



EARNINGS PRESENTATION

# Q1 25 RESULTS

GREAT PEOPLE,  
GREAT FOOD,  
GREAT COMPANY

May 2025

# Disclaimer

## Cautionary statement regarding forward looking information

This presentation includes statements that are, or may be deemed to be, "forward looking statements". These forward-looking statements can be identified by the use of forward-looking terminology, including the terms "believes", "estimates", "anticipates", "expects", "intends", "plans", "may", "will" or "should" or, in each case, their negative or other variations or comparable terminology. These forward-looking statements include all matters that are not historical facts. They appear in a number of places and include, but are not limited to, statements regarding the Company's intentions, beliefs or current expectations concerning, amongst other things, results of operations, financial condition, liquidity, prospects, growth and strategies. By their nature, forward-looking statements involve risks and uncertainties because they relate to events and depend on circumstances that may or may not occur in the future.

Forward looking statements are not guarantees of future performance and the actual results of operations, financial condition and liquidity, and the development of the industry in which the Company operates, may differ materially from those made in or suggested by the forward-looking statements set out in this presentation. Past performance of the Company cannot be relied on as a guide to future performance. The forward-looking statements contained in this document speak only as at the date of this document. The Company expressly disclaim any obligation or undertaking to update these forward-looking statements contained in the document to reflect any change in their expectations or any change in events, conditions or circumstances on which such statements are based unless required to do so by applicable law. No statement in this document is intended to be a profit forecast. As a result, you are cautioned not to place any undue reliance on such forward-looking statements. In addition, even if the results of operations, financial condition and liquidity of the Company, and the development of the industry in which the Company operates, are consistent with the forward-looking statements set out in this document, those results or developments may not be indicative of results or developments in subsequent periods.

The payment of dividends by the Company is subject to consideration by the Board of Directors of the cash management requirements of the Company. In addition, the Company expects that when deciding on dividend distribution, the Board of Directors will also consider market conditions, the then current operating environment in the markets in which the Company operates, and the outlook for the Company's business.

# AGENDA & PRESENTERS



**AMARPAL  
SANDHU**  
CHIEF EXECUTIVE OFFICER



**HARSH  
BANSAL**  
CHIEF FINANCIAL OFFICER &  
CHIEF GROWTH OFFICER



**PUJEET  
PAREKH**  
HEAD OF INVESTOR RELATIONS

## **01** Business Updates

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## **02** Financial Review

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## **03** The Way Forward

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## **04** Appendix



# **BUSINESS** **UPDATES**

# Elevating experiences and building communities around the joy of food

Sustaining market leadership while strengthening engagement with communities, partners, and franchisors.

## Recognized as one of the top YUM franchise globally

Yum!  
Awards



## Nurture relations with our partners for mutual benefits

Partners  
Summit



## +200% increase in ADP<sup>1</sup> Kiosk transactions

Digital  
Drivers



## Continue to build communities around the joy of food

Community  
Service



Source: Company information  
1. Americana Digital Platform is the back engine for Americana apps, website and kiosks



# Q1 25 Performance dashboard



## Restaurant Portfolio

**2630 stores**

**+236** gross new restaurants added  
(LTM<sup>1</sup>)

**40** new sites are secured and under  
construction



## Revenues \$ 573.4m

(vs. Q1 24)

**16.2%** increase



## LfL

(vs. Q124<sup>2</sup>)

**13.9%<sup>2</sup>** Increase



## EBITDA \$121.7m

(vs. Q1 24)

**17.4%** increase



## Net Profit \$ 32.6 m

(vs. Q1 24)

**16.5%** increase



## Capex<sup>3</sup> \$27.8m

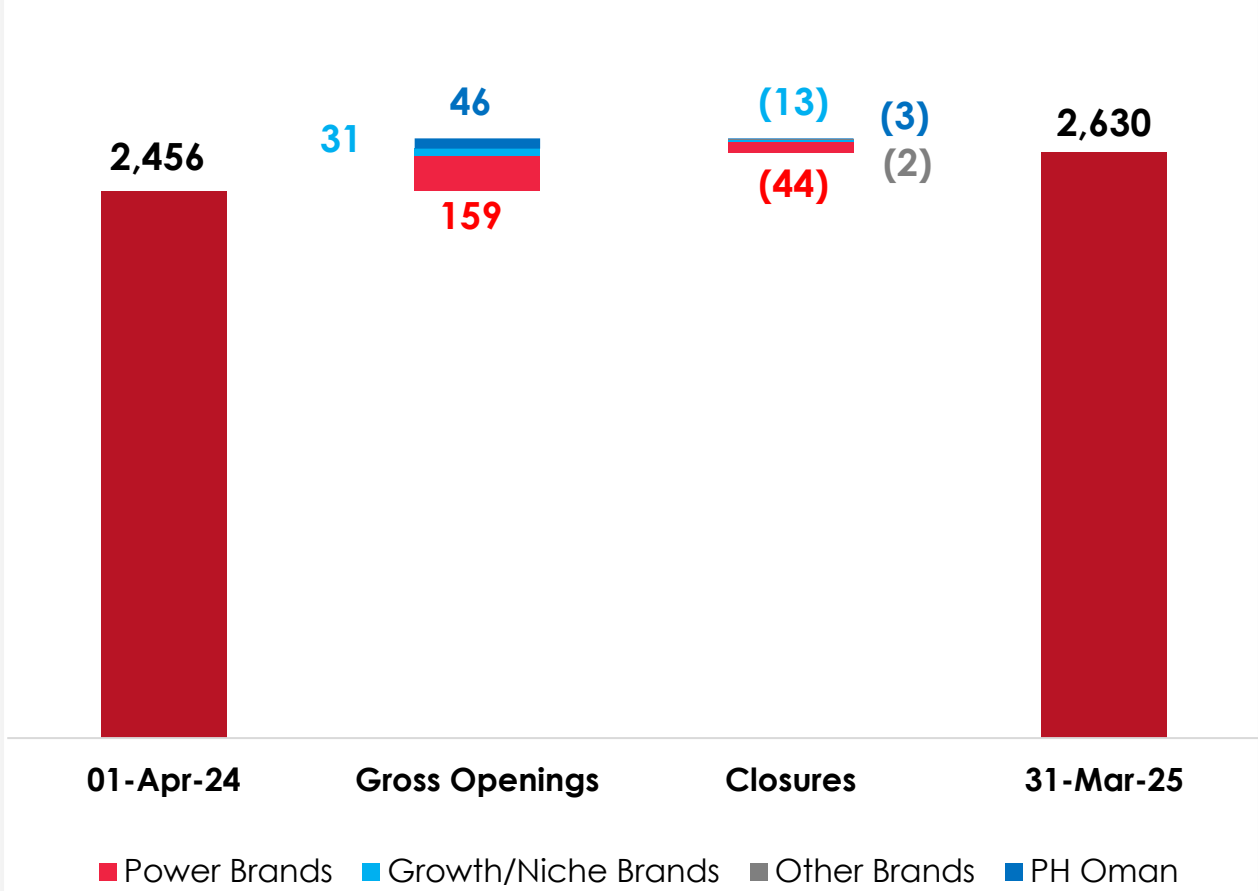
**4.8%** of revenue

Source: Company information  
 1. LTM is defined as period from 1 April 2024 to 31 March 2025 – includes 46 gross new stores acquired pertaining to Pizza Hut in Oman  
 2. Comparable with YTD Feb 2024 plus Ramadan/Eid al Fitr of 2024  
 3. Includes consideration paid to acquire the subsidiary operating Pizza Hut in Oman

