



# 2024年第四季度及全年财务业绩

## Fourth Quarter and FY2024 Results



2025年3月  
March 2025



香港交易所股份代号: 9658; 纳斯达克股票代码: HDL  
HKEX Stock Code: 9658; NASDAQ Ticker: HDL



# 免责声明

## Disclaimer

本业绩演示所用的材料仅供阁下作参考用途。本文件的目的是不是提供、而您也不应依赖本文件提供对于公司的财务或业绩状态或前景的完整的或全面的分析。本文件包含的信息和意见截止于本文件的日期，并可在不另行通知的情况下进行更改。本文件中并不包含、也并不应当被依赖为一项有关过往或未来的承诺或陈述，并且您也不应当依赖本文件中包含的书面或口头的信息的公平性、准确性、真实性、完整性或正确性。并且，本文件中的任何内容均不得被解释为法律、业务、税务或财务建议。对于本文件中包含的信息或意见的公平性、准确性、真实性、完整性或正确性，均没有任何明示的或暗示的陈述或保证，也不得进行任何依赖。本公司及其各自的任何控股公司、子公司、关联业务、控制人或关联公司，以及它们各自的董事、管理人员、合伙人、雇员、代理人、顾问或代表，均不承担因直接或间接使用、依赖或分发本文件或其内容而产生的或以其他方式与本文件相关而产生的任何责任（不论是疏忽或者其他）或以任何其他方式发生的损失。

This Results Announcement Presentation is for your reference only. It is not the intention to provide, and you may not rely on the materials as providing, a complete or comprehensive analysis of the Company's financial or trading position or prospects. The information and opinions in this document are provided as of the date hereof and are subject to change without notice. Nothing contained herein or therein is or shall be relied upon as a promise or representation, whether as to the past or the future and no reliance, in whole or in part, should be placed on the fairness, accuracy, truthfulness, completeness or correctness of the information contained herein, whether written or oral. Further, nothing in this document should be construed as constituting legal, business, tax, or financial advice. No representation or warranty, expressed or implied, is made as to, and no reliance should be placed on, the fairness, accuracy, truthfulness, completeness, or correctness of the information or opinions contained herein. None of the Company nor any of the irrespective holding companies, subsidiaries, associated undertakings, controlling persons, or affiliates, nor any of their respective directors, officers, partners, employees, agents, advisers, or representatives shall have any liability whatsoever (in negligence or otherwise) for any loss how so ever arising, whether directly or indirectly, from any use, reliance or distribution of this document or its contents or otherwise arising in connection with this document.

