特海国际控股有限公司
SUPER HI INTERNATIONAL HOLDING LTD.

2025年第二季度财务业绩
Second Quarter 2025 Results

2025年8月
August 2025

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业务回顾

Performance Overview

业绩亮点
Performance Highlights

海底捞餐厅整体表现
Haidilao Restaurant Performance

平均翻台率 Average table turnover rate	3.8	次/ 天 Times/ Day
客流量 Total guest visits	7.7	百万人次 Million guest visits

海底捞餐厅同店表现
Same-Store Performance

同店平均翻台率 Average same-store table turnover rate	3.9	次/ 天 Times/ Day
同店销售收入增长 Same-store sales growth	+ 5.3 %	

收入
Revenue

总收入 Total revenue	198.9	百万美元 US$ million
同比增长 YOY %	+ 8.5 %	

利润
Profit

经营溢利 Income from operation	3.7	百万美元 US$ million	净利润 Net profit	16.4	百万美元 US$ million
经营溢利率 Income from operation margin	1.9 %		净利润率 Net profit margin	8.2 %	

夯实经营能力
打造“不一样的海底捞”

Strengthening Operational Capabilities
Building a “Different Haidilao”

门店分类管理
Store Classification Management

- 差异化配置资源
- 提升整体效能与竞争力
- Differentiate resource allocation
- Enhance overall efficiency and competitiveness

延展服务场景
Expanding Service Scenarios

- 新增夜宵、鲜切 + 传统生日、亲子、聚餐
- 激励措施提升创新动力
- Introduce new offerings: Late-night dining, Fresh-cut offerings, family-friendly environment
- Implement incentive mechanisms to strengthen innovation momentum

权责下放·优化运营管理
Delegation of Authority · Optimizing Operational Management

管理下沉至一线
Management Boundaries Shifted Closer to the Front Line

- 采购、营销、人事等核心权限下放至大区
- 总部保留核心管理红线
- 减少总部检查，释放一线门店活力

- Delegation of core decision-making powers in procurement, marketing, and HR to regional teams
- Headquarters retains key control principles
- Reduce headquarters inspections to unleash the vitality of frontline stores

数据与考核体系优化
Optimization of Data and Performance Evaluation Systems

- 从“单一排名”转型为“监测、预警、帮扶”
- 强化问题发现与改进机制
- 提高考核针对性与指导性

- Shift from “single ranking” to a model centered on “monitoring and early warning”
- Strengthen mechanisms for issue identification and corrective action
- Improve the relevance and effectiveness of performance evaluation and guidance

人才机制升级
激发团队活力
Upgrading Talent Mechanisms to Energize the Team

干部培养向一线倾斜
Leadership development focused on frontline operations

- 增加管理干部门店在岗时长，强化巡店与现场沟通交流
- Increase in-store presence of management and strengthen frontline engagement

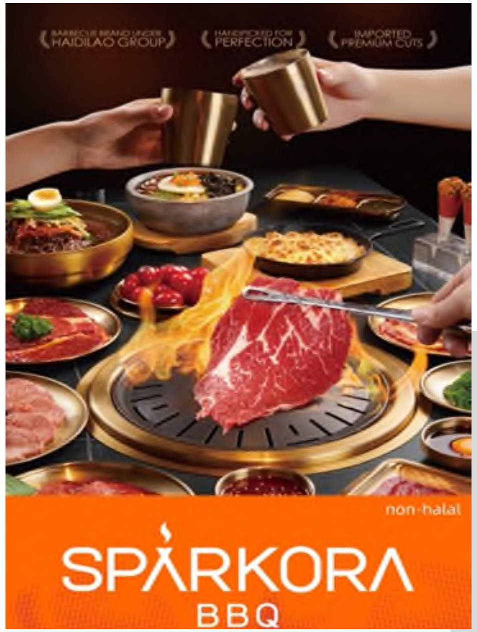
“以赛代培” 提升技能
Skill enhancement through competition-based training

- 结合系统培训和技能竞赛，多区域有序推进员工专业成长
- Integrate systematic training with skills competitions to systematically advance employee professional development across multiple regions

「自下而上」持续扩大餐厅网络
Continuing to expand the restaurant network through a "bottom-up" strategy

海底捞餐厅数量 # of Haidilao Restaurants	2025/6/30	2024/6/30	2025/3/31
东南亚 Southeast Asia	74	74	73
东亚 East Asia	20	18	19
北美 North America	20	20	20
其他 Others(1)	12	10	11
全部 Total	**126**	**122**	**123**

推进「红石榴」计划
Strategic advancement of the "Pomegranate Plan"



鼓励孵化和发展更多的餐饮新品牌，推动餐饮服务创新。
Empowering culinary entrepreneurship and accelerating dining innovation.

