



RESILIENCE GROWTH MOAT 3.0

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Key Takeaways

- Core Competencies: Products, Stores, Customer Base & Brand Team***
- Growth Potential: Lower-tier Markets & New Occasions***
- Brand Strategy: RGM 3.0***

38 Years in China:
Over 10,000+ Stores, and Still Growing



Average life-span of Chinese restaurants is ~2 years¹

1. Data from Meituan



Product Strength: *Legendary Classics & Non-stop Innovation*

¥ **1 bn**

¥ **2 bn**

¥ **3 bn**

¥ **4 bn**



Innovative new products deliver consistent good taste



1. Total product sales amount during 2024 Q4- 2025 Q3

Store Assets: Extensive Footprint with Flexible Models



Total stores¹ **12,600+**

Cities entered¹ **2,500+**

Net new builds² **1,300+**

1. As of Sept 30th, 2025; 2. From 2024 Q4 – 2025 Q3

Customer: Household Name Trusted and Favored by Customers

"So Convenient"

Easy to pick up on my way to work!



First choice when I'm in a hurry.



"Reliable Food Quality"

Wherever I go, I can always trust KFC



The flavor of Original Recipe Chicken is just what I remembered



"Always New News"

I'm here for the new crawfish burger again!



KFC's new toy is so cute!



"Comforting & Relaxing"

