



SHAKEY'S PIZZA ASIA VENTURES, INC. MANAGEMENT REPORT

VICENTE L. GREGORIO
PRESIDENT & CEO

2023 ANNUAL STOCKHOLDERS' MEETING
20 JUNE 2023

STRATEGIC PIVOTS & STRUCTURAL CHANGES





ORGANIC & INORGANIC OPPORTUNITIES

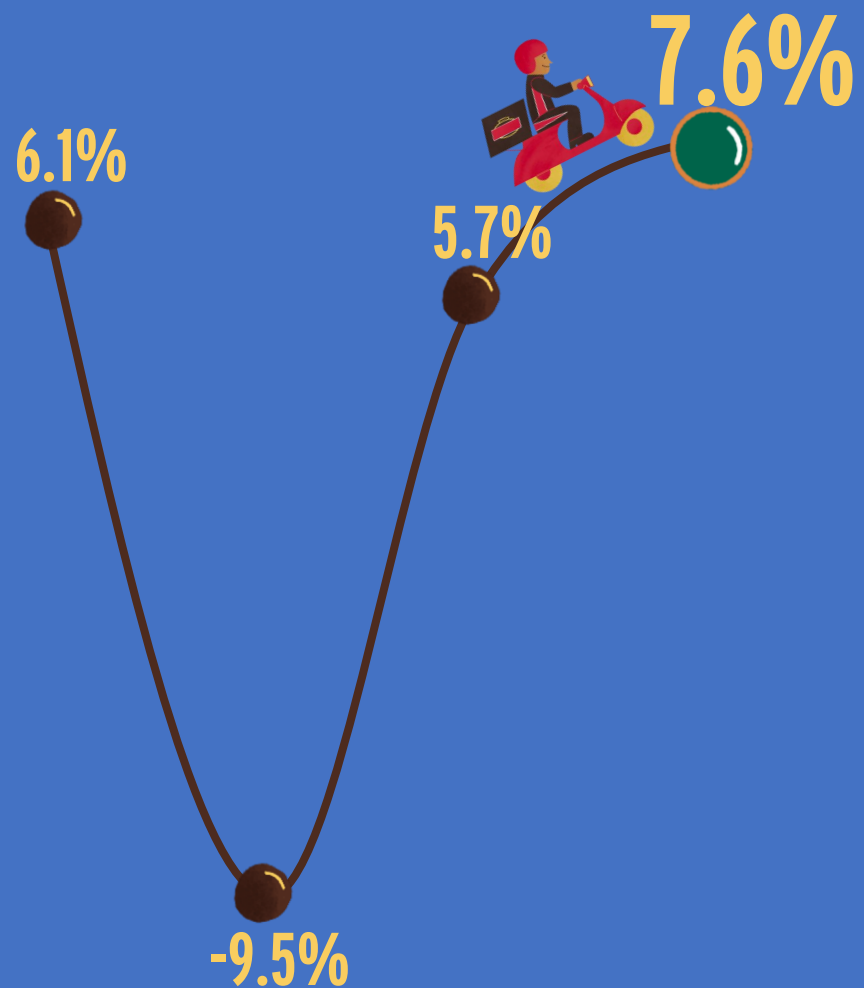


GUEST

