



# 2025年第三季度财务业绩

## Third Quarter 2025 Results



2025年 11月  
November 2025





# 免责声明

## Disclaimer

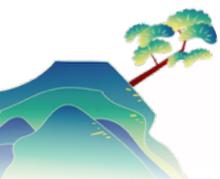
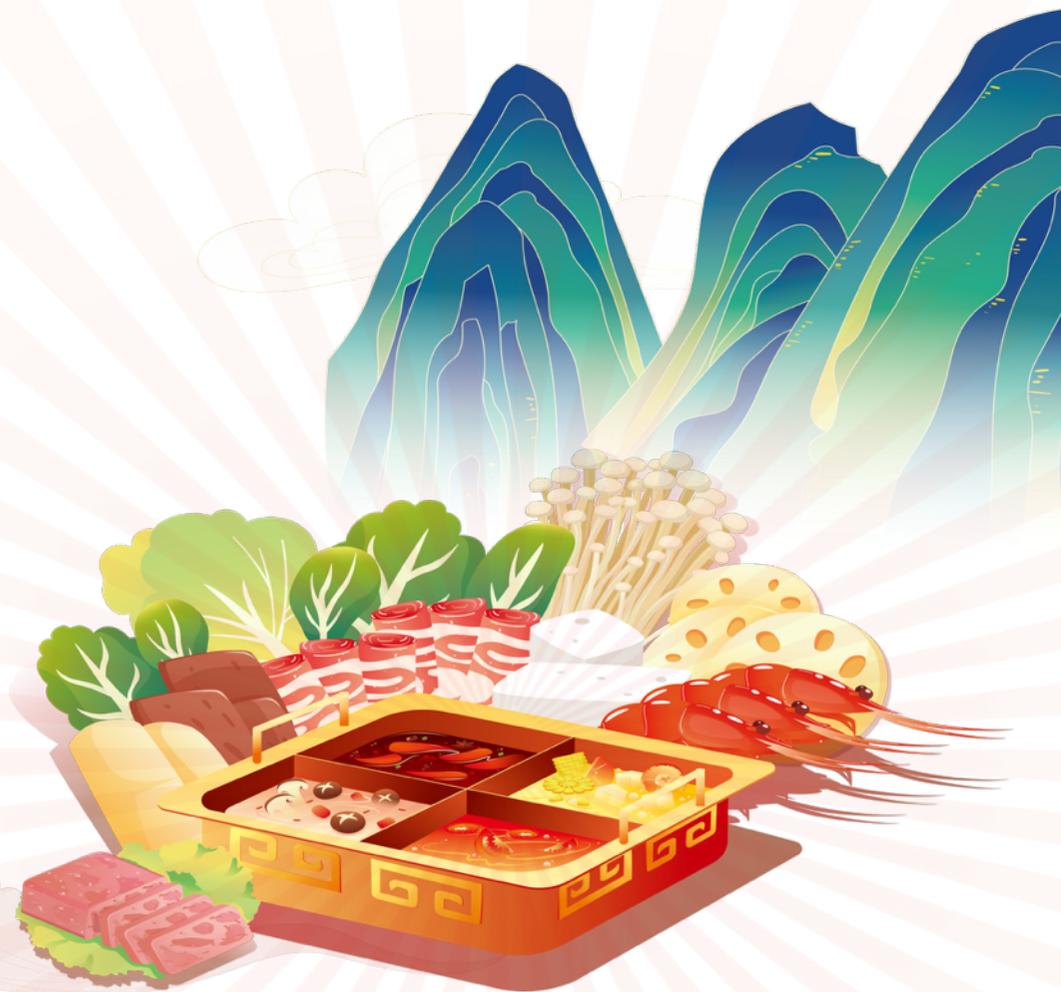
本业绩演示所用的材料仅供阁下作参考用途。本文件的目的是不是提供、而您也不应依赖本文件作为对于公司的财务或业绩状态或前景的完整的或全面的分析。本文件包含的信息和意见截止于本文件的日期，并可在不另行通知的情况下进行更改。本文件中并不包含、也并不应当被依赖为一项有关过往或未来的承诺或陈述，并且您也不应当依赖本文件中包含的书面或口头的信息的公平性、准确性、真实性、完整性或正确性。并且，本文件中的任何内容均不得被解释为法律、业务、税务或财务建议。对于本文件中包含的信息或意见的公平性、准确性、真实性、完整性或正确性，均没有任何明示的或暗示的陈述或保证，也不得进行任何依赖。本公司及其各自的任何控股公司、子公司、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 irrelative 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



# 业绩亮点

## Performance Highlights

### 海底捞餐厅整体表现

#### Haidilao Restaurant Performance

整体平均翻台率

Overall average  
table turnover rate

**3.9**

次/天  
Times/ Day

客流量

Total guest visits

**8.1**

百万人次  
Million guest visits

### 海底捞餐厅同店表现

#### Same-Store Performance

整体同店平均翻台率

Overall average same-store  
table turnover rate

**4.0**

次/天  
Times/ Day

同店销售收入增长

Same-store sales  
growth (SSSG)