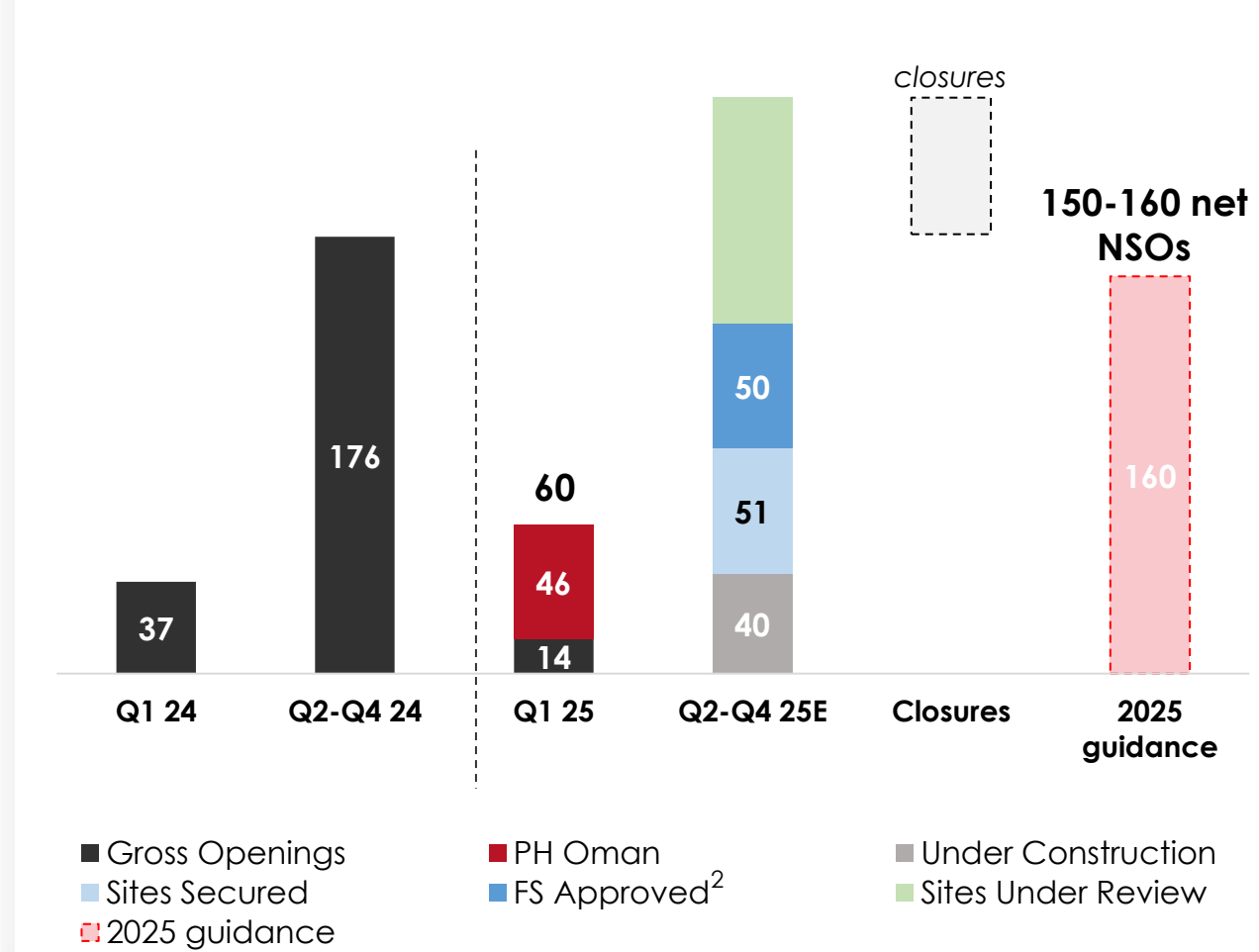
# 236 store additions in the past 12 months<sup>1</sup>, with a robust pipeline in line with the guidance.

## Restaurant portfolio evolution (1 Apr 24 – 31 Mar 25)

No. of restaurants



## Restaurants pipeline for 2025E



Source: Company information

1. From 1 April 2024 to 31 March 2025

2. Feasibility Study Approved - Restaurant sites approved by leadership for signing the lease and start construction work

