as required by the SEC
April 30, 2021	Authority to Issue Financial Statements
May 12, 2021	Authorized Representatives In The 2021-2026 CBA Negotiation with CFW-SPAVI Chapter; Approval on the Additional Listing Of Shares (JE Holdings, Inc. and Lance Y. Gokongwei)
July 7, 2021	Closure and Cessation of Business of Shakey's Branches in Las Pinas and Pampanga
July 15, 2021	Regular Meeting of the Board, Approval of Minutes of the Annual Stockholders' Meeting held on July 15, 2020, President's Report on Operations, Approval and Ratification of All Acts of the Board of Directors, Board Committees, and Management for the year 2020; Election of the Board of Directors, Appointment of External Auditor; Declaration of Cash Dividends
July 22, 2021	Addition of Mr. Jorge Maria Q. Concepcion as authorized signatory for bank transactions
August 19, 2021	Review and Approval of Previous Minutes of Meeting, Review of Foodservice Performance for the First Half of 2021, YTD 2021 Financial Performance and Outlook, Participate in the Bidding for Potato Corner (Project Pentagon), Updates on Digital Transformation Projects; COVID Updates
August 20, 2021	Authorized Representatives in behalf of the Corporation for the case entitled "Michael S. Batislaong, et al. vs. Shakey's Pizza Asia Ventures, Inc.", "Angelito S. Hipolito, et al. vs. Shakey's Pizza Asia Ventures, Inc.", Renato D. Lucero, et al. vs. Shakey's Pizza Asia Ventures, Inc.", "Roy S. Santos, et al. vs. Shakey's Pizza Asia Ventures, Inc." and "Regy L. Sarte, et al. vs. Shakey's Pizza Asia Ventures, Inc." before the NLRC; Authorized signatories for

	transactions with Paypal Holdings, Inc.
September 13, 2021	Authorized Signatory for the BPI Deposit Box of the Corporation; Authorized signatory for transactions with Department of Transportation (DOTr)
October 05, 2021	Authorized Signatory for the access and replacement of the BPI Deposit Box of the Corporation; Authorized representatives for transactions for R&B Tea Brand
November 08, 2021	Authorized signatories for transactions with Citibank; Authorized signatories for transactions with various government agencies; Authorized representative for a DSWD project; Authorized representative for a DepEd Bidding; Authority to deduct SPA monthly charges in SPAVI Account in Robinsons Supermarket Corporation; Authorized representative in securing Business Permits and Licenses for the Construction of Shakey's and R&B Tea Stores; Authority to sell Shakey's Tarlac
November 18, 2021	Review and Approval of Previous Minutes of Meeting, YTD 2021 Financial Performance and Outlook, 2022 Budget Schedule, Updates on Key Projects.
December 02, 2021	Authorized Signatory for Bulk Orders in Shakey's New Retiro Branch; Authorized Signatory for Bulk Orders in Shakey's Moonbay and Shakey's SM Olongapo Central Branches
December 23, 2021	Authority to Purchase and Acquire the Assets of Cinco Corporation

Schedule of Audit Committee Meetings for 2021

<b>DATE OF MEETING</b>	<b>TYPE OF MEETING</b>
March 29, 2021	Presentation of external audit for the 2020 audit; Presentation of 2020 Financial Results; Results of 2020 internal audit
May 03, 2021	Presentation of Q1 2021 Financial Results; Internal Audit Update
August 2, 2021	Presentation of Q2 2021 Financial Results; Internal Audit Results Summary
November 8, 2021	Presentation of external audit for the 2021 audit; Presentation of Q3 2021 Financial Results; Wrap-up of 2021 Internal Audit results

Schedule of Corporate Governance Committee Meetings for 2021

<b>DATE OF MEETING</b>	<b>TYPE OF MEETING</b>
February 18, 2021	Results of the Board of Directors' Self-Assessment Survey
November 18, 2021	Discussed the Company's Sustainability Framework to be focused on People, Planet and Pizza; Setting of 2022 Key Targets and KPI

Schedule of Related Party Transactions Committee Meetings for 2021

<b>DATE OF MEETING</b>	<b>TYPE OF MEETING</b>
February 18, 2021	Review of Related Party Transactions for FY 2020
November 18, 2021	Review of Related Party Transactions for YTD September 2021