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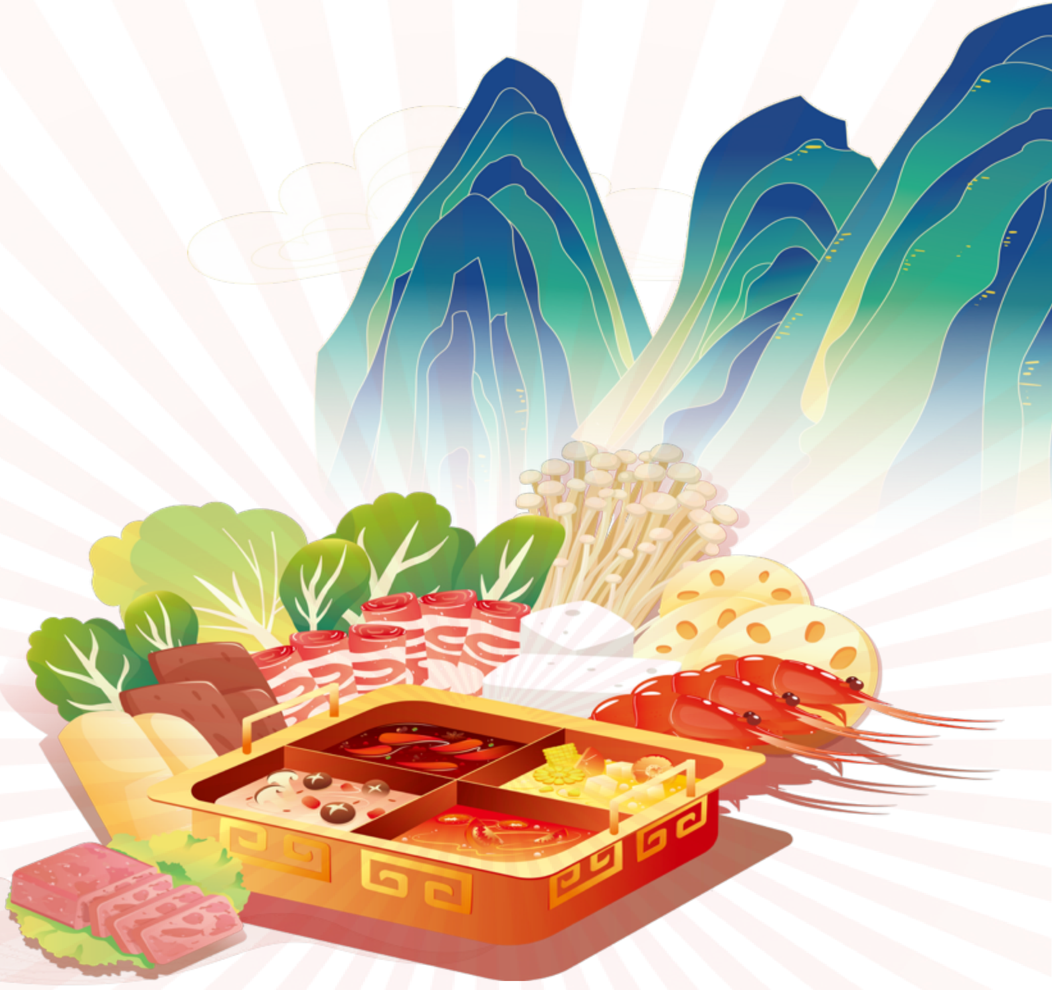
财务回顾