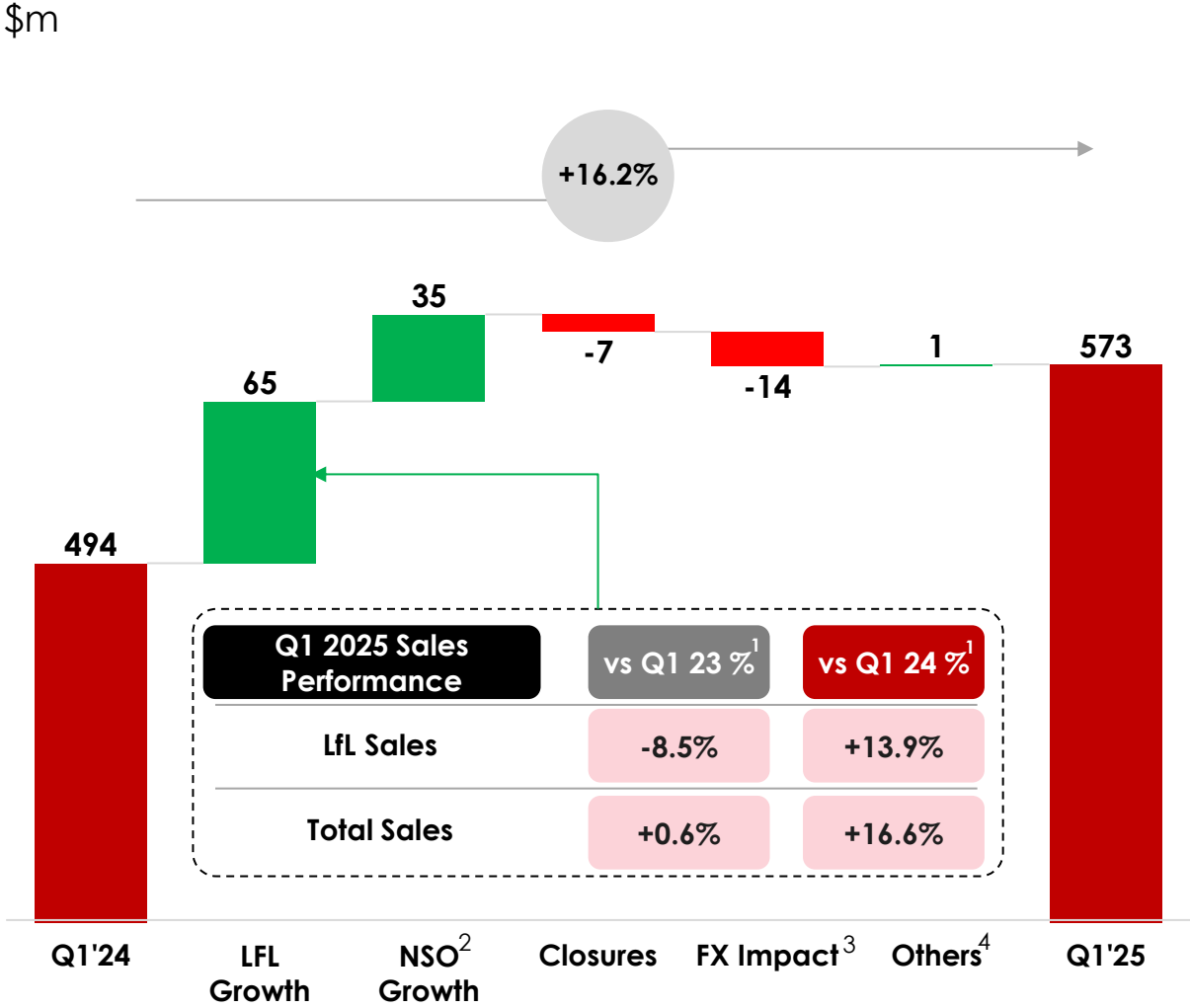


# **FINANCIAL** **REVIEW**

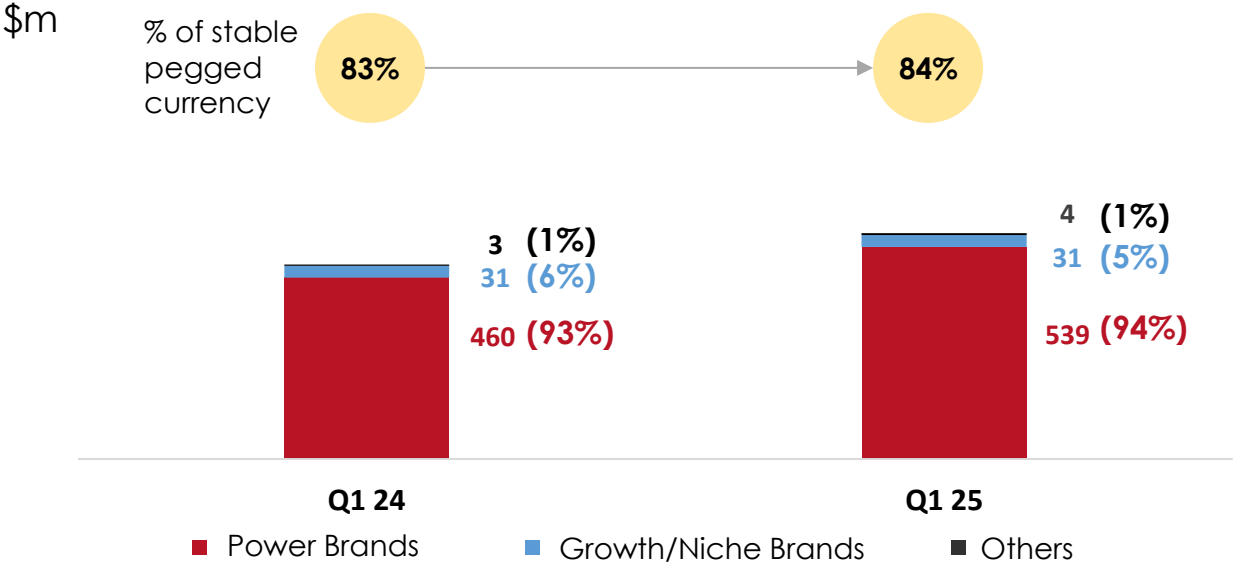


# 16.2% Revenue growth fueled by robust LFL sales growth and ongoing new store openings

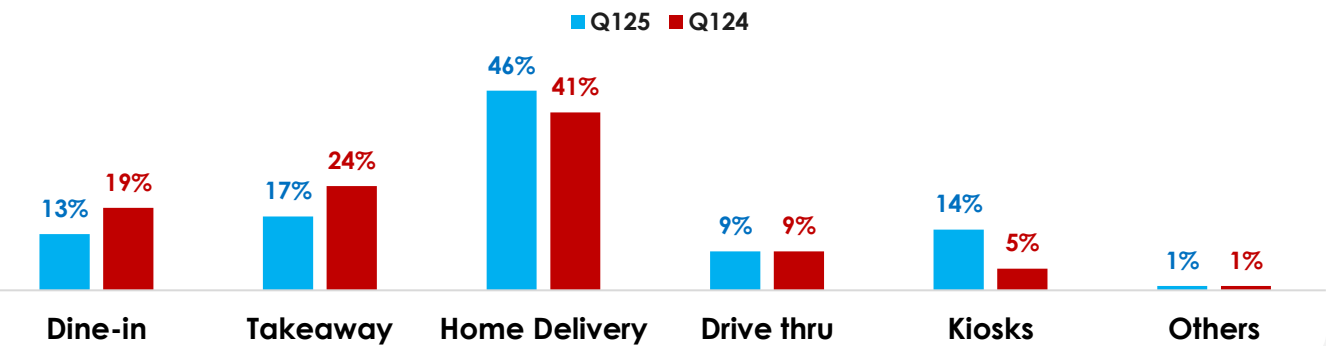
## Revenue bridge (Q1 24 to Q1 25)



## Revenue mix



## Channel mix<sup>5</sup>



Source: Company information

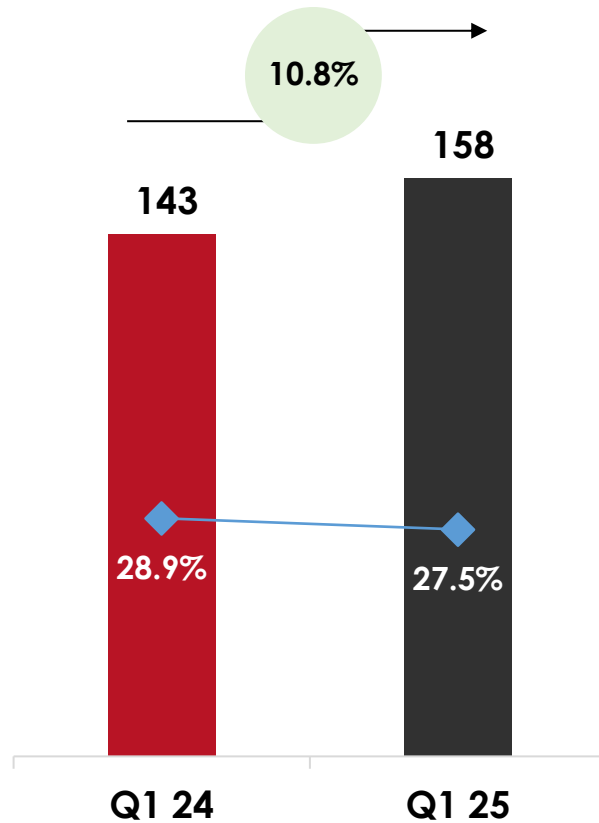
1. Q1 2025 Sales compared to YTD Feb plus Ramadan/Eid in the respective years  
2. Revenue contribution from stores opened for less than or equal to 12 months