**+ 2.3 %**

### 收入

#### Revenue

总收入

Total revenue

**214.0**

百万美元  
US\$ million

同比增长

YOY %

**+ 7.8 %**

### 经营利润

#### Income from Operation

经营利润

Income from operation

**12.6**

百万美元  
US\$ million

经营净利润率

Income from  
operation margin

**5.9 %**

业务回顾

Performance Overview

# 专注本地化 打造“不一样的海底捞”

## Focusing on Localized Operation Building a “Different Haidilao”

### 管理界面下沉 专注一线经营

## Strengthen Frontline Management Engagement and Focus on On-Site Operations

- 弱化检查与排名，强调门店经营能力
- 激发团队积极性，推动后备人才培养
- Reduce inspections and rankings; emphasize store-level operational capabilities
- Strengthen team motivation and accelerate talent development



### 业务回顾

## Performance Overview

### 延展服务场景

## Expanding Service Scenarios

- 创新场景打造：鲜切工坊、夜店风…
- 优化激励措施提升创新动力
- Innovative store concepts: fresh-cut workshops, nightclub-inspired themes
- Optimize incentive mechanisms to enhance innovation momentum





## 「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	2025/9/30	2024/9/30	2025/6/30
东南亚 Southeast Asia	74	73	74
东亚 East Asia	20	18	20
北美 North America	20	20	20
其他 Others	12	10	12
全部 Total	126	121	126



### 业务回顾 Performance Overview



## 战略推进「红石榴」计划 Strategic advancement of the “Pomegranate Plan”



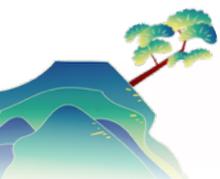
鼓励孵化和发展更多的餐饮新品牌，  
推动餐饮服务创新。  
Empowering culinary entrepreneurship  
and accelerating dining innovation.