1

# 业务回顾

Performance Overview



# 2024 年第四季度业绩亮点

## Q4 2024 Performance Highlights

### 收入增长 Revenue Growth



总收入  
Total Revenue

**208.8** 百万美元  
\$ Million

同比增长  
YOY %

**+10.4** %

### 餐厅表现稳定 Restaurant Operations Remained Stable



翻台率  
Table turnover rate

**3.9** 次/天  
Times/ Day

同店销售增长  
Same-Store Sales Growth **+ 4.2** %

### 经营效率优化 Operational Efficiency Improvements



经营利润率  
Income from operation margin **8.4** %

同比提升  
YOY %

**+ 2.0** pct

# 2024 全年业绩亮点

## FY2024 Performance Highlights

### 餐厅表现持续改善

Restaurant performance continued to improve

翻台率  
Table Turnover Rate **3.8** 次/天  
Times/ Day

同比增长  
YOY **+0.3** 次/天  
Times/ Day

总收入  
Total Revenue **+ 13.4** % YoY

同店销售增长  
Same-Store Sales Growth **+ 7.1** % YoY

### 经营效率明显提升

Operational efficiency significantly optimized

餐厅利润率  
Restaurant level  
Operating Margin **10.1** %

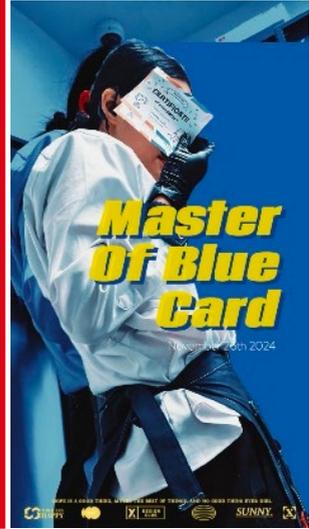
同比增长  
YOY **+1.1** pct

经营利润增长  
Income from  
Operation Growth **+ 23.7** % YoY

# 业务回顾

## Business Overview

“一手抓员工”  
Employee Empowerment



经营数据评估  
Business data assessment

门店表现评估  
Store performance evaluation

执行动作评估  
Implementation assessment



“三公里寻宝” 探索周边客群  
"3km Treasure Hunt" Hyper-Local  
Customer Engagement Initiatives



一手抓顾客”  
Customer-Centric

# 业务回顾

## Business Overview

### 围绕顾客体验 打造「不一样的海底捞」

Customer-Centric Innovation - to Redefine the Haidilao Experience



全年上新超过 1000+  
1,000+ New Product Launches Accelerating  
Annual-Year Portfolio Refresh



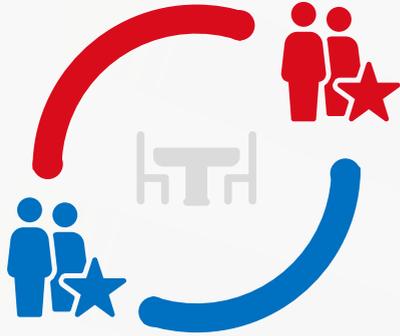
延展服务场景 提供情绪价值  
Multi-Channel Consumer Engagement  
Driving Enhanced Customer Experience



合理性价比换取顾客长期认可  
Optimizing Price-Quality Balance to  
Build Lasting Customer Brand Equity