3. FX impact mainly due to Egypt and Lebanon  
4. Others include Lebanon hyperinflation impact, rentals and logistics  
5. Sum might not add up to 100% due to rounding

# Double digit growth in EBITDA and Net Profit driven by LfL revenue growth and focus on cost discipline

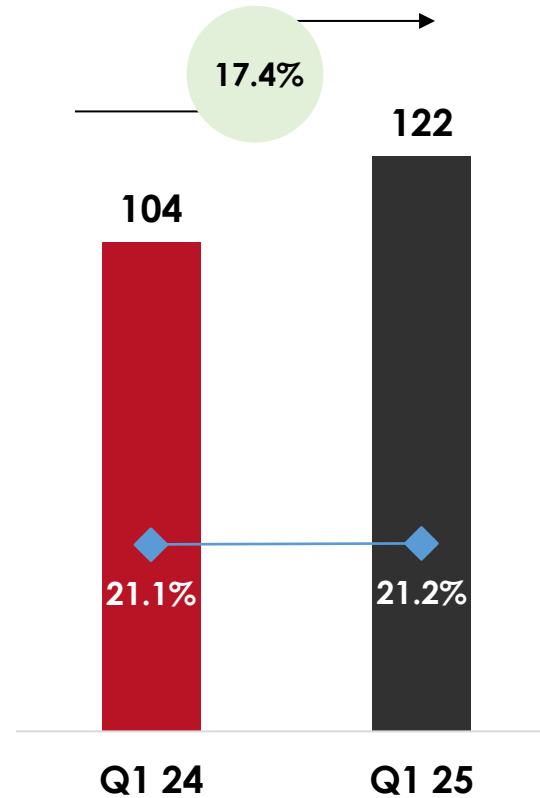
## 4-Wall EBITDA

\$m