2

# 财务回顾

Financial Results

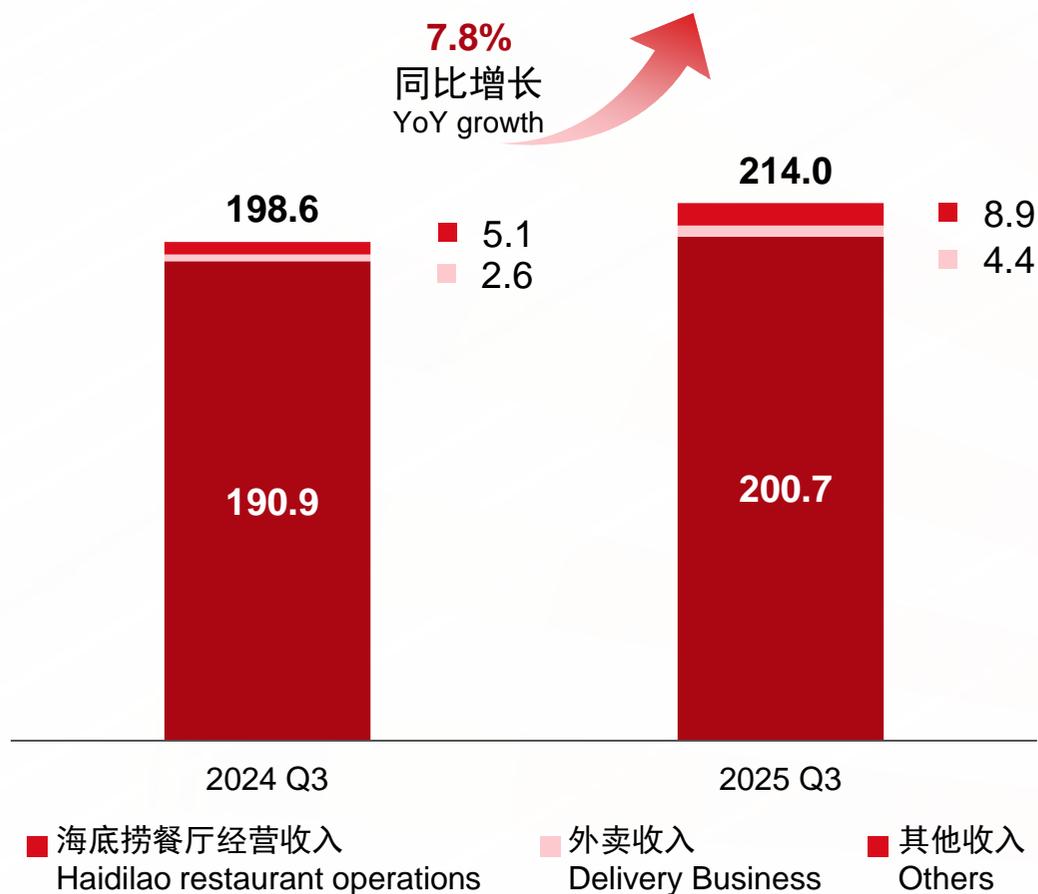


# 财务回顾

## 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

200.7 百万美元  
US\$ million

VS 2024

**+5.1%**

### 外卖收入 Delivery Business

4.4 百万美元  
US\$ million

VS 2024

**+69.2%**

### 其他收入 Others

8.9 百万美元  
US\$ million

VS 2024

**+74.5%**

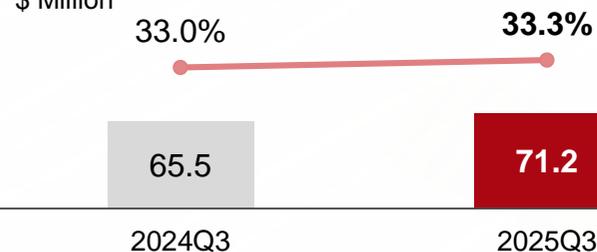
# 财务回顾

## Financial Results

### 原材料及易耗品成本

#### Raw materials and consumables used

百万美元  
\$ Million

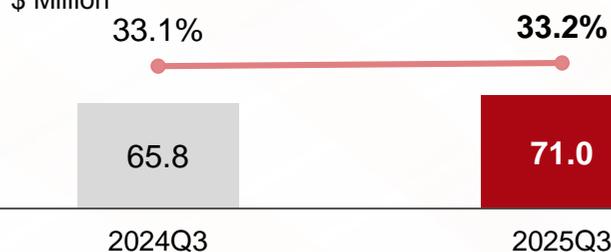


■ 原材料及易耗品成本 Raw Material and Consumable used  
—●— 占总收入比 % of Revenue

### 员工成本

#### Staff costs

百万美元  
\$ Million

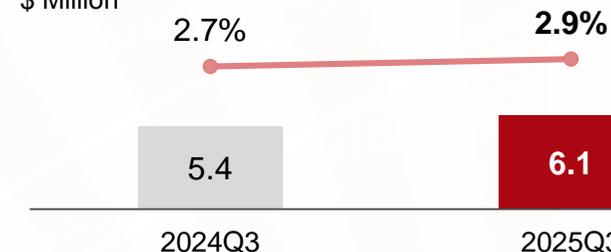


■ 员工成本 Staff costs    —●— 占总收入比 % of Revenue

### 租金及相关开支

#### Rentals and related expenses

百万美元  
\$ Million

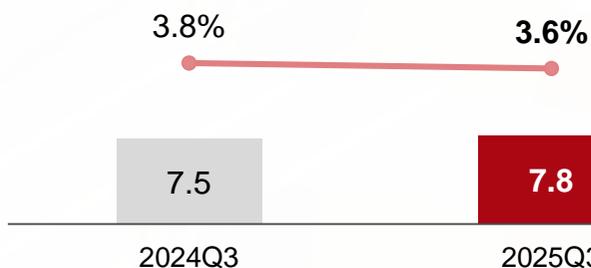


■ 租金及相关开支 Rentals and related expenses  
—●— 占总收入比 % of Revenue