### 推动全公司 提升学习能力

Driving company-wide learning capability enhancement



### 「自下而上」 持续扩大餐厅网络

Continuing to expand the restaurant network through a 'Bottom-up' strategy



### 持续推进 「红石榴」计划

Strategic advancement of the Pomegranate Plan





# 财务回顾

Financial Results

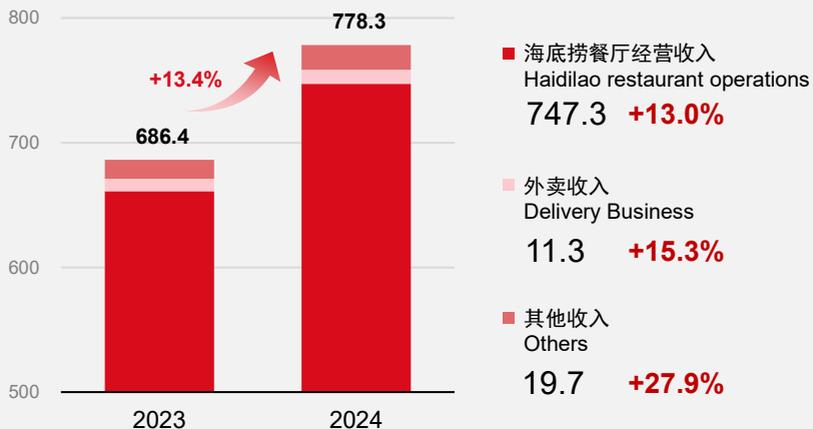
2

# 2024年财务回顾

## FY 2024 Financial Results

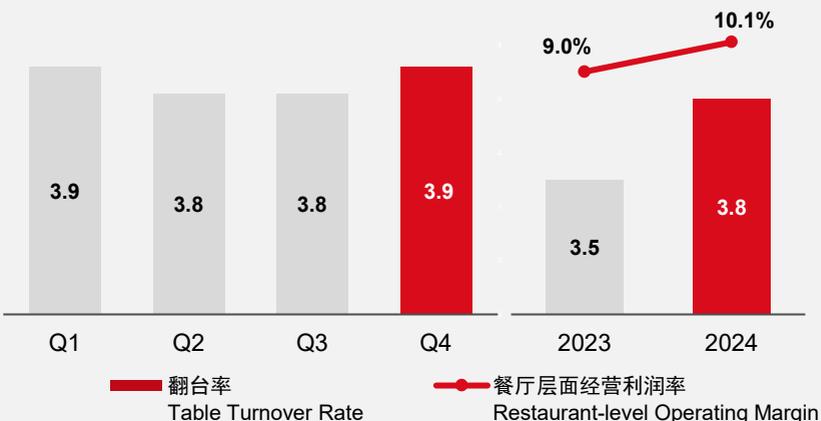
### 收入分布 Revenue distribution

百万美元 \$ Million



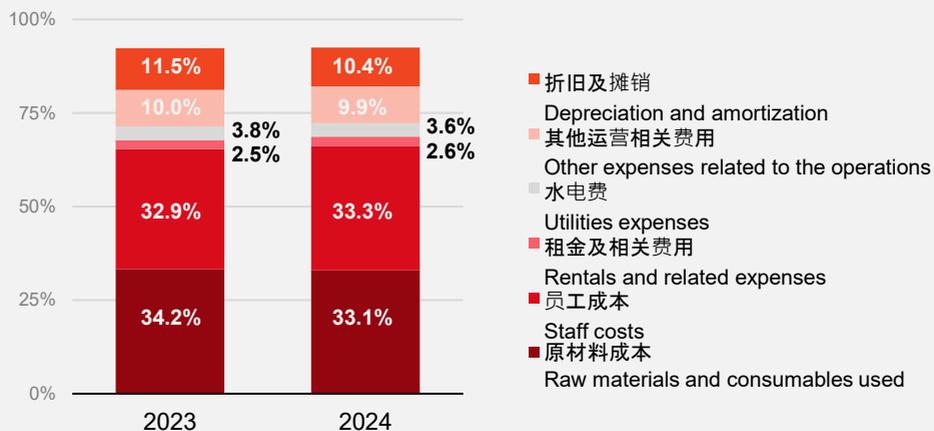
### 餐厅表现 Restaurant performance

次/天  
Times/Day



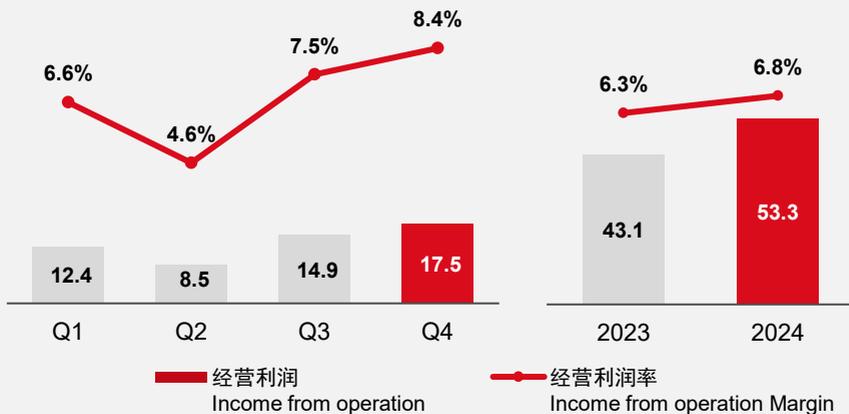
### 效率明显改善 Marked improvement in operational efficiency