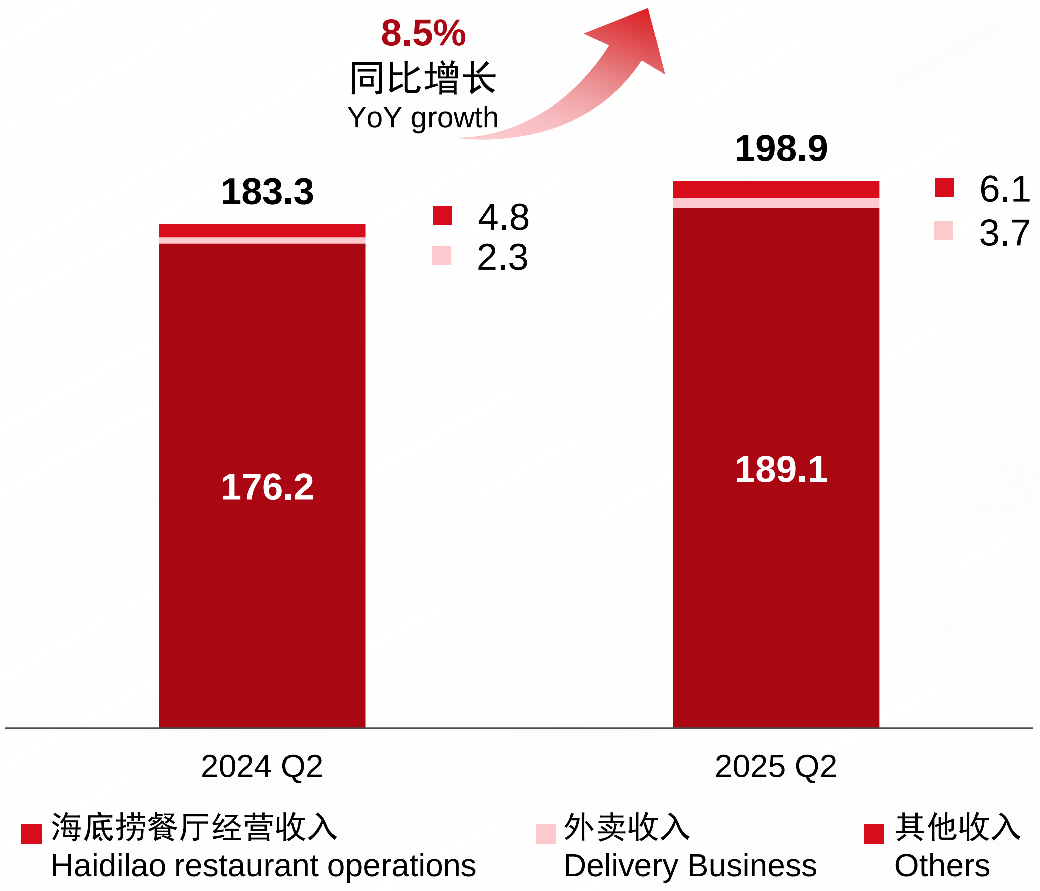
Financial Results



财务回顾
Financial Results

总收入分布
Revenue distribution

百万美元 $ million



海底捞餐厅经营收入
Haidilao restaurant operations

189.1 百万美元 US$ million

VS 2024
+7.3%

外卖收入
Delivery Business

3.7 百万美元 US$ million

VS 2024
+60.9%

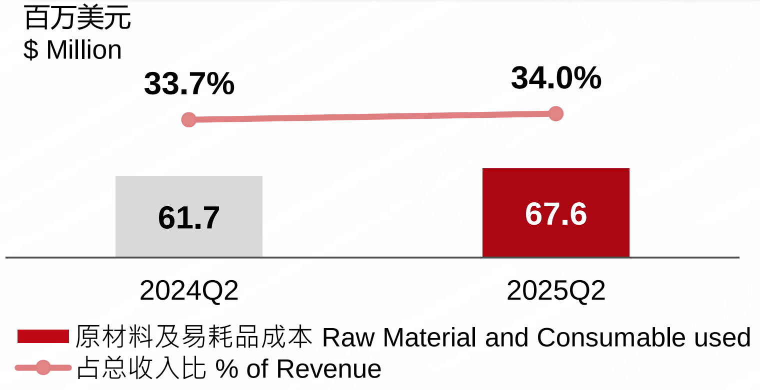
其他收入
Others

6.1 百万美元 US$ million

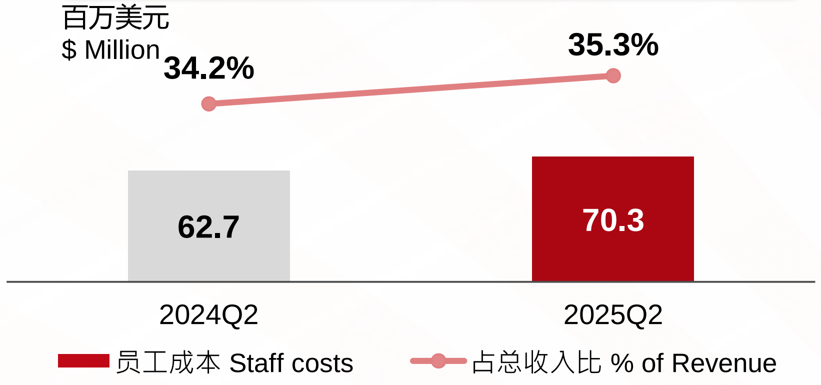
VS 2024
+27.1%

财务回顾
Financial Results

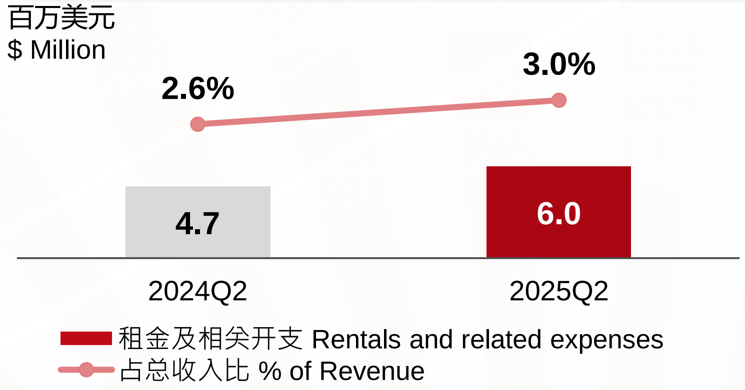
原材料及易耗品成本
Raw materials and consumables used