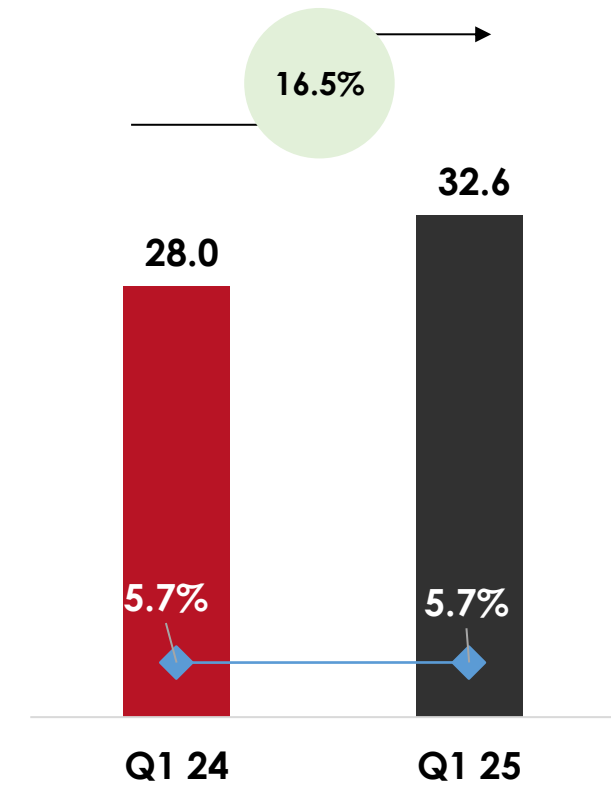
## EBITDA

\$m



## Net Profit

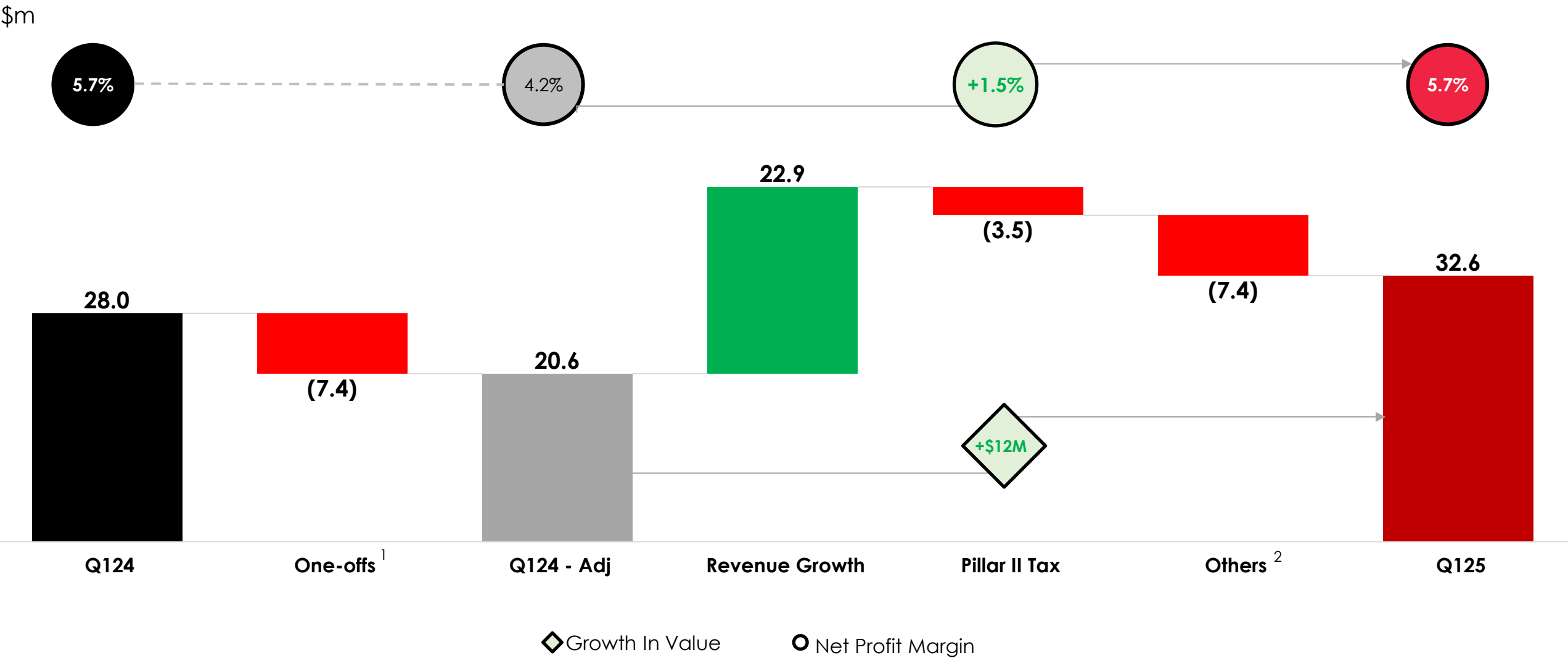
\$m



◆ Margin (% of revenues) ● YoY Growth

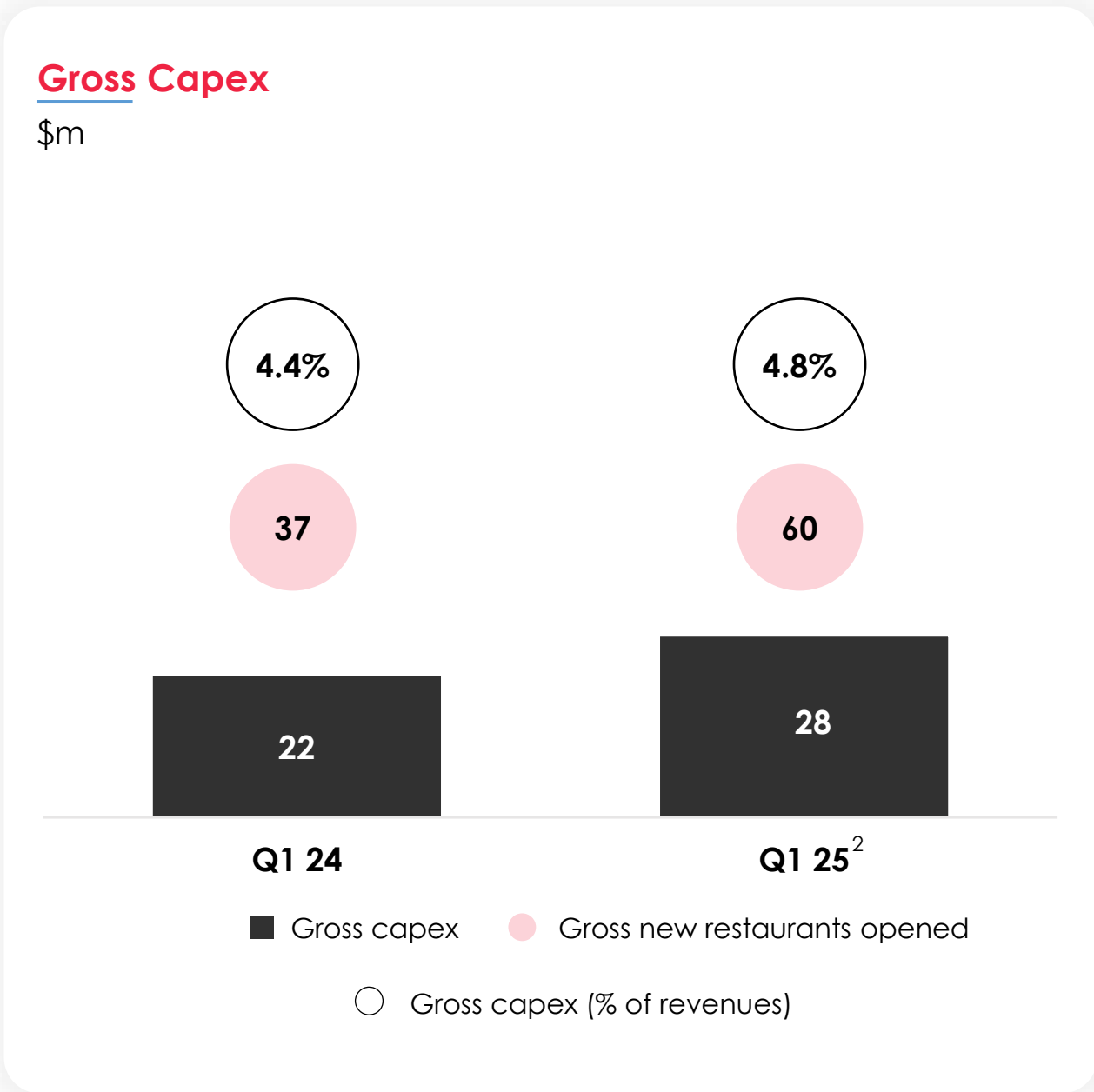
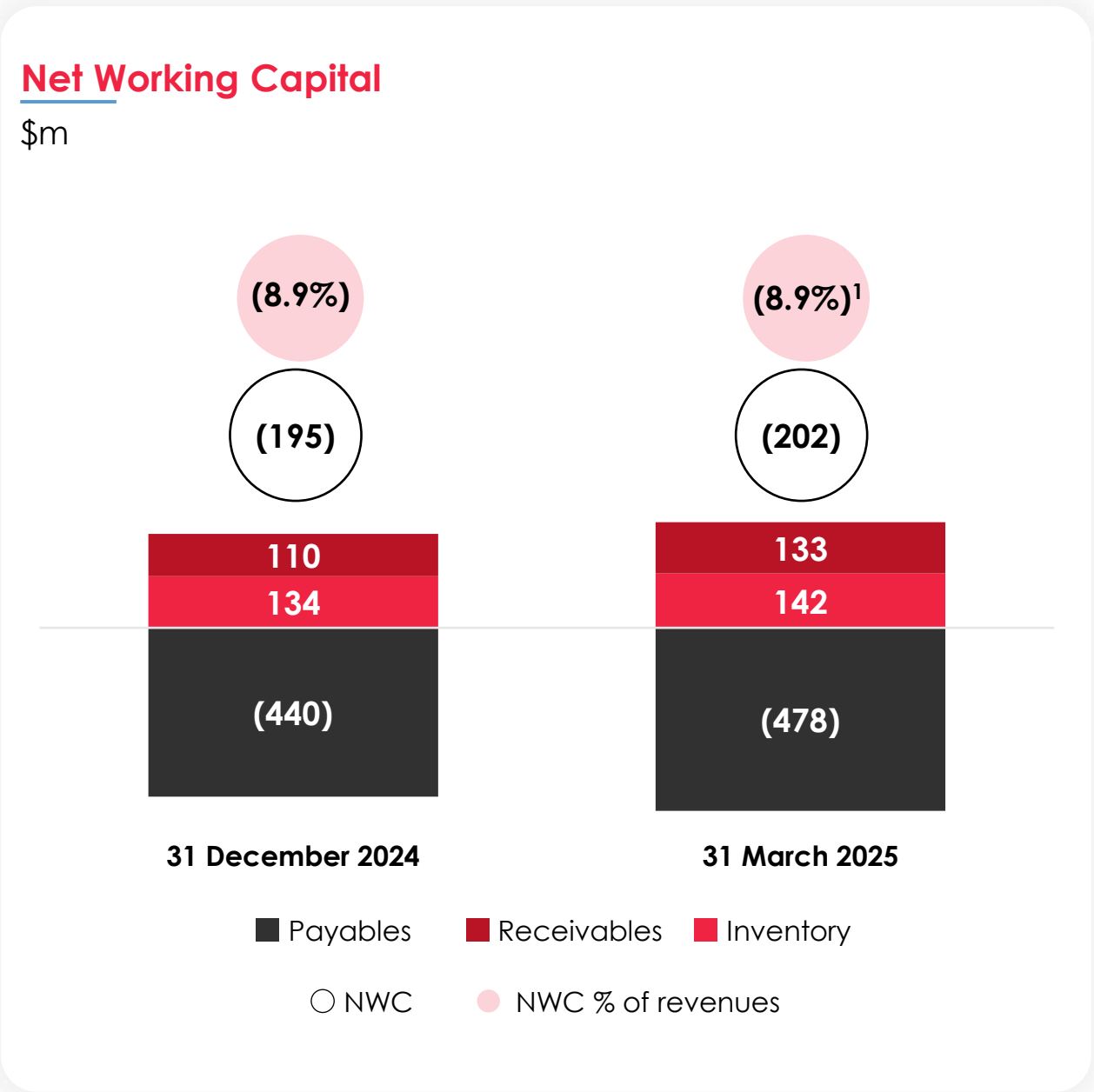
# 1.5% increase in net profit margin in Q1 2025 vs Q1 2024 adjusted for one-off reliefs in Q1 2024