占收入比 % of Revenue



### 经营利润提升 Income from operation growth

百万美元  
\$ Million

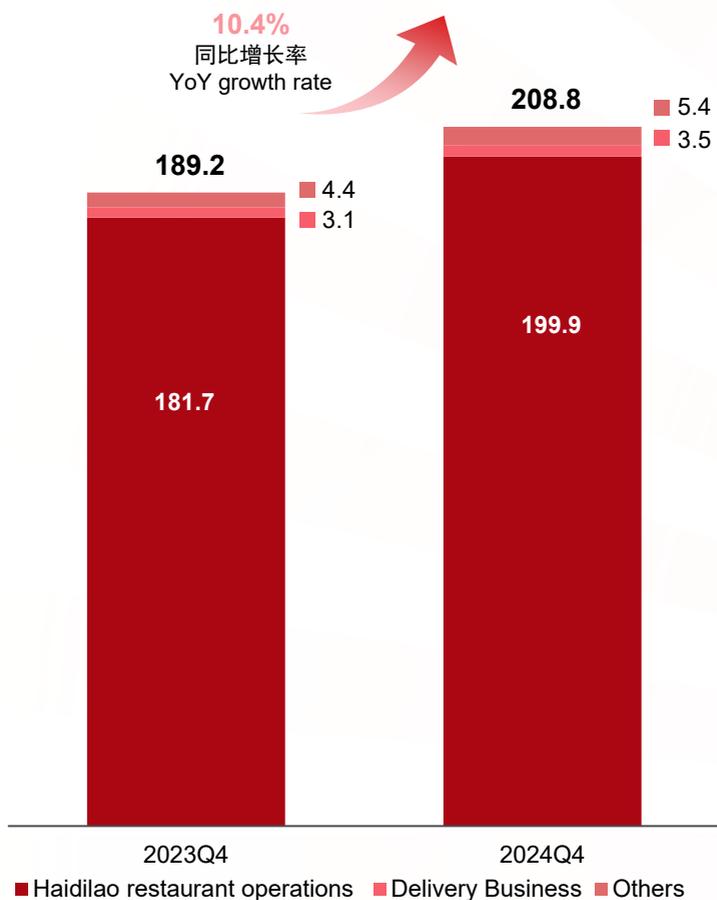


# 2024年第四季度财务回顾

## Q4 2024 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

199.9 百万美元  
US\$ million

VS 2023  
**+10.0%**

### 外卖收入 Delivery Business

3.5 百万美元  
US\$ million

VS 2023  
**+12.9%**

### 其他收入 Others

5.4 百万美元  
US\$ million

VS 2023  
**+22.7%**

# 2024年第四季度财务回顾

## Q4 2024 Financial Results

### 原材料及易耗品成本

#### Raw materials and consumable used

百万美元  
\$ Million

34.8%  
32.4%

65.8

67.7

2023' Q4

2024' Q4

■ 原材料及易耗品成本 Raw Material and Consumable used  
● 占总收入比 % of Revenue

### 员工成本

#### Staff costs

百万美元  
\$ Million

32.4% 32.2%

61.3

67.2

2023' Q4

2024' Q4

■ 员工成本 Staff costs ● 占总收入比 % of Revenue

### 租金及相关开支

#### Rentals and related expenses

百万美元  
\$ Million

2.9% 2.7%

5.5

5.7

2023' Q4

2024' Q4

■ 租金及相关开支 Rentals and related expenses  
● 占总收入比 % of Revenue