I can sit in KFC all day, eating, drinking, studying



Eating KFC was a reward when I was a kid



Cumulatively served **535mn+** KFC members¹

1. As of Sept 30th, 2025

Brand Team: Self-motivated and Cohesive Brand Family

200k+

Total restaurant crew members¹

6,000+

Total RGMs¹

100%

Operating leaders promoted from RGMs¹



RGM No.1

1. As of Sept 30th, 2025

Resilience Through Cycles, Consistently Driving Growth

**Accelerated
Store Expansion**

Total stores
Unit



**Steady
Sales Growth**

System sales growth



**Growing
Profit**

Operating profit
mn USD



We Push Beyond Our Boundaries

We See Opportunities in Lower-tier Markets



Continuing urbanization



2,000+

Unpenetrated cities

3,000+

White space locations
in strategic channels



Small town model

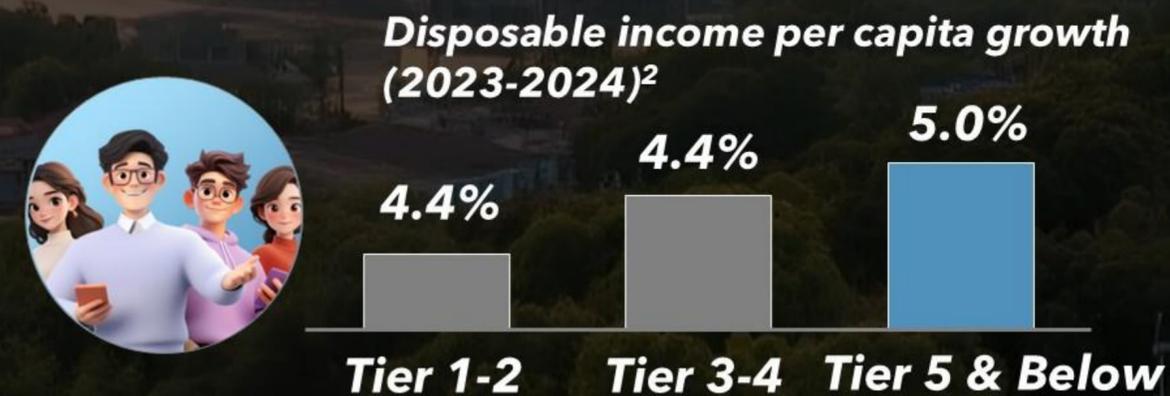


Gemini model



Franchising

Increasing consumer income



~1/3 → >1/2

China population penetration



Small town menu



Staple food



Pin Hao Fan

1. Data Source: China Bureau of Statistics, 2. Data source: CEIC

Growth Potential Also Lies in New Occasions

Coffee & Drinks

China annual coffee consumption per person (cups) ¹



Light Meal

YoY GMV growth of light meal on aggregators²

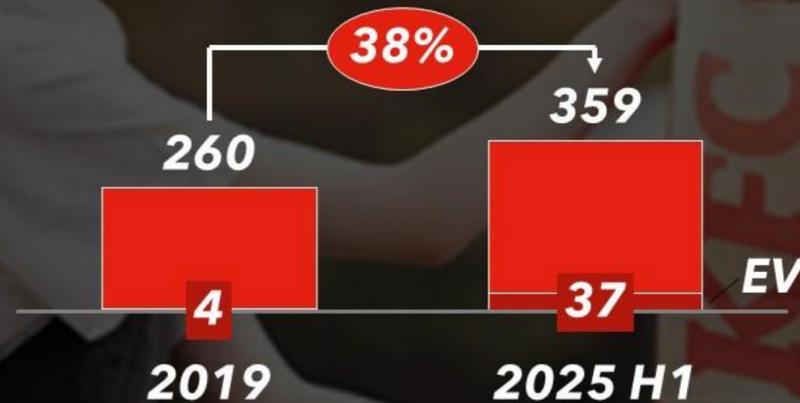
+19%

Top5 light meal brands store count share on aggregator³

~20%

Drive-thru

China's car ownership, mn units⁴



25 H1 China's registered car drivers⁴

515mn

Indulgent Snacks

Alipay consumer transaction between 6pm-12pm⁵

~50%

YoY ticket growth of snack category on aggregator⁶

+19%

Advancing Toward the Next 10,000 Stores

2026E-2028E System Sales CAGR¹

Mid to high single digit

2028E
Total Units

17,000+

2026E - 2028E
Same-Store Sales Index

100-102

2028E
Operating Profit

¥ 10bn+

R

Resilience

G

Growth

M

Moat

3.0

1. CAGR excluding F/X, three-year targets on 2025 base

Expand in Different Tiers with Differentiated Store Models

High-tier: Side-by-side
Improve store economics

Low-tier: Small town model
Accelerate franchising expansion



**AI-enabled
site selection**

**Lower
investment costs**

**Rent structure
optimization**

Accelerate Franchise Business

Accelerated Franchise Strategy

Small towns & remote areas



Strategic channels



Highways



Colleges



Hospitals



Metros



Gas stations



Scenic spots

Grow with Franchisees

"One System, One Process"

Franchisee learning & certification process

Regular food safety inspections & sales audits

Annual development qualification assessment

RGM AI copilot for franchisees

Food Safety is No.1 Priority!