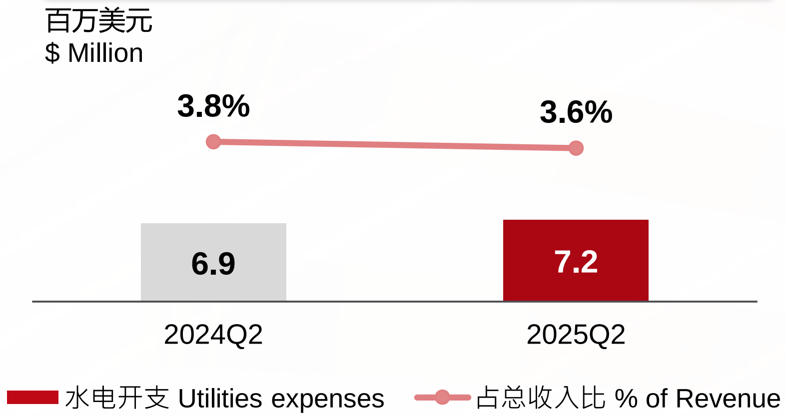
员工成本
Staff costs



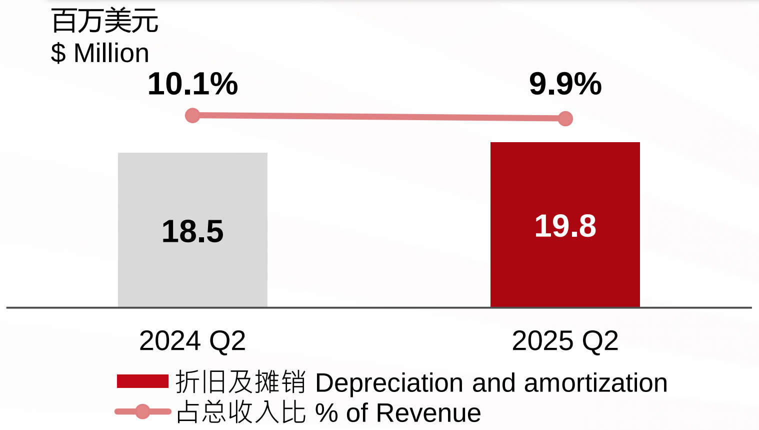
租金及相关开支
Rentals and related expenses



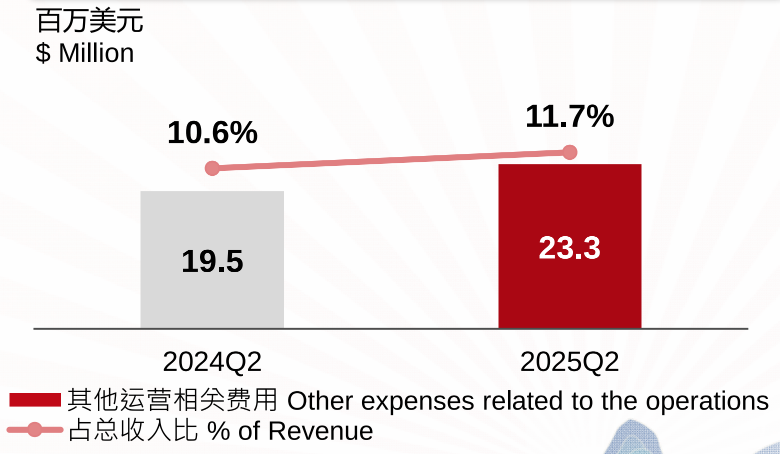
水电开支
Utility costs



折旧及摊销
Depreciation and amortization



其他运营相关费用(1)
Other expenses related to the operations (1)

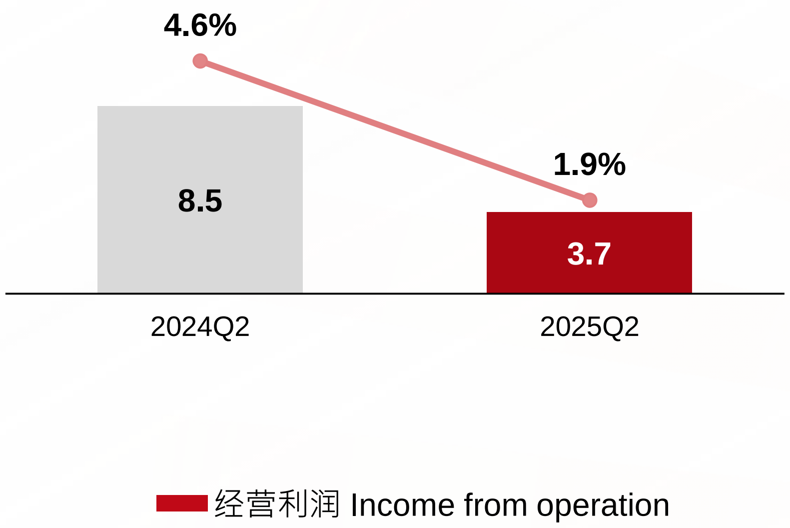


注：（1）包含差旅及通讯开支，及其他开支
Notes: （1）Including travelling and communication expenses, and other expenses

财务回顾
Financial Results

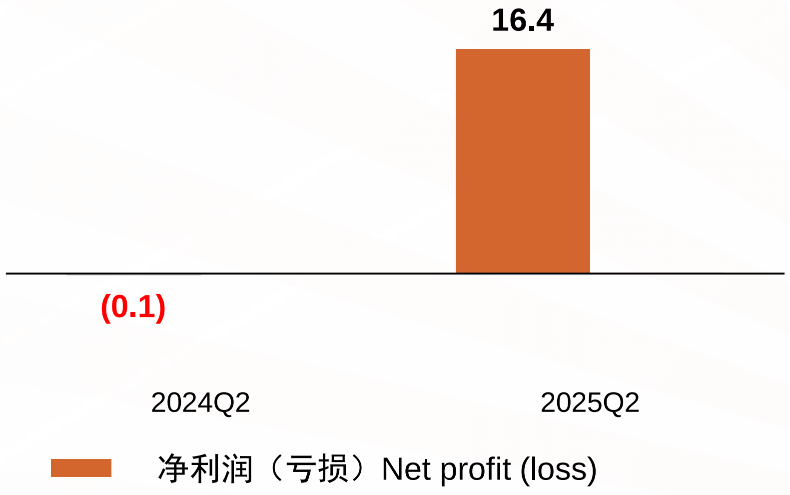
经营利润及经营利润率
Income from operation and income from operation margin