### 水电开支

#### Utility costs

百万美元  
\$ Million

3.6% 3.4%

6.7

7.1

2023' Q4

2024' Q4

■ 水电开支 Utilities expenses ● 占总收入比 % of Revenue

### 折旧及摊销

#### Depreciation and amortization

百万美元  
\$ Million

10.0% 10.3%

19.0

21.6

2023' Q4

2024' Q4

■ 折旧及摊销 Depreciation and amortization  
● 占总收入比 % of Revenue

### 其他运营相关费用<sup>(1)</sup>

#### Other expenses related to the operations<sup>(1)</sup>

百万美元  
\$ Million

10.6% 10.6%

20.0

22.2

2023' Q4

2024' Q4

■ 其他运营相关费用 Other expenses related to the operations  
● 占总收入比 % of Revenue

注：(1) 包含差旅及通讯开支，及其他开支

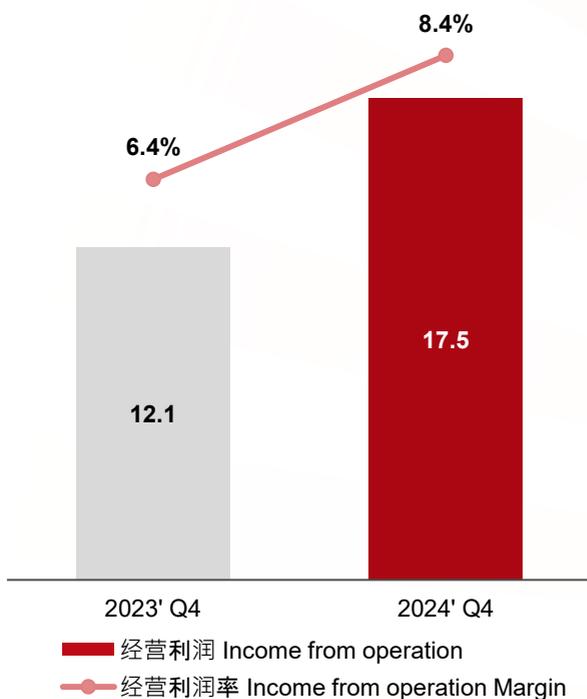
Notes: (1) Including Travelling and communication expenses, and other expenses

# 2024年第四季度财务回顾

## Q4 2024 Financial Results

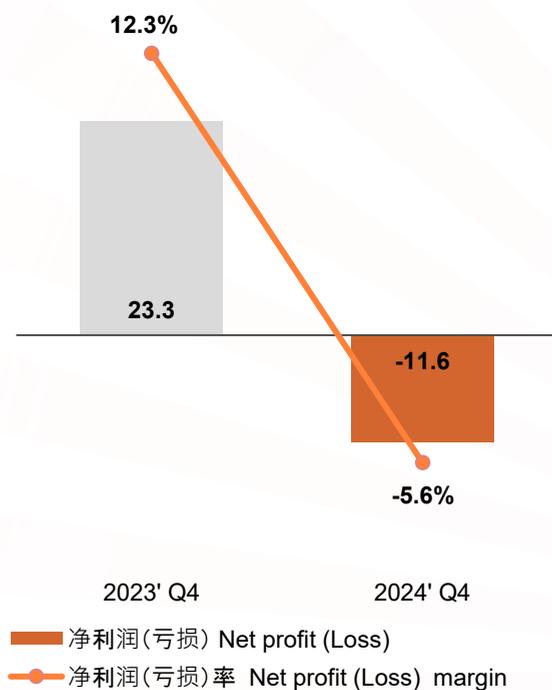
经营利润及经营利润率  
Income from operation and income from operation margin

百万美元 \$ Million



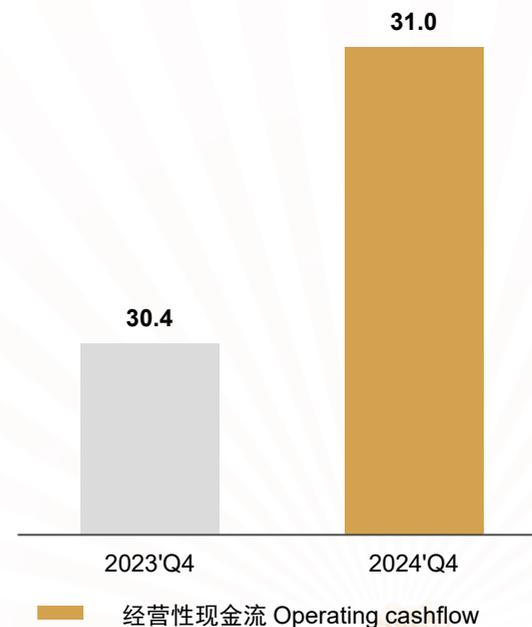
净利润(亏损)  
Net profit (loss)