Strengthen the Core and Scale Up New Engines

New Customers



Strengthen the Core: Products & Value-for-Money

Improve product strength



Focus on heroes

Reinforce "Chicken Cooking Expert" leadership



Enrich main offerings

Enhance value-for-money



Build signature value campaigns

Enhance solo dining value perception



肯德基 OK 三件套



Promote brand-themed campaigns

Strengthen the Core: Channels & IP Collaboration

Optimize channel mix



Aggregator

- Improve delivery efficiency
- Explore new channels

Super APP

- New downloads
- Exclusive value
- Privilege members



Collaborate with popular IPs



- Build connections with more popular IPs



- Optimize IP efficiency e.g. themed stores

Scale Up New Engines - KCOFFEE cafes



Total Locations¹

1,800+

- Standalone location testing
- Expand with franchisees

Sparkling Coffee



Ice cream-topped Coffee



Egg Tart



1. As of Sept 30th, 2025

Scale Up New Engines -



Total Locations¹

100+

Cities Covered¹

20+

- Menu revamp
- Cost optimization

Wraps



Superfood Smoothie



Panini



Soba



Energy Bowl

1. As of Sept 30th, 2025



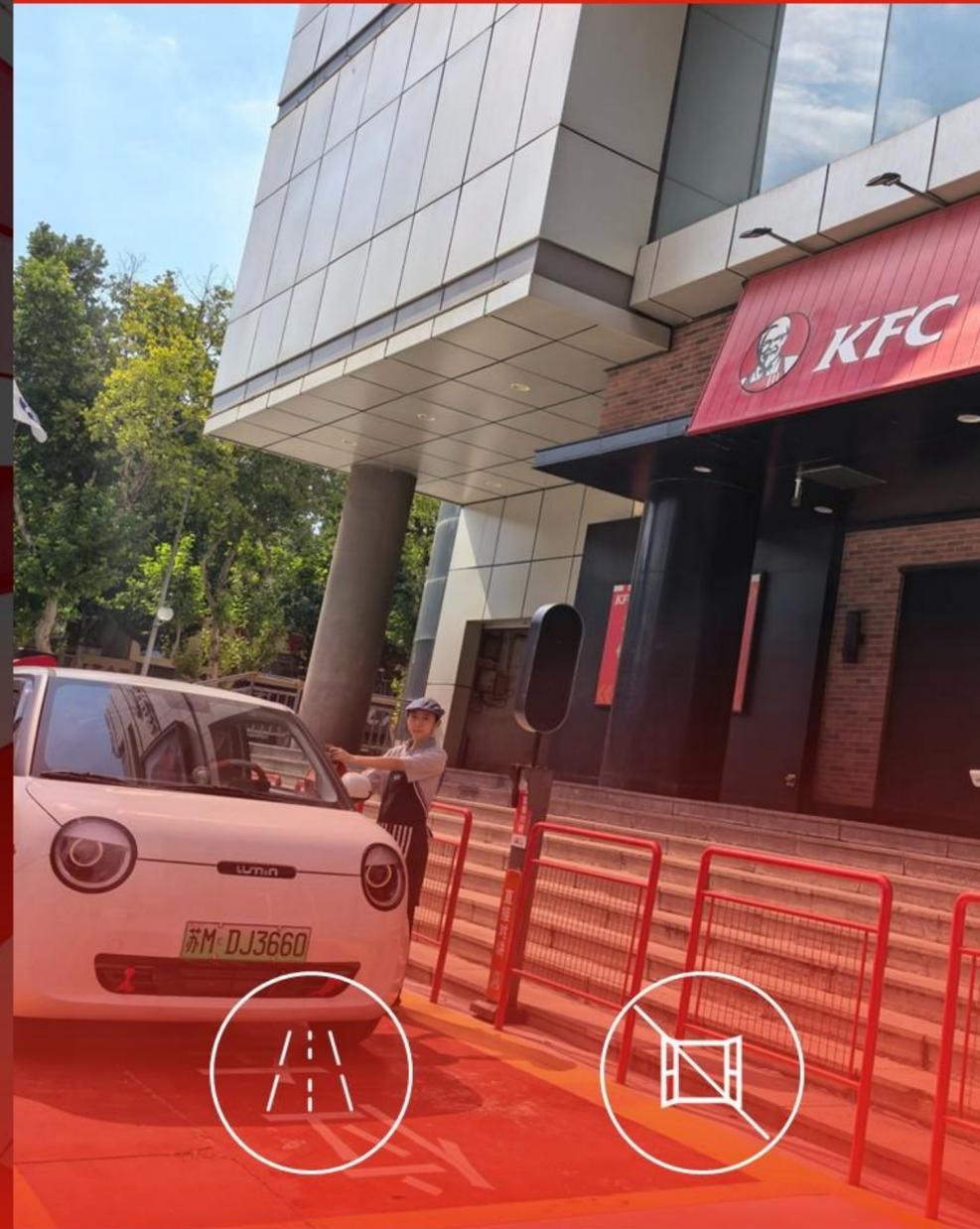
Scale Up New Engines - Drive-thru 2.0

Window pickup



Lane & window

Door-side pickup



Lane, no window

Curb-side pickup



No lane, no window

More to Explore: Staple Food in Selected Channels



Guo Kui



Pork Feet Rice



Braised Chicken Rice



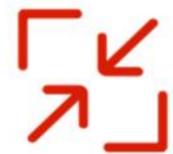
Braised Noodles

“Group Buying”

“Riders’ Meal”

“Campus Menu”