百万美元 $ Million



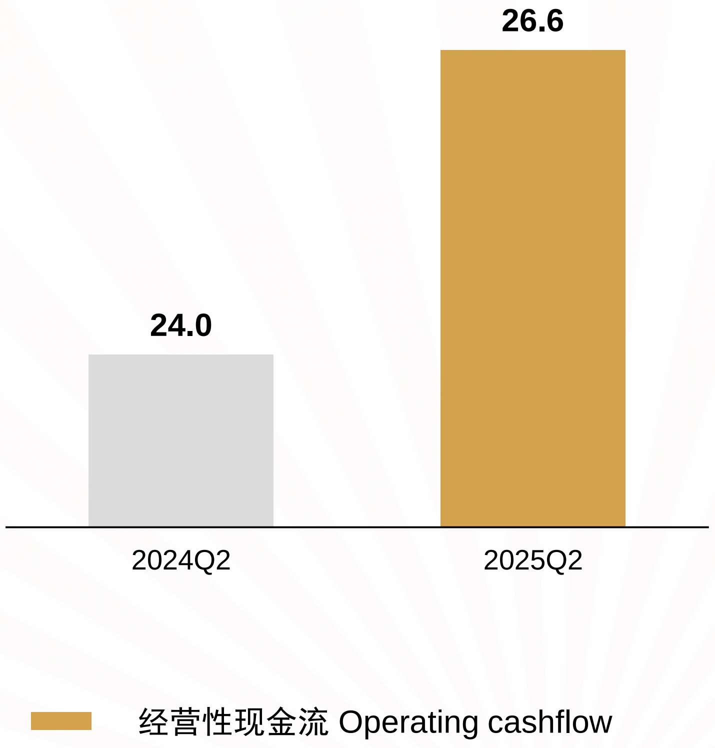
净利润(亏损)
Net profit (loss)