### 水电开支

#### Utility expenses

百万美元  
\$ Million

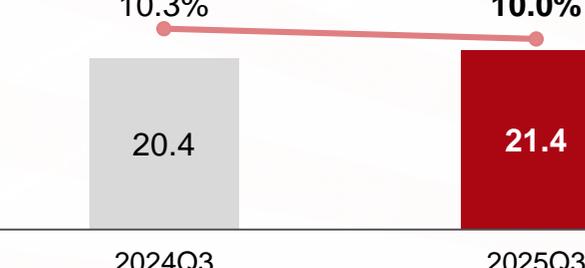


■ 水电开支 Utilities expenses    —●— 占总收入比 % of Revenue

### 折旧及摊销

#### Depreciation and amortization

百万美元  
\$ Million

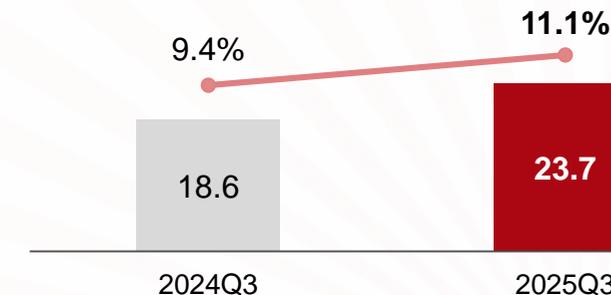


■ 折旧及摊销 Depreciation and amortization  
—●— 占总收入比 % of Revenue

### 其他运营相关费用(1)

#### Other expenses related to the operations (1)

百万美元  
\$ Million



■ 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

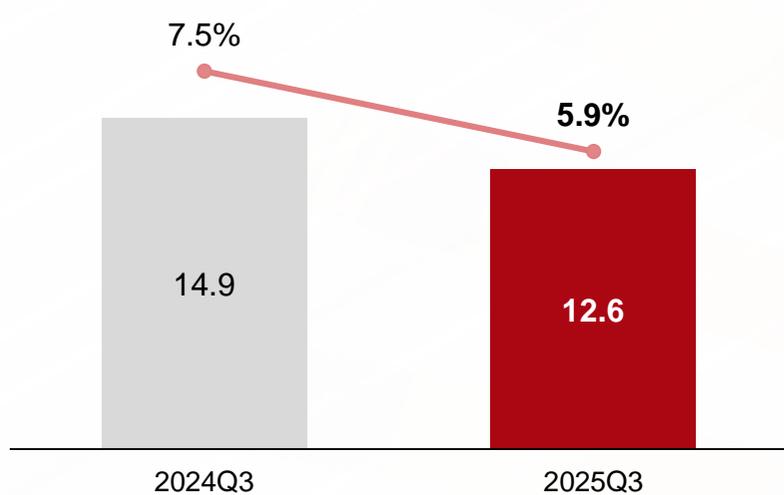
Notes: (1) Including travelling and communication expenses, and other expenses

# 财务回顾

## Financial Results

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

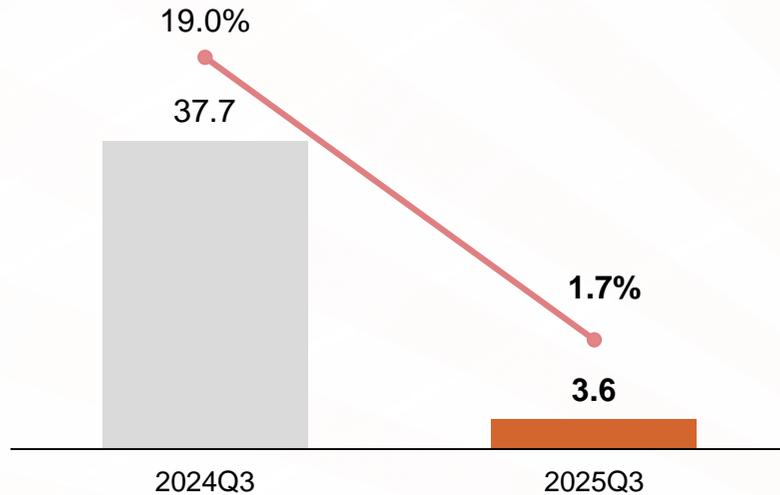
百万美元 \$ Million



经营利润 Income from operation

净利润及净利润率  
Net profit and net profit margin

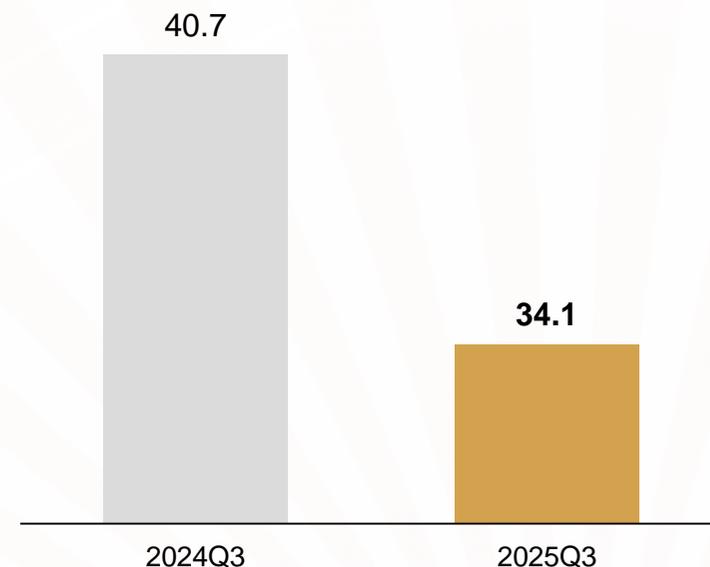
百万美元 \$ Million



净利润 (亏损) Net profit (loss)