Net profit bridge (Q1 FY24 to Q1 FY 25)



Source: Company information  
1. One-offs include net impact of lower marketing spends (normalized Q2 2024 onwards) and Egypt fx devaluation  
2. Others include Depreciation & Amortization, Impairment and Minority

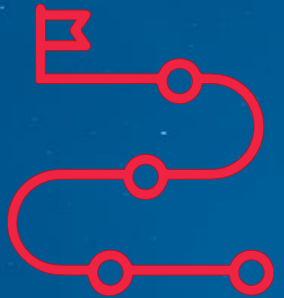
# Net working capital stable and measured capital deployment



Source: Company information

1. NWC as % of revenues for Q1 2025 is based on LTM revenues (1 April 2024 to 31 March 2025)

2. Capex amount includes the consideration paid to acquire subsidiary that operates pizza hut in Oman and the corresponding new stores have been included in the store count



**THE WAY**  
**FORWARD**

# 2025 guidance



## Revenue recovery

- ✓ Continued focus on transactions recovery and average check growth



## NSO guidance

- ✓ 150 – 160 net NSO rollout in 2025; continued expansion in the UAE, KSA, Kuwait and Iraq



## Profitability

- ✓ Enhanced store efficiency through better controls on inventory through AMR apps
- ✓ Gross margin expected to be slightly better in 2025 than 2024
- ✓ Setting up COE for IT in India



## Growth

- ✓ Organic and Inorganic avenues for long term platform development



## Innovation

- ✓ Continue to maintain value leadership
- ✓ New product launches to evolve core offerings
- ✓ Target new day parts



## Digital leadership

- ✓ Launch of Americana loyalty, and scaleup of loyalty across KFC, Pizza Hut and Hardee's brands
- ✓ CDP and personalization in works