百万美元 $ Million



经营性现金流
Operating cashflow

百万美元 $ Million



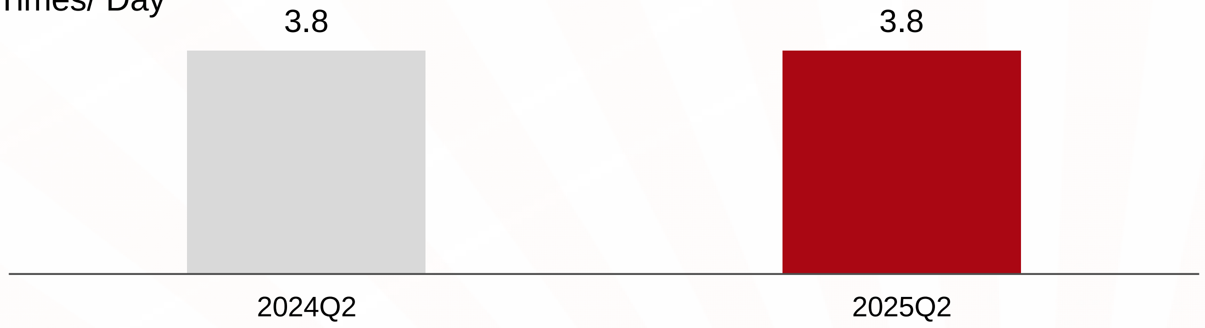
餐厅关键表现指标
Key Performance Indicators

总客流量
Total guest visits

百万人次
Million visits

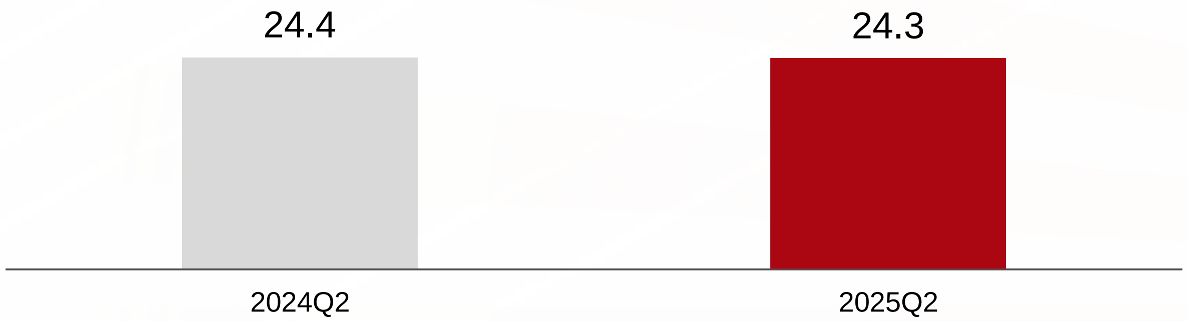
翻台率
Average table turnover rate

次/天
Times/ Day



人均消费
Average spending per guest

美元
US$

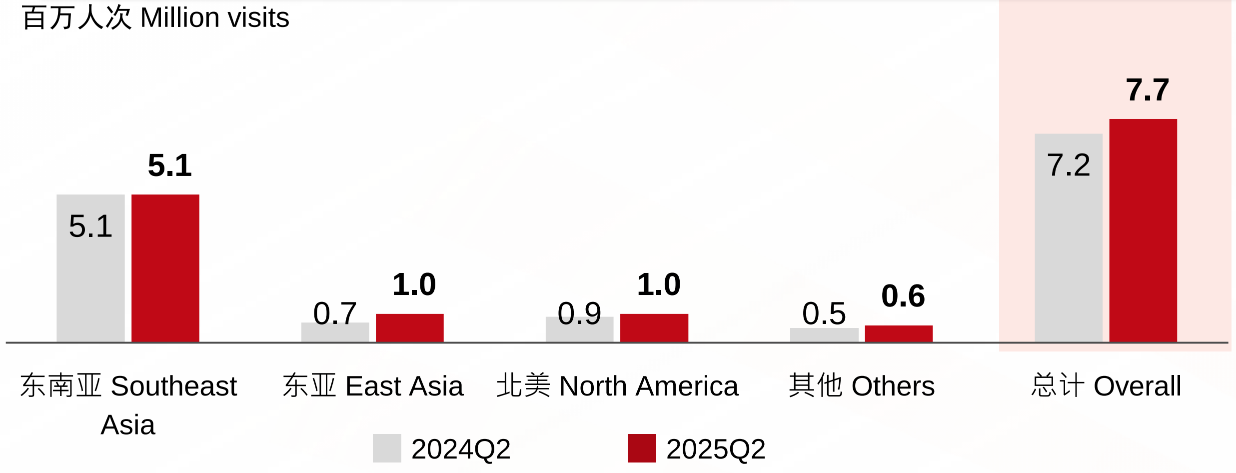


单个餐厅日均收入