经营性现金流  
Operating cashflow

百万美元 \$ Million



经营性现金流 Operating cashflow



# 餐厅关键表现指标

## Key Performance Indicators

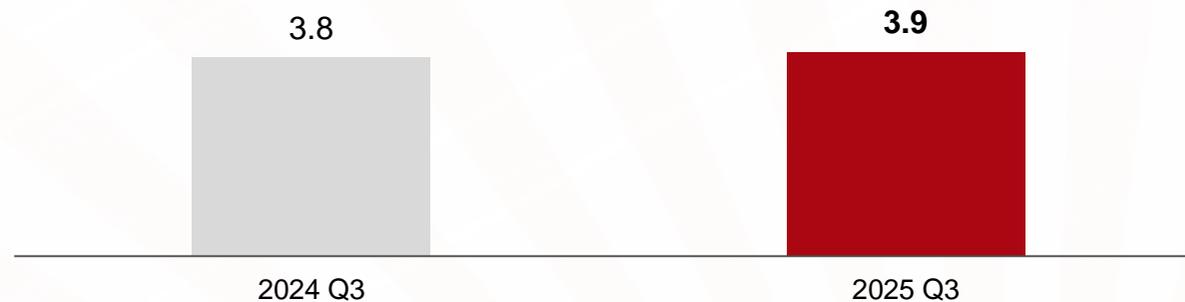
### 总客流量 Total guest visits

百万人次  
Million visits



### 平均翻台率 Average table turnover rate

次/天  
Times/ Day