Schedule of the Risk Oversight Committee Meeting for 2020

<b>DATE OF MEETING</b>	<b>TYPE OF MEETING</b>
August 19, 2021	COVID-19 Updates

### Attendance in Board of Directors' Meetings

<b>DATE OF MEETING</b>	<b>ATTENDANCE</b>
January 04, 2021	PRESENT: Christopher T. Po Ricardo Gabriel T. Po Teodoro Alexander T. Po Leonardo Arthur T. Po Fernan Victor P. Lukban Paulo L. Campos III Frances J. Yu Eileen Grace Z. Araneta  ABSENT: None
Feb. 18, 2021	PRESENT: Christopher T. Po Ricardo Gabriel T. Po Teodoro Alexander T. Po Leonardo Arthur T. Po Fernan Victor P. Lukban Paulo L. Campos III Frances J. Yu Eileen Grace Z. Araneta  ABSENT: None
March 2, 2021	PRESENT: Christopher T. Po Ricardo Gabriel T. Po Teodoro Alexander T. Po Leonardo Arthur T. Po Fernan Victor P. Lukban Paulo L. Campos III Frances J. Yu Eileen Grace Z. Araneta  ABSENT: None
March 15, 2021	PRESENT: Christopher T. Po Ricardo Gabriel T. Po Teodoro Alexander T. Po Leonardo Arthur T. Po Fernan Victor P. Lukban Paulo L. Campos III Frances J. Yu Eileen Grace Z. Araneta  ABSENT: None

<p>March 29, 2021</p>	<p>PRESENT:  Christopher T. Po  Ricardo Gabriel T. Po  Teodoro Alexander T. Po  Leonardo Arthur T. Po  Fernan Victor P. Lukban  Paulo L. Campos III  Frances J. Yu  Eileen Grace Z. Araneta</p> <p>ABSENT:  None</p>
<p>April 07, 2021</p>	<p>PRESENT:  Christopher T. Po  Ricardo Gabriel T. Po  Teodoro Alexander T. Po  Leonardo Arthur T. Po  Fernan Victor P. Lukban  Paulo L. Campos III  Frances J. Yu  Eileen Grace Z. Araneta</p> <p>ABSENT:  None</p>
<p>April 30, 2021</p>	<p>PRESENT:  Christopher T. Po  Ricardo Gabriel T. Po  Teodoro Alexander T. Po  Leonardo Arthur T. Po  Fernan Victor P. Lukban  Paulo L. Campos III  Frances J. Yu  Eileen Grace Z. Araneta</p> <p>ABSENT:  None</p>
<p>May 12, 2021</p>	<p>PRESENT:  Christopher T. Po  Ricardo Gabriel T. Po  Teodoro Alexander T. Po  Leonardo Arthur T. Po  Fernan Victor P. Lukban  Paulo L. Campos III  Frances J. Yu  Eileen Grace Z. Araneta</p> <p>ABSENT:  None</p>
<p>July 7, 2021</p>	<p>PRESENT:  Christopher T. Po  Ricardo Gabriel T. Po</p>

	<p>Teodoro Alexander T. Po  Leonardo Arthur T. Po  Fernan Victor P. Lukban  Paulo L. Campos III  Frances J. Yu  Eileen Grace Z. Araneta</p> <p>ABSENT:  None</p>
July 15, 2021	<p>PRESENT:  Christopher T. Po  Ricardo Gabriel T. Po  Teodoro Alexander T. Po  Leonardo Arthur T. Po  Fernan Victor P. Lukban  Paulo L. Campos III  Frances J. Yu  Lance Y. Gokongwei</p> <p>ABSENT:  None</p>
July 22, 2021	<p>PRESENT:  Christopher T. Po  Ricardo Gabriel T. Po  Teodoro Alexander T. Po  Leonardo Arthur T. Po  Fernan Victor P. Lukban  Paulo L. Campos III  Frances J. Yu  Lance Y. Gokongwei</p> <p>ABSENT:  None</p>
August 19, 2021	<p>PRESENT:  Christopher T. Po  Ricardo Gabriel T. Po  Teodoro Alexander T. Po  Leonardo Arthur T. Po  Fernan Victor P. Lukban  Paulo L. Campos III  Frances J. Yu  Lance Y. Gokongwei</p> <p>ABSENT:  None</p>
August 20, 2021	<p>PRESENT:  Christopher T. Po  Ricardo Gabriel T. Po  Teodoro Alexander T. Po  Leonardo Arthur T. Po  Fernan Victor P. Lukban</p>