百万美元 \$ Million



经营性现金流  
Operating cashflow

百万美元 \$ Million



# 2024年第四季度餐厅关键表现指标

## Q4 2024 Key performance indicators

### 总客流量 Total guest visits

百万人次  
Million visits



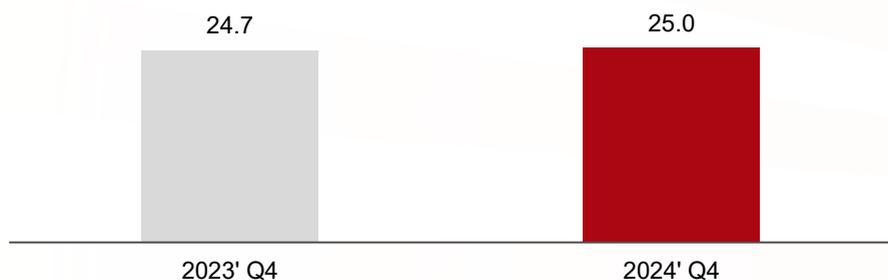
### 翻台率 Average table turnover rate

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

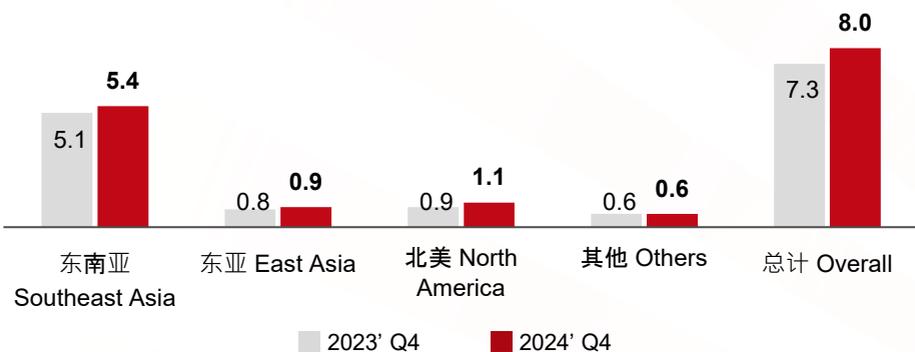