Average daily revenue per restaurant

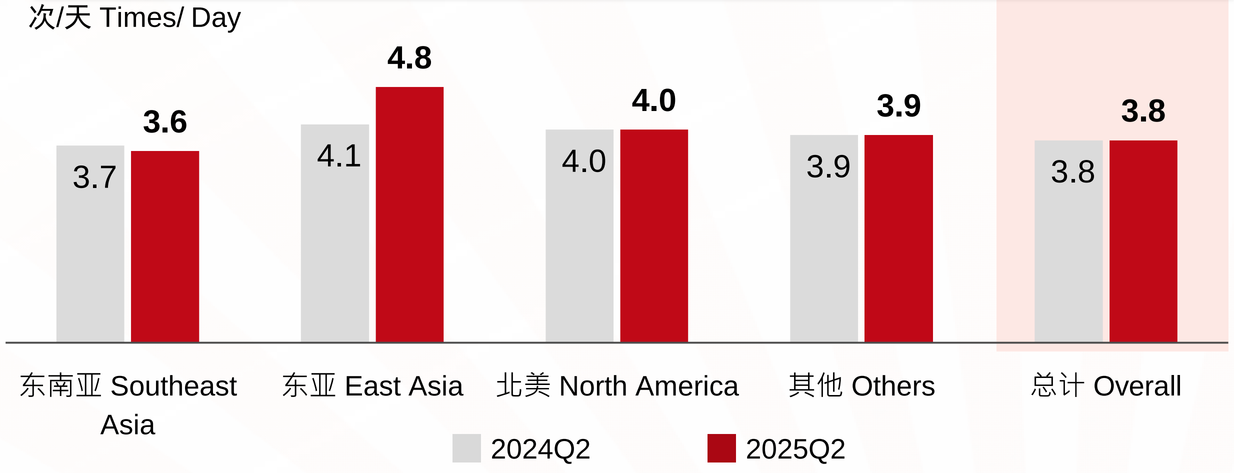
千美元
US$ ‘000

分区域餐厅关键表现指标
Key Performance Indicators by Region

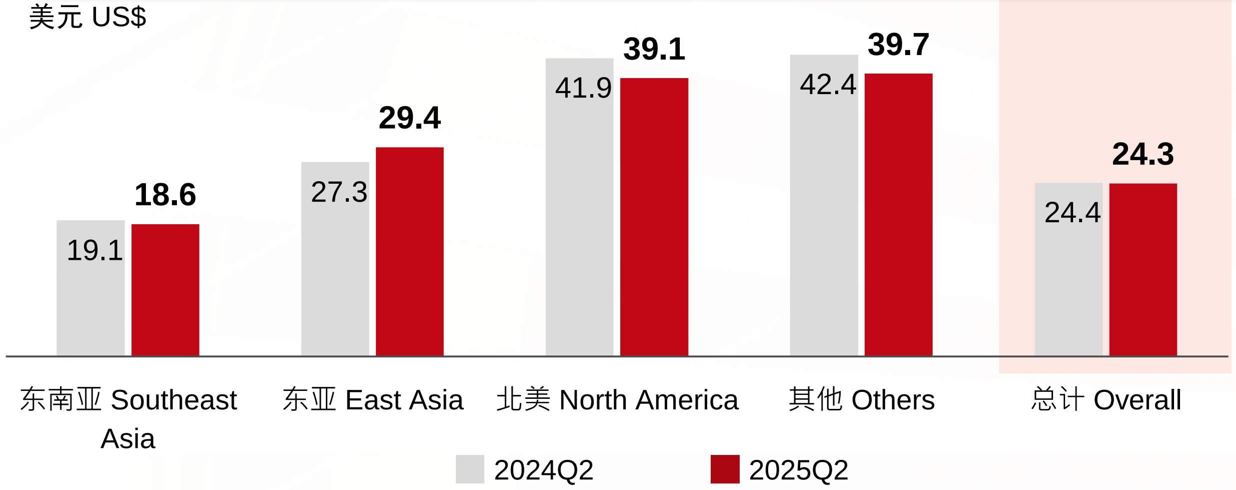
总客流量
Total guest visits



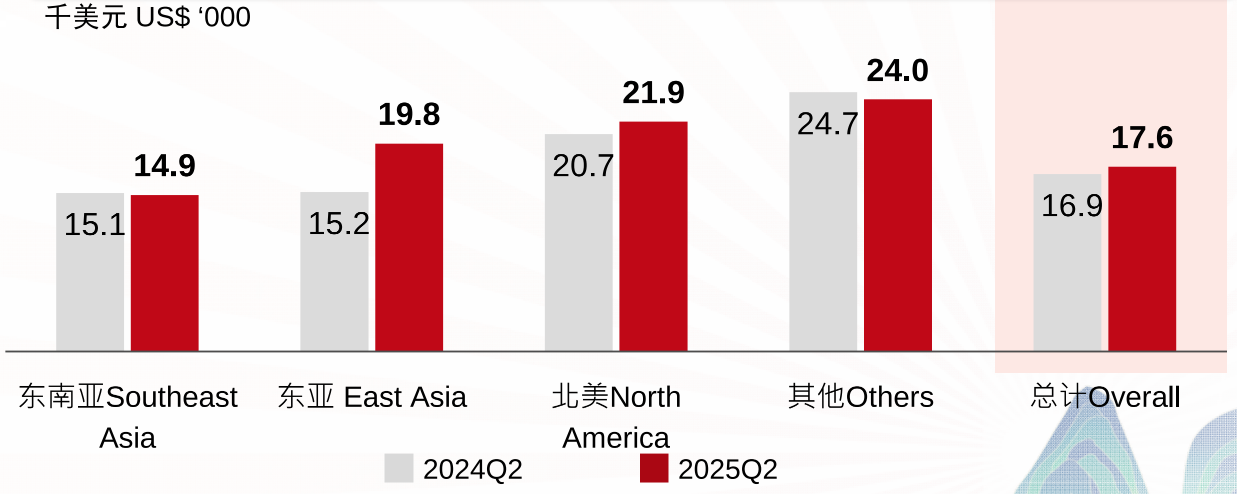
翻台率
Average table turnover rate



人均消费
Average spending per guest

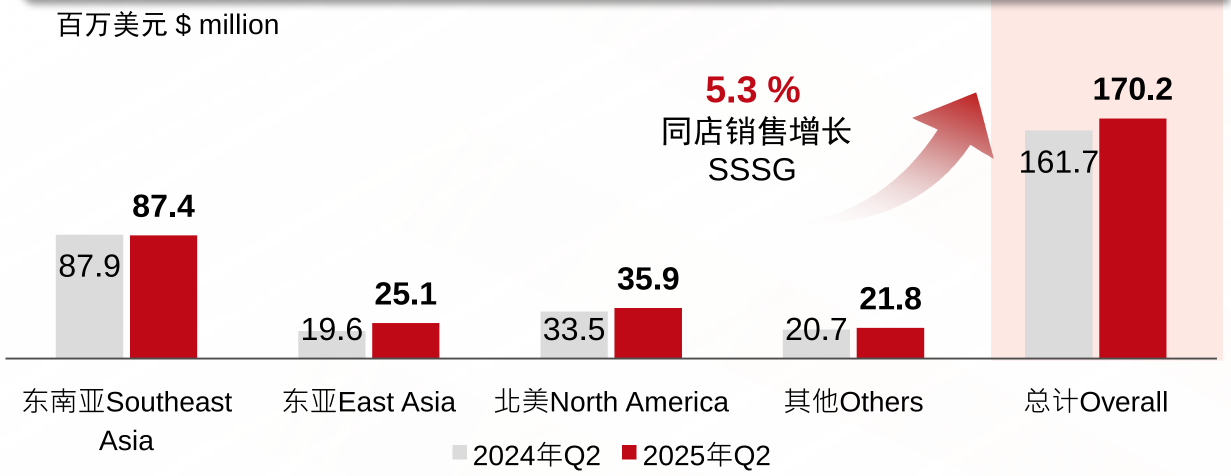


单个餐厅日均收入
Average daily revenue per restaurant