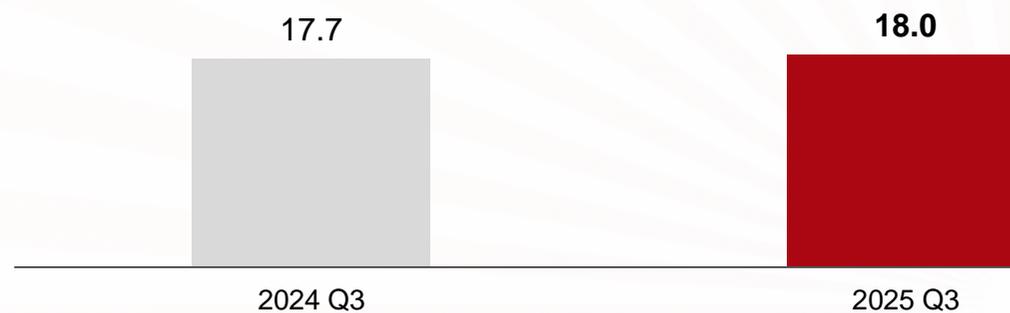
### 人均消费 Average spending per guest

美元  
US\$



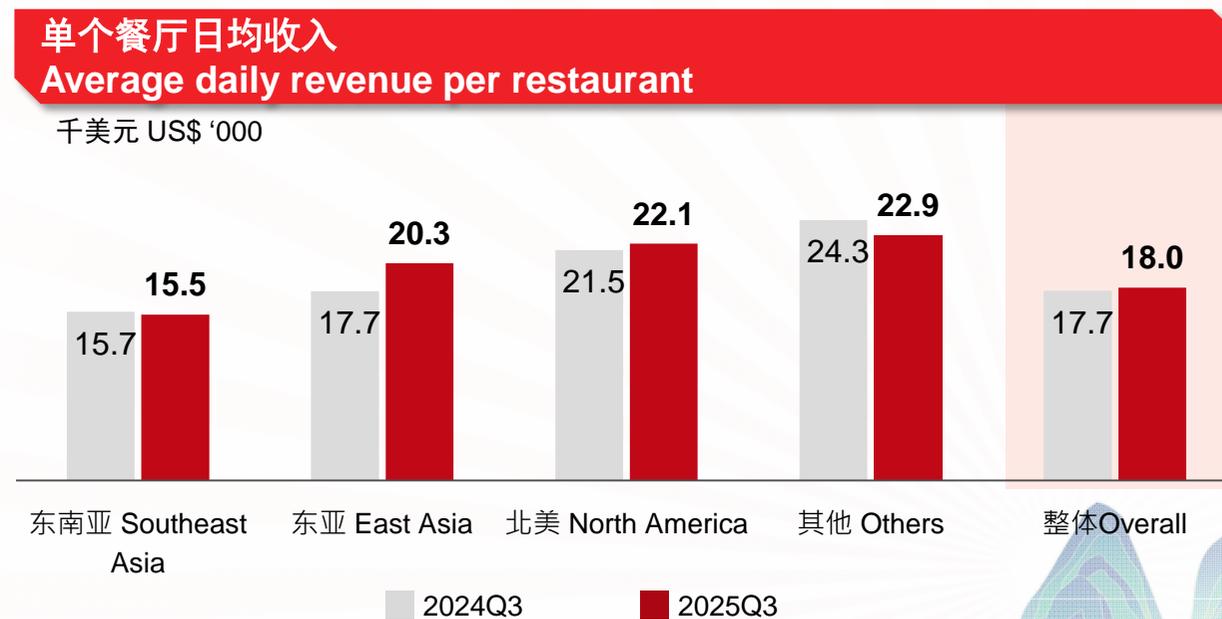
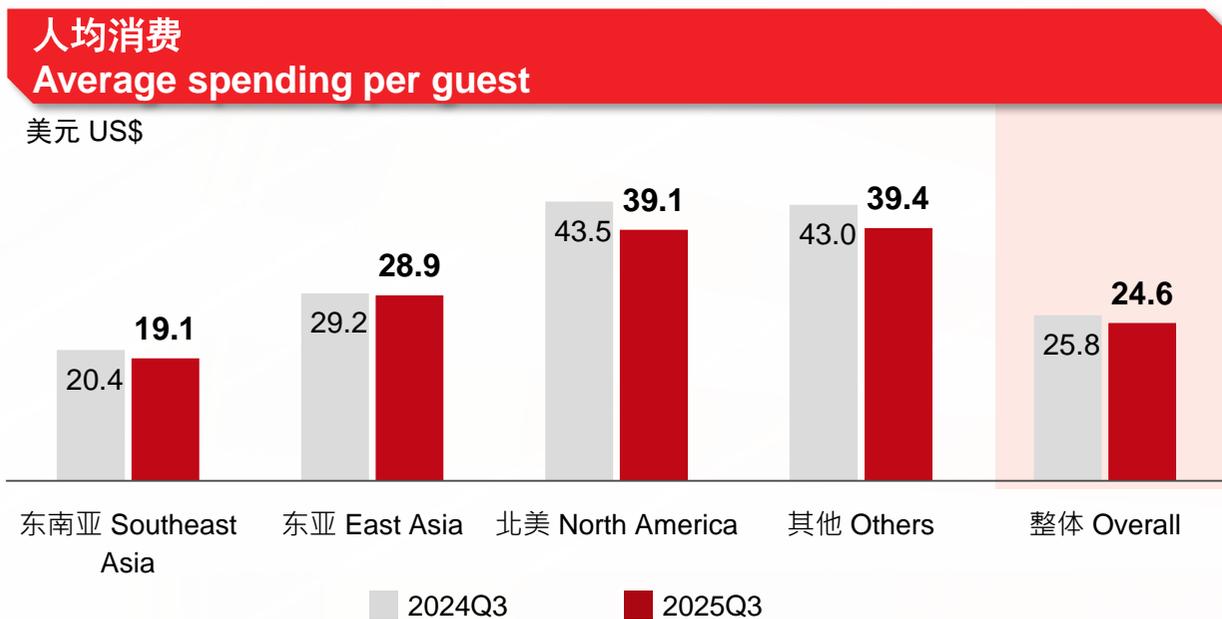
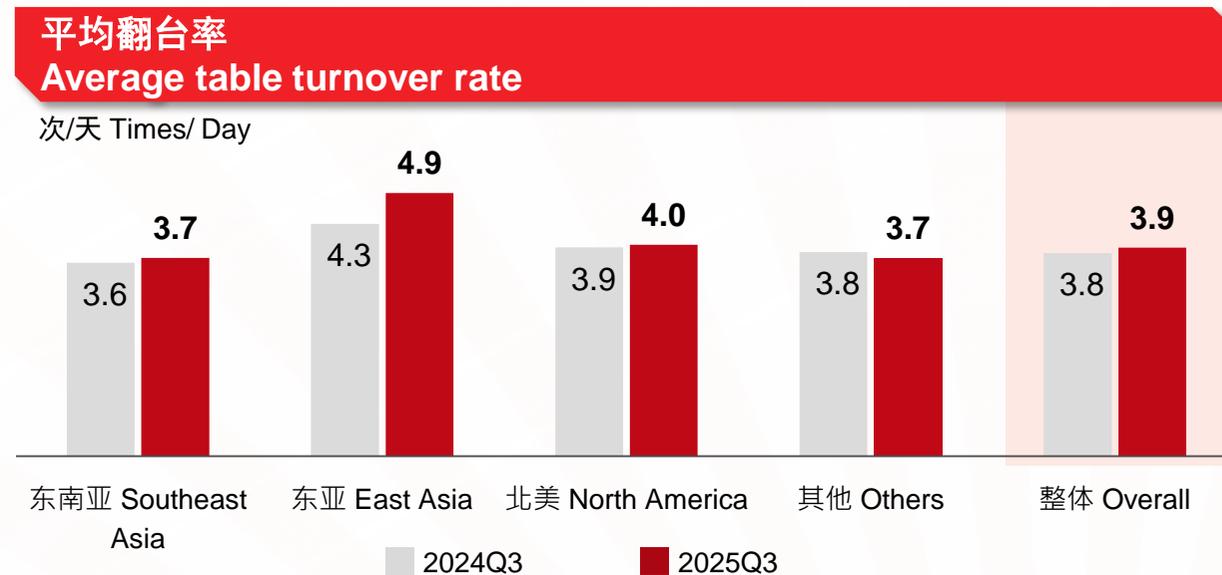
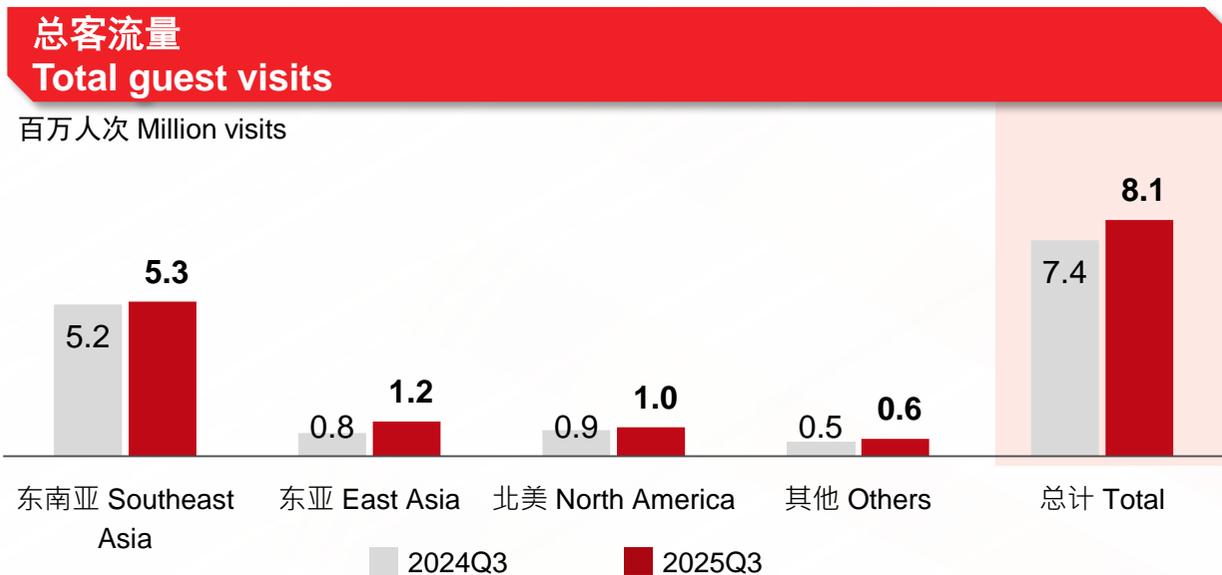
### 单个餐厅日均收入 Average daily revenue per restaurant