# 2024年第四季度分区域餐厅关键表现指标

## Q4 2024 Key performance indicators by region

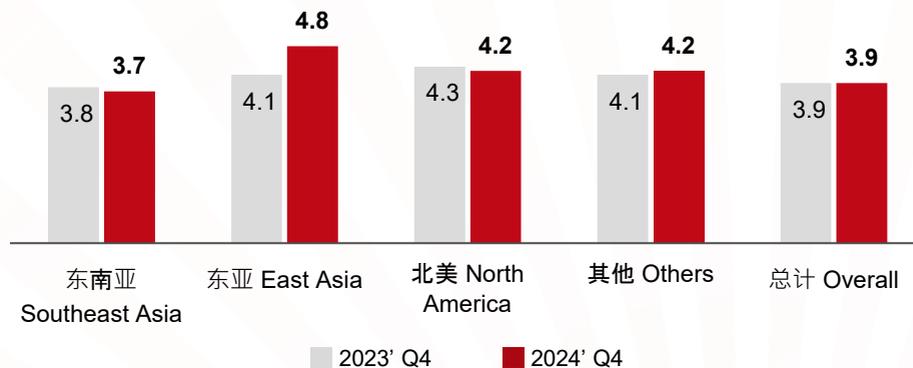
### 总客流量 Total guest visits

百万人次  
Million visits



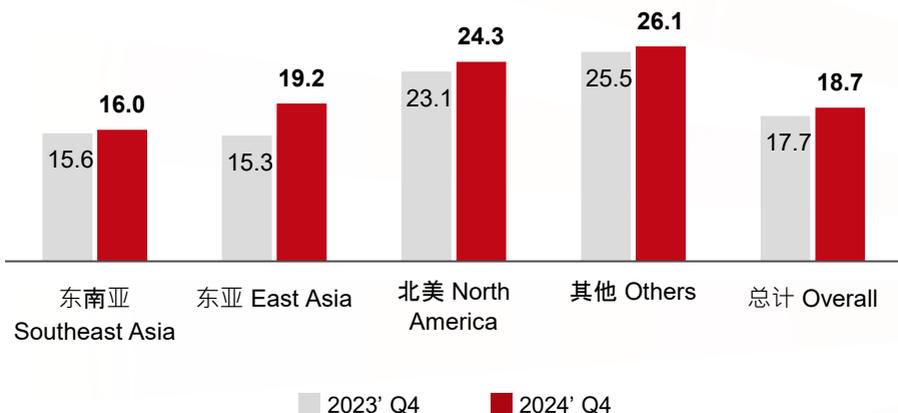
### 翻台率 Average table turnover rate

次/天  
Times/ Day



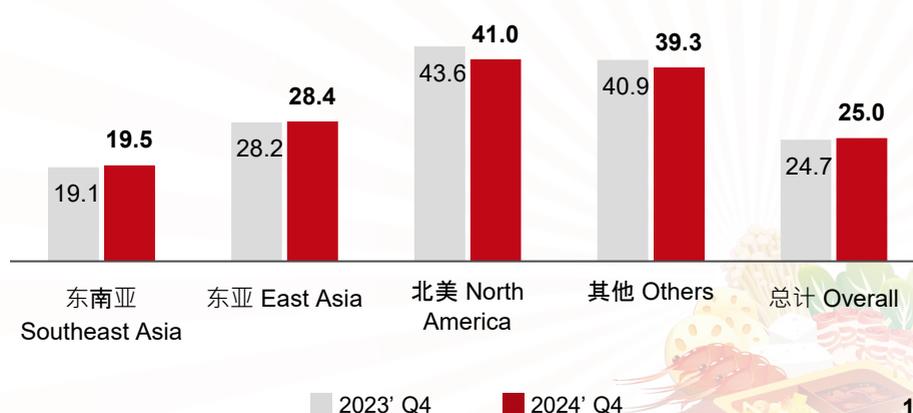
### 单个餐厅日均收入 Average daily revenue per restaurant