	<p>Paulo L. Campos III  Frances J. Yu  Lance Y. Gokongwei</p> <p>ABSENT:  None</p>
September 13, 2021	<p>PRESENT:  Christopher T. Po  Ricardo Gabriel T. Po  Teodoro Alexander T. Po  Leonardo Arthur T. Po  Fernan Victor P. Lukban  Paulo L. Campos III  Frances J. Yu  Lance Y. Gokongwei</p> <p>ABSENT:  None</p>
October 05, 2021	<p>PRESENT:  Christopher T. Po  Ricardo Gabriel T. Po  Teodoro Alexander T. Po  Leonardo Arthur T. Po  Fernan Victor P. Lukban  Paulo L. Campos III  Frances J. Yu  Lance Y. Gokongwei</p> <p>ABSENT:  None</p>
November 08, 2021	<p>PRESENT:  Christopher T. Po  Ricardo Gabriel T. Po  Teodoro Alexander T. Po  Leonardo Arthur T. Po  Fernan Victor P. Lukban  Paulo L. Campos III  Frances J. Yu  Lance Y. Gokongwei</p> <p>ABSENT:  None</p>
November 18, 2021	<p>PRESENT:  Christopher T. Po  Ricardo Gabriel T. Po  Teodoro Alexander T. Po  Leonardo Arthur T. Po  Fernan Victor P. Lukban  Paulo L. Campos III  Frances J. Yu  Lance Y. Gokongwei</p>

	ABSENT: None
December 02, 2021	PRESENT: Christopher T. Po Ricardo Gabriel T. Po Teodoro Alexander T. Po Leonardo Arthur T. Po Fernan Victor P. Lukban Paulo L. Campos III Frances J. Yu Lance Y. Gokongwei  ABSENT: None



**Attendance in Audit Committee Meetings**

<b>DATE OF MEETING</b>	<b>ATTENDANCE</b>
March 29, 2021	Present: FERNAN VICTOR P. LUKBAN PAULO L. CAMPOS, III RICARDO GABRIEL T. PO  Absent: None
May 03, 2021	Present: FERNAN VICTOR P. LUKBAN PAULO L. CAMPOS, III RICARDO GABRIEL T. PO  Absent: None
August 2, 2021	Present: FERNAN VICTOR P. LUKBAN PAULO L. CAMPOS, III RICARDO GABRIEL T. PO  Absent: None
November 8, 2021	Present: FERNAN VICTOR P. LUKBAN PAULO L. CAMPOS, III RICARDO GABRIEL T. PO  Absent: None

**Attendance in Board Risk Committee Meetings**

<b>DATE OF MEETING</b>	<b>ATTENDANCE</b>
August 19, 2021	Present: FRANCES J. YU FERNAN VICTOR P. LUKBAN LANCE Y. GOKONGWEI  Absent: None

**Attendance in Corporate Governance Committee Meetings**

<b>DATE OF MEETING</b>	<b>ATTENDANCE</b>
February 18, 2021	Present: PAULO L. CAMPOS, III FERNAN VICTOR P. LUKBAN EILEEN GRACE Z. ARANETA  Absent: None
November 18, 2021	Present: PAULO L. CAMPOS, III FERNAN VICTOR P. LUKBAN RICARDO GABRIEL T. PO  Absent: None

**Attendance in Related Party Transactions Committee Meetings**

<b>DATE OF MEETING</b>	<b>ATTENDANCE</b>
February 18, 2021	Present: PAULO L. CAMPOS, III FERNAN VICTOR P. LUKBAN RICARDO GABRIEL T. PO  Absent: None
November 18, 2021	Present: PAULO L. CAMPOS, III FERNAN VICTOR P. LUKBAN FRANCES J. YU  Absent: None