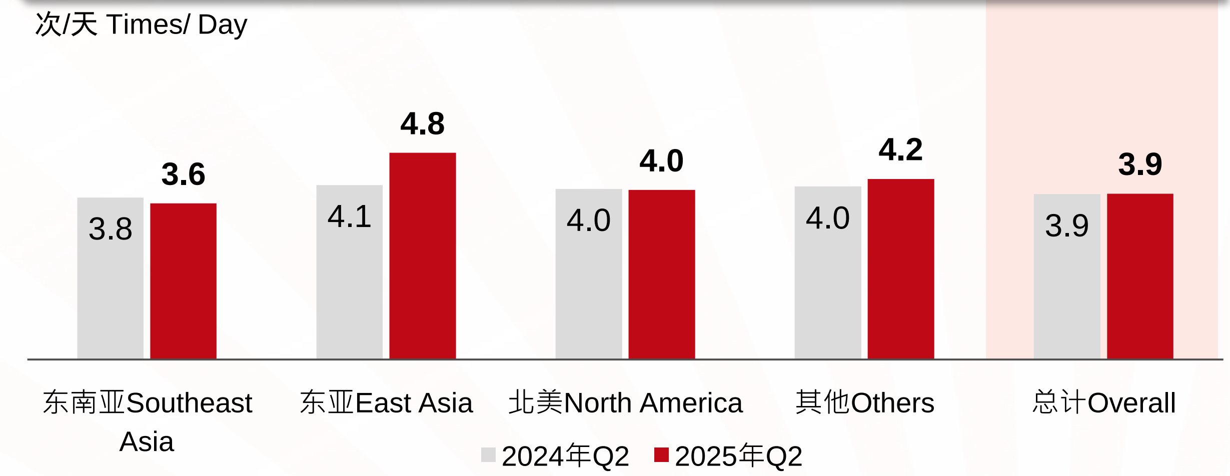


同店表现
Same-store Performance

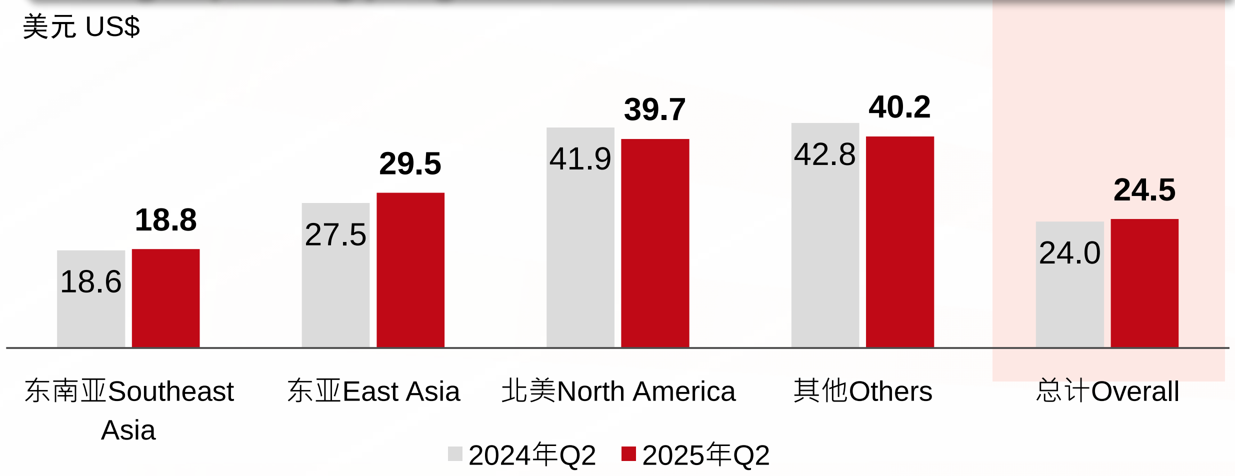
同店销售
Same-store sales



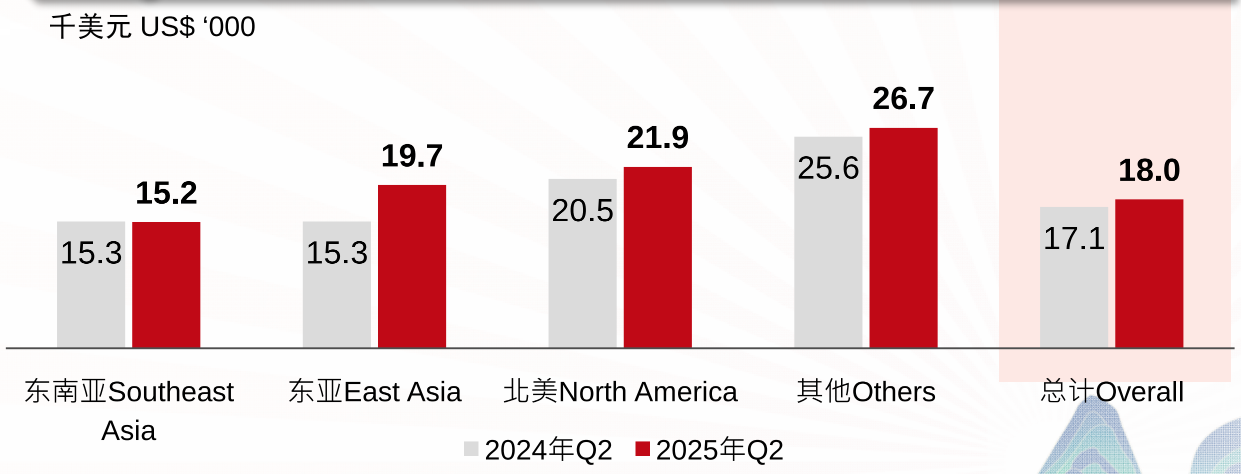
同店翻台率
Same-store table turnover rate



同店人均消费
Average spending per guest



平均同店销售
Average same-store sales



感 谢 聆 听
Thanks for listening

投资者关系联络：
Investor Relations Contact:

superhi_ir@superhi-inc.com