千美元  
US\$ '000



# 分区域餐厅关键表现指标

## Key Performance Indicators by Region



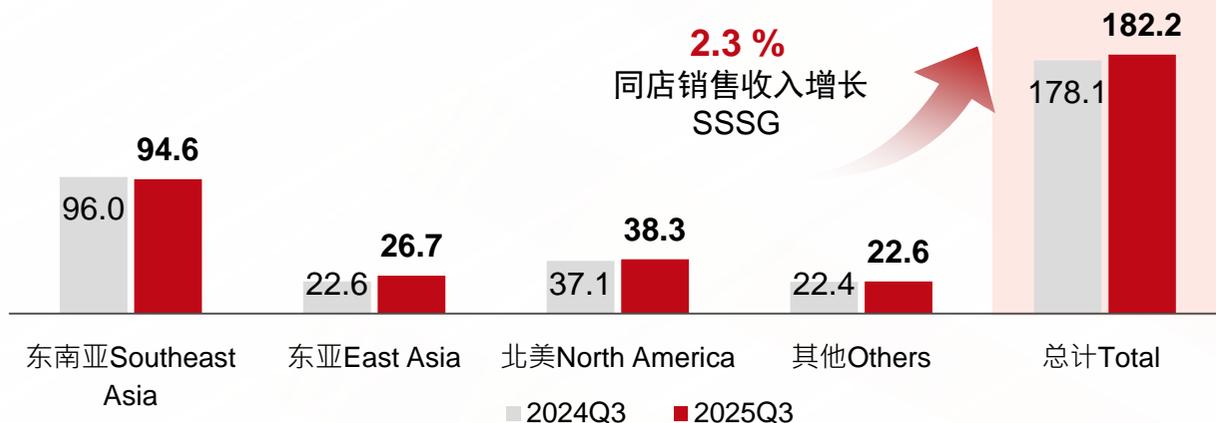
# 同店表现

## Same-Store Performance

### 同店销售

#### Same-store sales

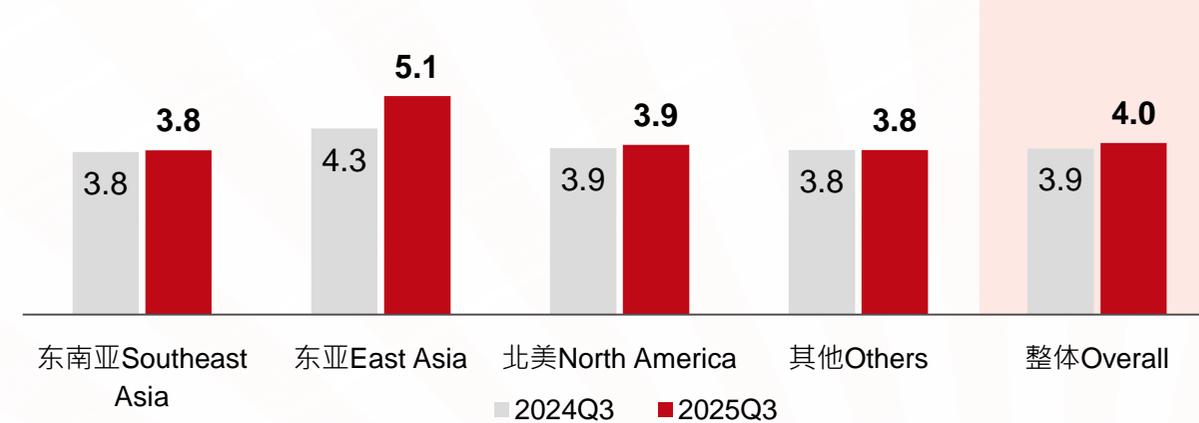
百万美元 \$ million



### 同店平均翻台率

#### Average same-store table turnover rate

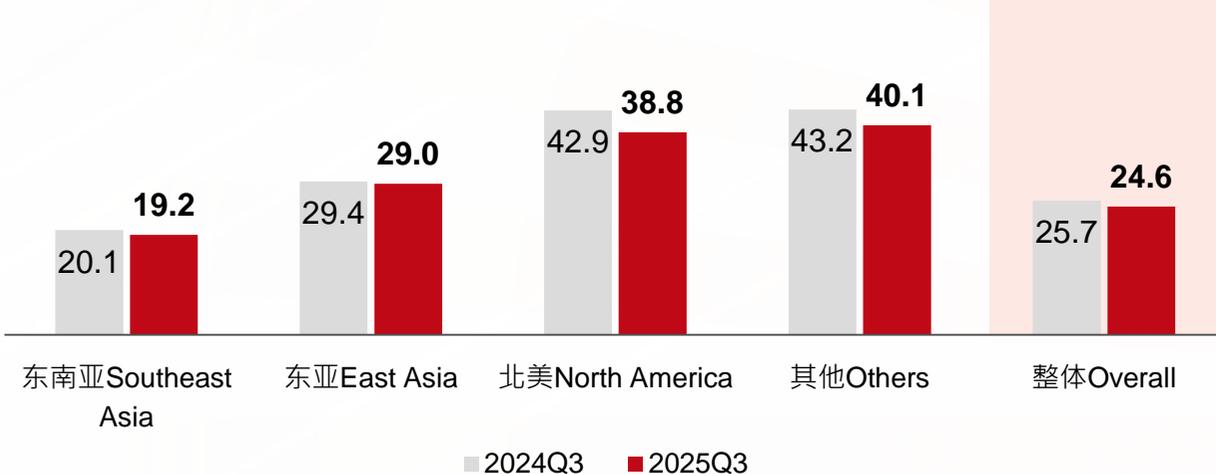
次/天 Times/ Day