千美元  
US\$ '000



### 人均消费 Average spending per guest

美元  
US\$



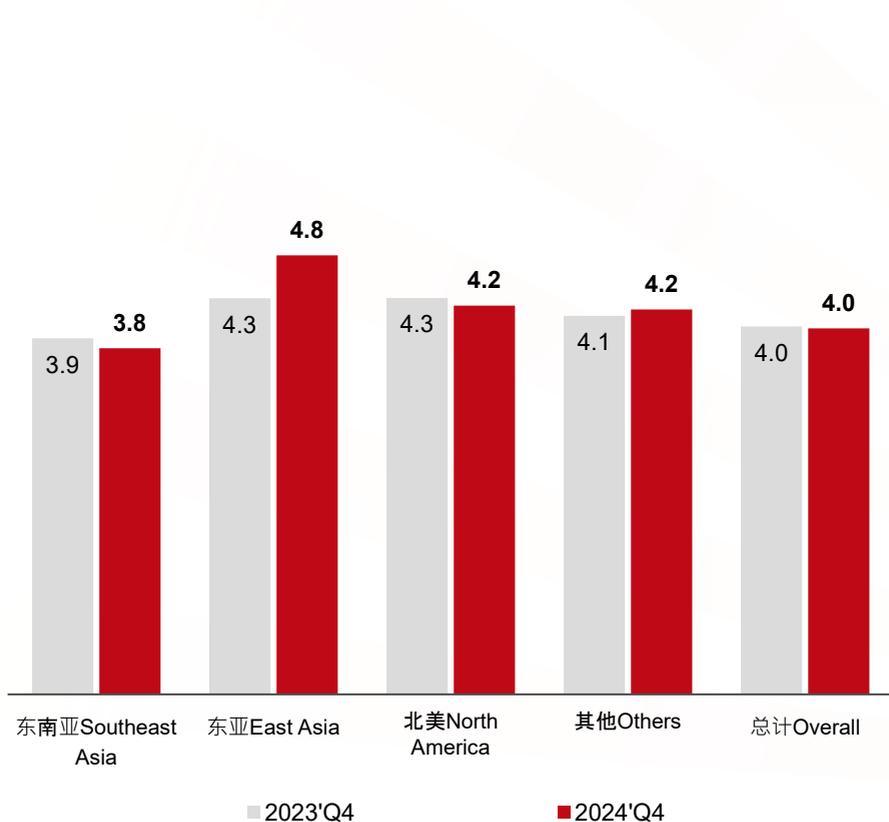
# 2024年第四季度同店表现

## Q4 2024 Same Store Performance

### 同店翻台率

### Same store table turnover rate

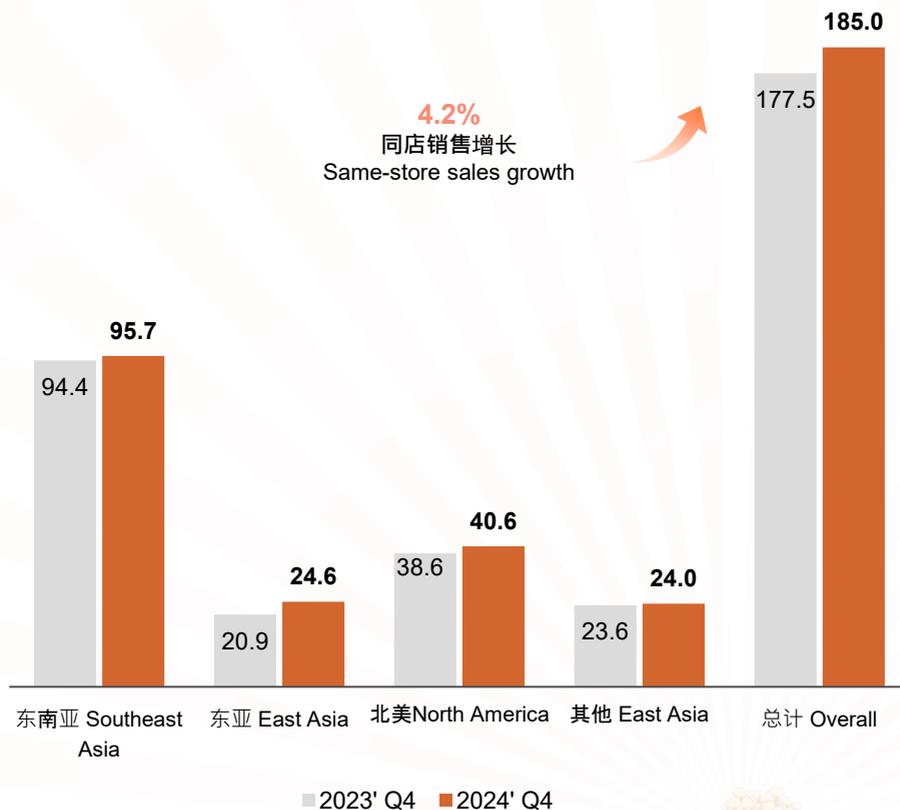
次/天  
Times/Day



### 同店销售

### Same store sales

百万美元  
\$ million





**感谢聆听**

Thanks for listening

**投资者关系联络:**

Investor Relations Contact:

[superhi\\_ir@superhi-inc.com](mailto:superhi_ir@superhi-inc.com)