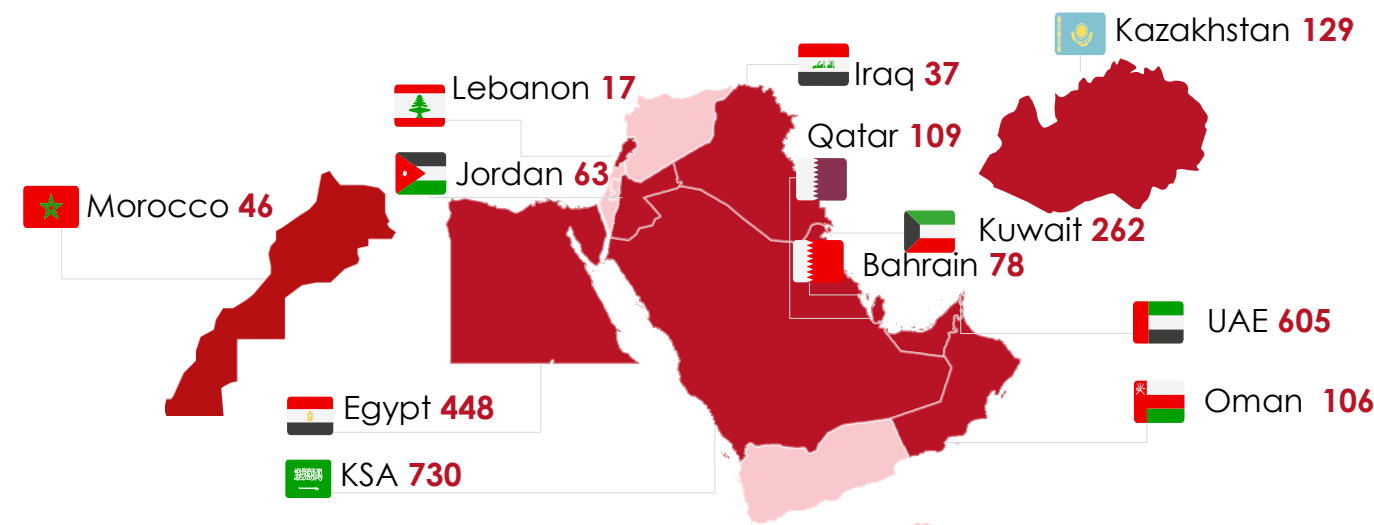
# **CONCLUDING** **REMARKS AND Q&A**



# APPENDIX

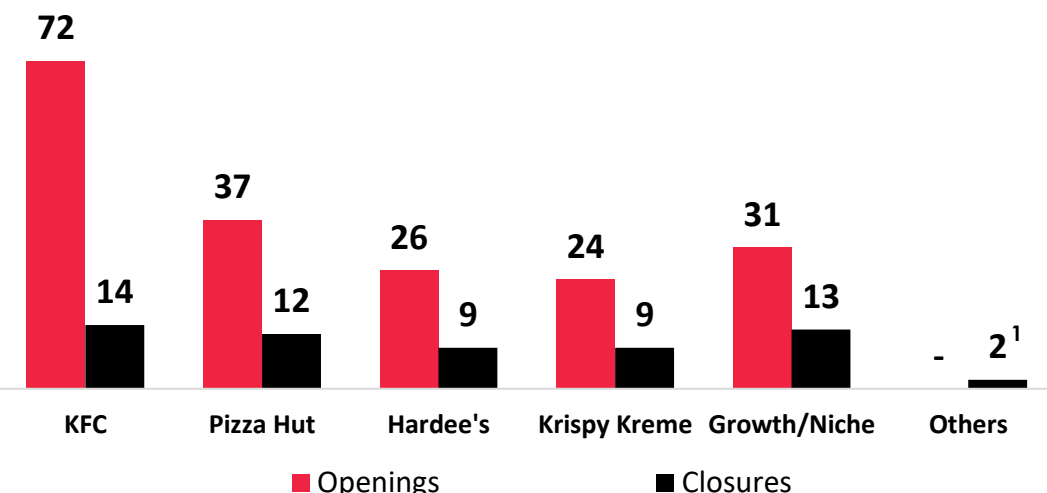
# Portfolio evolution – FY 25





## No. of restaurants – by country and brands



## Openings & closures – LTM

No. of restaurants – by brand/ category



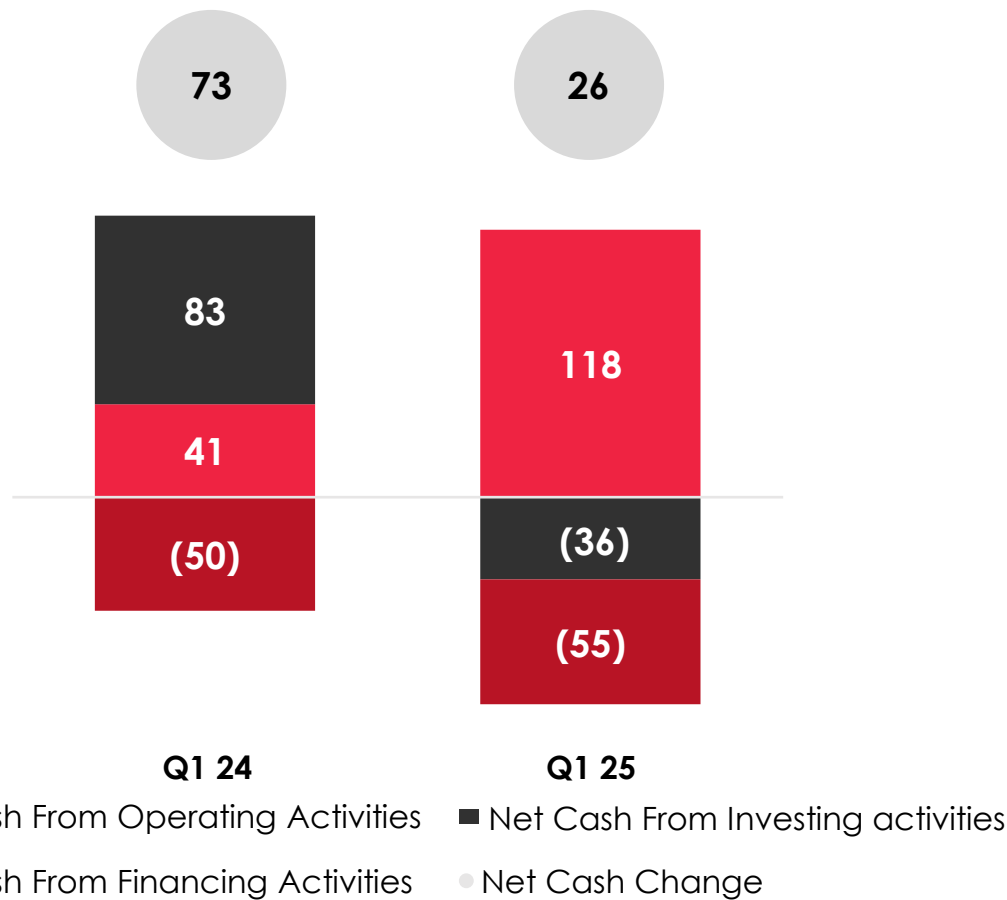
	KSA	UAE	Kuwait	Egypt	Others	Total
 KFC	291	218	78	173	328	1,088
 Hardee's	146	95	60	40	90	431
 Pizza Hut	100	165	-	96	90	451
 Krispy Kreme	173	89	31	40	52	385
Growth / Niche Brands	20	38	92	97	25	272
Other Brands	-	-	1	2	-	3
	<b>730</b>	<b>605</b>	<b>262</b>	<b>448</b>	<b>585</b>	<b>2630</b>

Source: Company information  
 1. Closed one Fish Market and one Grand Café store

# Free cash flows

## Movement in Cash & Cash Equivalents

\$m



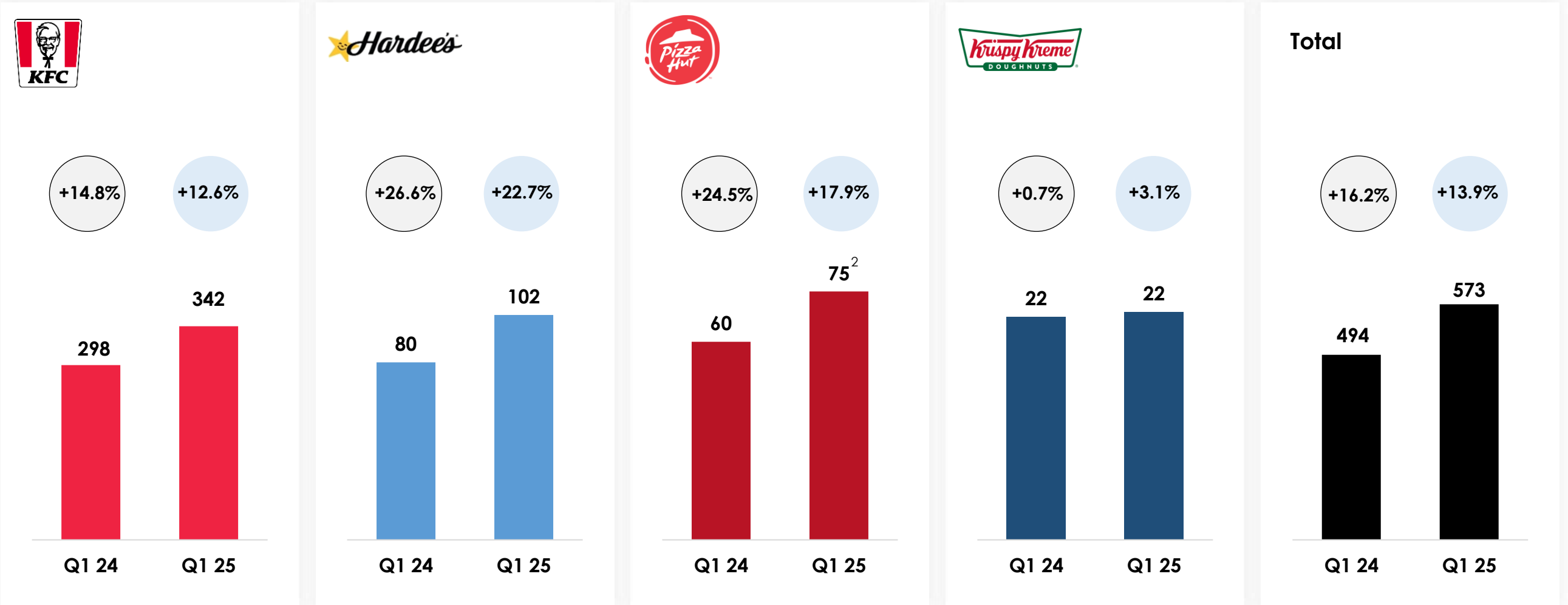
## Free Cash Flow (FCF)

\$m	Q1 24	Q1 25
EBITDA	104	122
Hyper Inflation Effect	0	1
Net Capex	(22)	(28)
Tax	(4)	(7)
Change in NWC	(50)	7
Change in Non-current Portion of Trade Payable	(4)	(5)
Lease Payments	(50)	(55)
<b>Total</b>	<b>(27)</b>	<b>33</b>
<b>Conversion %</b>	<b>-50%</b>	<b>50.1%</b>