### 同店人均消费

#### Average same-store spending per guest

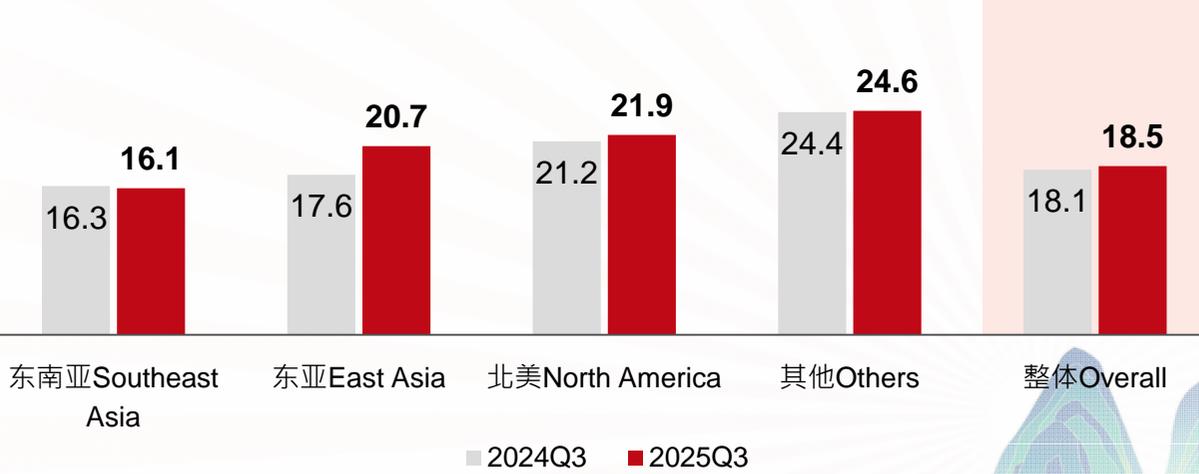
美元 US\$



### 同店平均日销售额

#### Average same-store sales per day

千美元 US\$ '000



A large, faint sunburst graphic in the background, consisting of many thin lines radiating from a central point, creating a circular sun-like effect.

**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)**