

Voice Caption:

Yum China is the largest restaurant company in China. Our anti-fragile business model and agility enabled us to seize opportunities in good times and stay resilient in challenging times.

We have been growing rapidly and healthily. Driven by innovative and flexible store formats, we continue to expand our addressable market and coverage across China.

We delivered strong results quarter and quarter again through our relentless efforts to drive sales, rebase cost structure and improve efficiency.

And we remain committed to creating long-term shareholder value.

We swiftly adapt to demand shifts, offering the products consumers want, wherever and whenever they are.

Serving delicious, innovative food has always been at the core of our business.

So is our commitment to providing excellent value to our customers.

Collaborations with leading brands have engaged and delighted our customers with a wide range of toys and games.

We're also expanding our reach outside of traditional stores to get closer to our customers.

Our in-house and digitalized supply chain empowers us to stay agile and efficient, while ensuring excellent food safety.

This also enables us to effectively manage food costs through full utilization of materials and strong collaboration with suppliers.

Our end-to-end digital ecosystem allows us to attract and engage customers, unlocking sales opportunities.

Digital has transformed every part of Yum China, from customer service to our kitchens and supply chain operations, significantly boosting efficiency.

Most importantly, our people are united behind our mission to provide a wonderful experience for customers and serve the communities we work in.

Looking ahead, China remains a vast market with tremendous untapped opportunities.

When it comes to understanding and better serving Chinese customers, Yum China remains at the forefront of the industry.

As we expand the coverage of KFC and Pizza Hut, we keep incubating our emerging brands, and we will carry on enhancing our digital and supply chain capabilities.

As we work towards our next milestone of 20,000 stores, we look forward to serving even more customers, bringing convenience and joy to everyone, at every significant moment, everywhere.