# Power brands performance continued to demonstrate robust recovery driven by double digit growth in transactions

## Total Sales by power brands

\$m



Source: Company information

1. Total Sales Growth in Q1 2025 vs Q1 2024

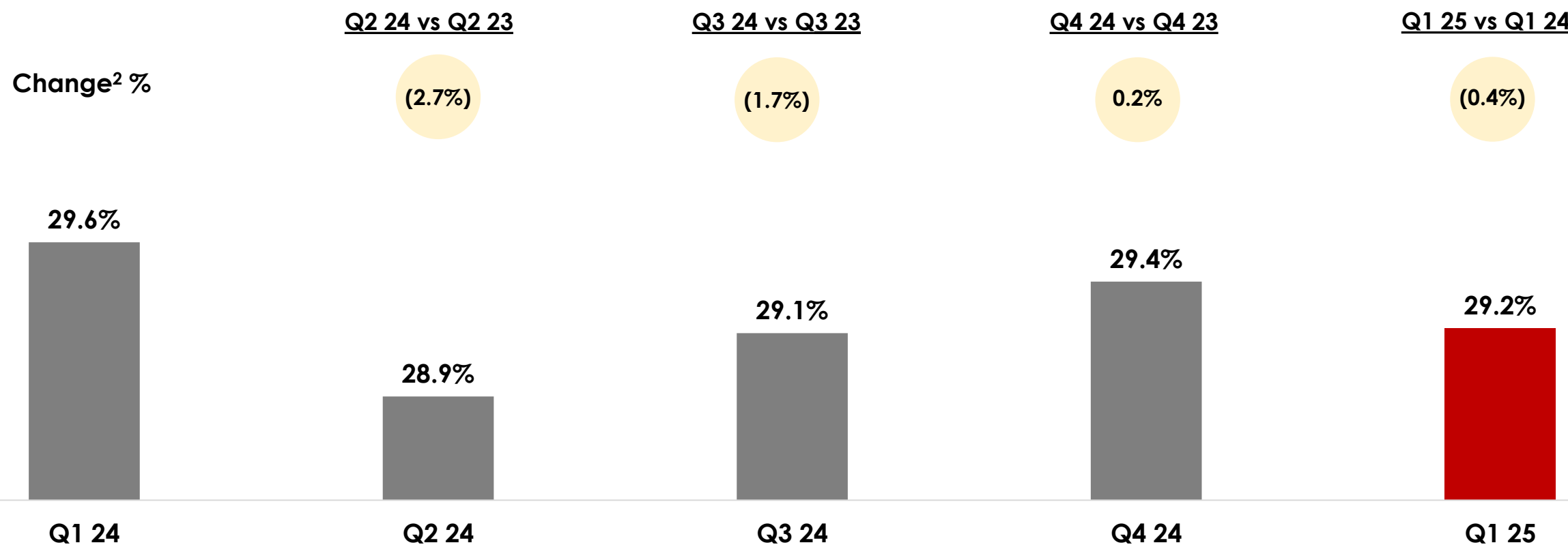
2. Q1 2025 sales Includes \$2.3M generated from Pizza Hut stores in Oman

3. Same store sales growth in Q1 2025 vs YTD Feb plus Ramadan/Eid in 2024

# Despite increased discounts, Y-o-Y gross margins increased due to decline in commodity prices and procurement & revenue management initiatives

## Cost of inventory<sup>1</sup> evolution (Q-o-Q)

%



Source: Company information

1. Refers to cost of materials, filling and packing materials. Calculated as % of revenue
2. Change % calculated as cost of inventory % in current quarter less same quarter last year



# EBITDA to Net Profit reconciliation

Post IFRS-16 basis

\$k	Q1 24	Q1 25
<b>Net profit attributable to shareholders of the company</b>	<b>28,024</b>	<b>32,649</b>
Minority (Non-Controlling Interest)	(1,363)	(710)
Income tax (including Pillar II), Zakat, and contribution to Kuwait Foundation for the Advancement of Sciences ("KFAS")	3,852	7,466
Finance cost (net) excluding finance costs on lease liabilities	(4,126)	(3,151)
Depreciation and amortization (excluding depreciation related to RoU assets) <sup>1</sup>	23,145	24,717
Depreciation on RoU assets	46,306	49,619
Finance costs on lease liabilities	7,709	9,323
Impairment charges	119	1,796
<b>EBITDA</b>	<b>103,666</b>	<b>121,708</b>

Source: Company information  
 1. Calculated as: Charge for the year (PPE) plus amortisation of intangible assets, and depreciation of investment properties

# Key definitions

- **EBITDA:**

EBITDA is defined as Net profit for the year plus finance cost (net), plus income tax and zakat, plus depreciation and amortisation expenses, impairment charges

- **Free cash flow:**

Free Cash Flow (FCF) defined as EBITDA (post adding back hyperinflation adjustment) less capital expenditure, income tax and zakat, change in net working capital, change in non-current portion of trade payables, and lease payments (including both principal and interest on lease liabilities)

- **Free cash flow conversion:**

Free Cash Flow (FCF) over EBITDA less lease payments (including both principal and interest on lease liabilities)

- **Avg. payback:**

The payback investment period is calculated by dividing the initial investment by the annual cumulative cash inflow generated over 10 years. No discount rate have been assumed for all markets except Egypt. Equation is to compare the initial investment capex against the forecasted annual net cash flow over the period of 10 years

- **Gross capex:**

Gross capex defined as purchase of property and equipment plus purchase of intangible assets, payments for key money and includes the initial franchisor fees

- **Growth / Niche brands:**

Refers to Baskin Robbins, TGIF, Chicken Tikka, Wimpy, Costa Coffee, Peet's Coffee

- **LfL:**

Like for like revenues growth denotes the percentage increase/decrease in the revenues for those AMR restaurants which have generated monthly revenues over the 12-month period in a given financial year and excludes revenues of those restaurants which have not generated revenues for more than 6 consecutive month

- **Net capex:**

Defined as Gross capex less proceeds from sale of property and equipment. Gross capex defined as purchase of property and equipment plus purchase of intangible assets, payments for key money and includes the initial franchisor fees

- **Net new restaurants :**

Net new restaurant openings are defined as gross openings less closures

- **Net profit:**

Refers to Net Profit attributable to the shareholders of the Parent Company

- **NSO:**

Refers to New Store Openings for the period

- **Power brands:**

Refers to KFC, Hardee's, Pizza Hut, and Krispy Kreme

- **Others (revenue):**

Includes revenue from Fish Market and Grand Cafe, as well as revenue from non-material items

- **Other channel revenues:**

Includes Car Hops, Catering, Sales Office/Food Supply, Kiosks and other revenues

- **Other countries:**

Includes Morocco, Qatar, Iraq, Bahrain, Kazakhstan, Jordan, Lebanon and Oman

- **Stable pegged currencies:**

Refers to revenues generated in KSA, UAE, Kuwait, Qatar, Bahrain, Oman and Jordan

- **Tax:**

Income tax and zakat

# THANK YOU

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