Build Resilience through Innovation & Operational Efficiency



Streamlining

Menu items

Raw material SKUs

Packaging SKUs

Small wares



Centralization

New store opening center

Customer service center

End-to-end labor management

End-to-end inventory management

Equipment maintenance



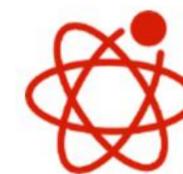
Synergy

Talent sharing
Mega RGM

Product sharing
Classic renovation

In-store resource sharing
Side-by-side

Brand sharing
Gemini model



Technology

Human-machine collaboration

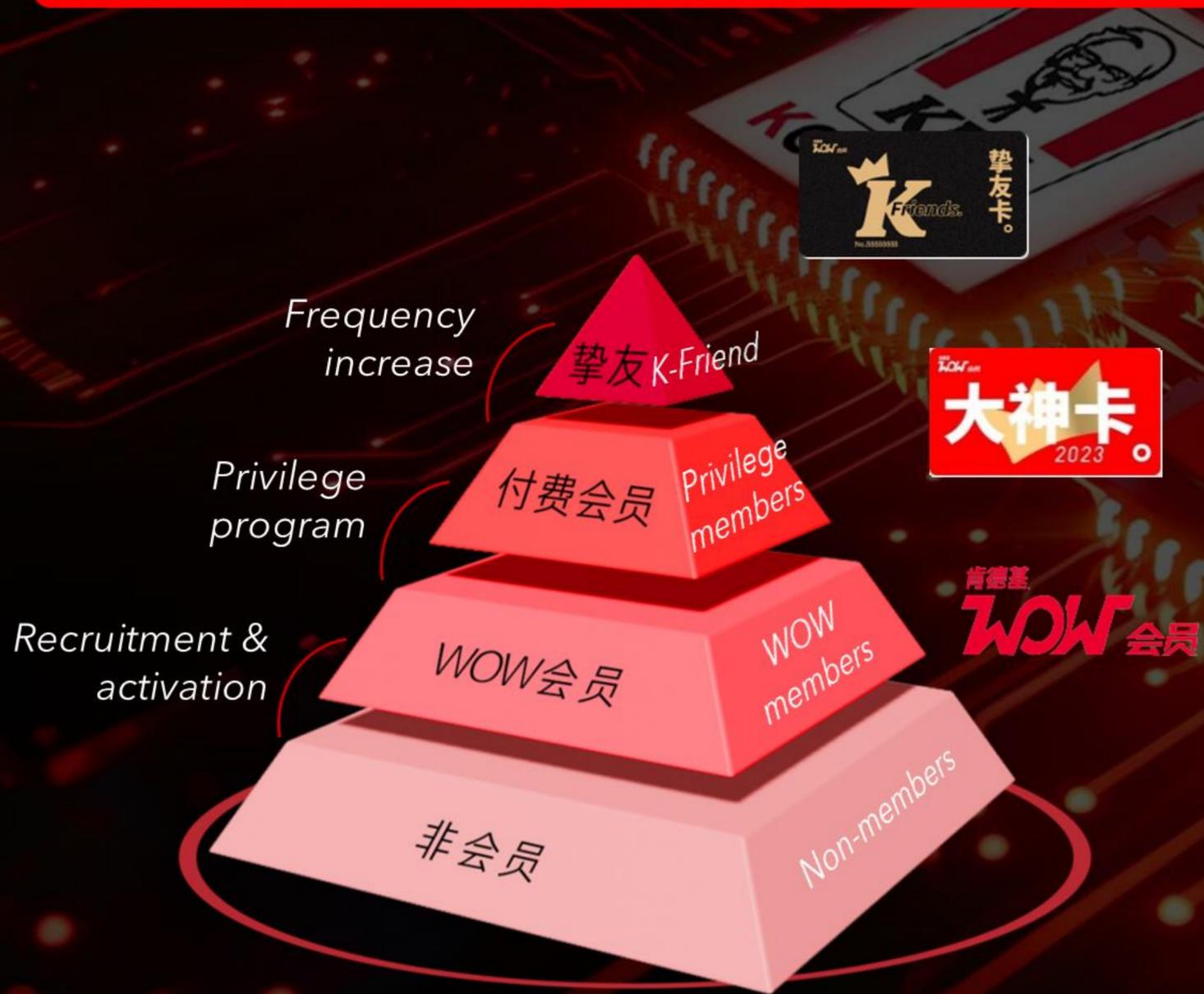
RGM AI copilot

Future-oriented restaurant management

Maintain Restaurant Margin at 17.3%+ by 2028

Broaden Our Moat - Digital Assets

Tiered membership



Targeted member marketing



Broaden Our Moat - Customer Service & Restaurant Support

Customer Mania

"Listen"

Expand customer listening channel

"See"

Build intelligent dashboard

GES 2.0

"Resolve"

Project-based problem solving

"Respond"

Supported by customer service center

RGM No.1

"Hear RGMs' Voices"

Register RGMs' needs and questions

RGM Voice

Motivate supporting functions to solve RGMs' problems in timely manner

"Solve RGMs' Problems"

K-family Role Models

1 Encourage
Role model selection



2 Learn
Brand culture learning platform



3 Incentivize
Reward system - "K-bean"



Our Vision

***The Leading Brand
in China's Restaurant Industry***

Our Mission

***Forever Tasty,
Forever with You,
Forever Love and Care***