1st



GDP



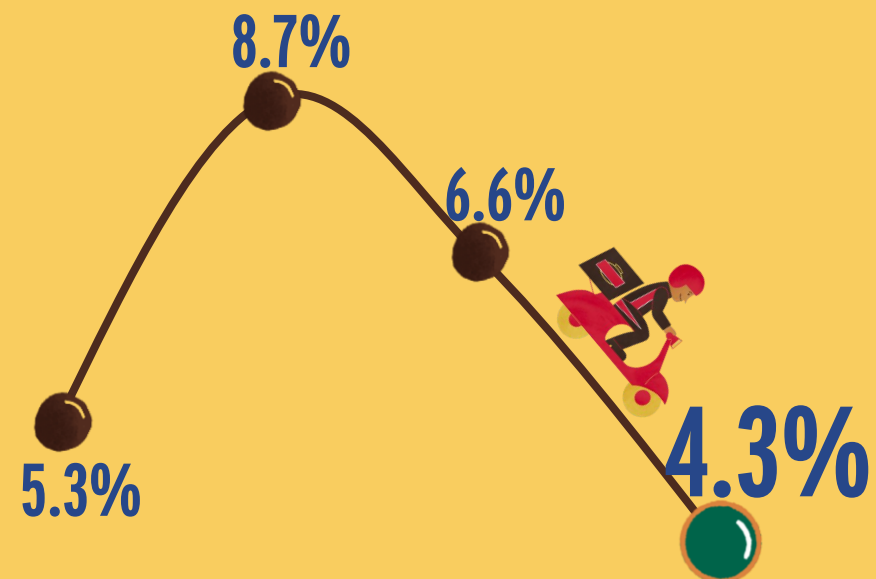
2019

2020

2021

2022

UNEMPLOYMENT



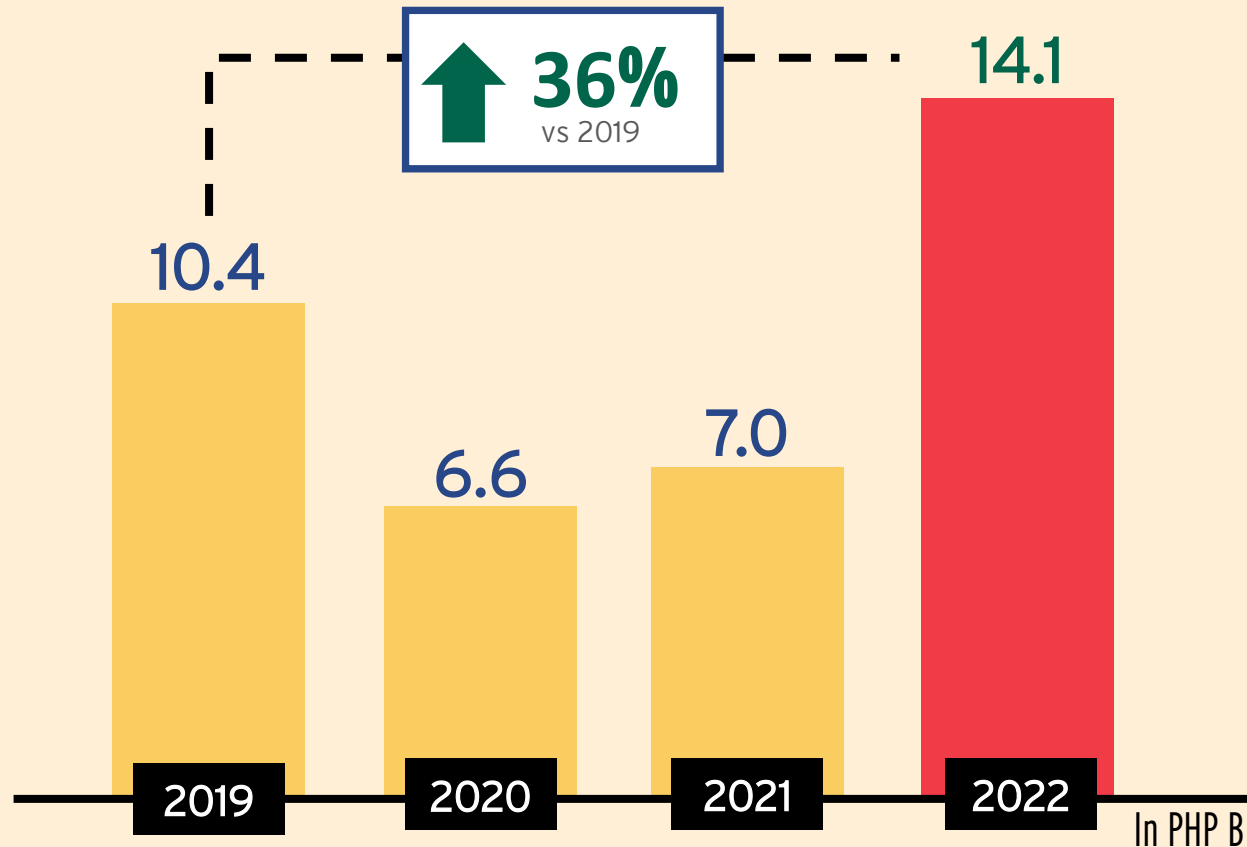
2019

2020

2021

2022

RECORD HIGH SYSTEMWIDE SALES





BOTTOMLINE BREACHING PRE-PANDEMIC PROFITS

865

2019

2020

-254

123

2021

874

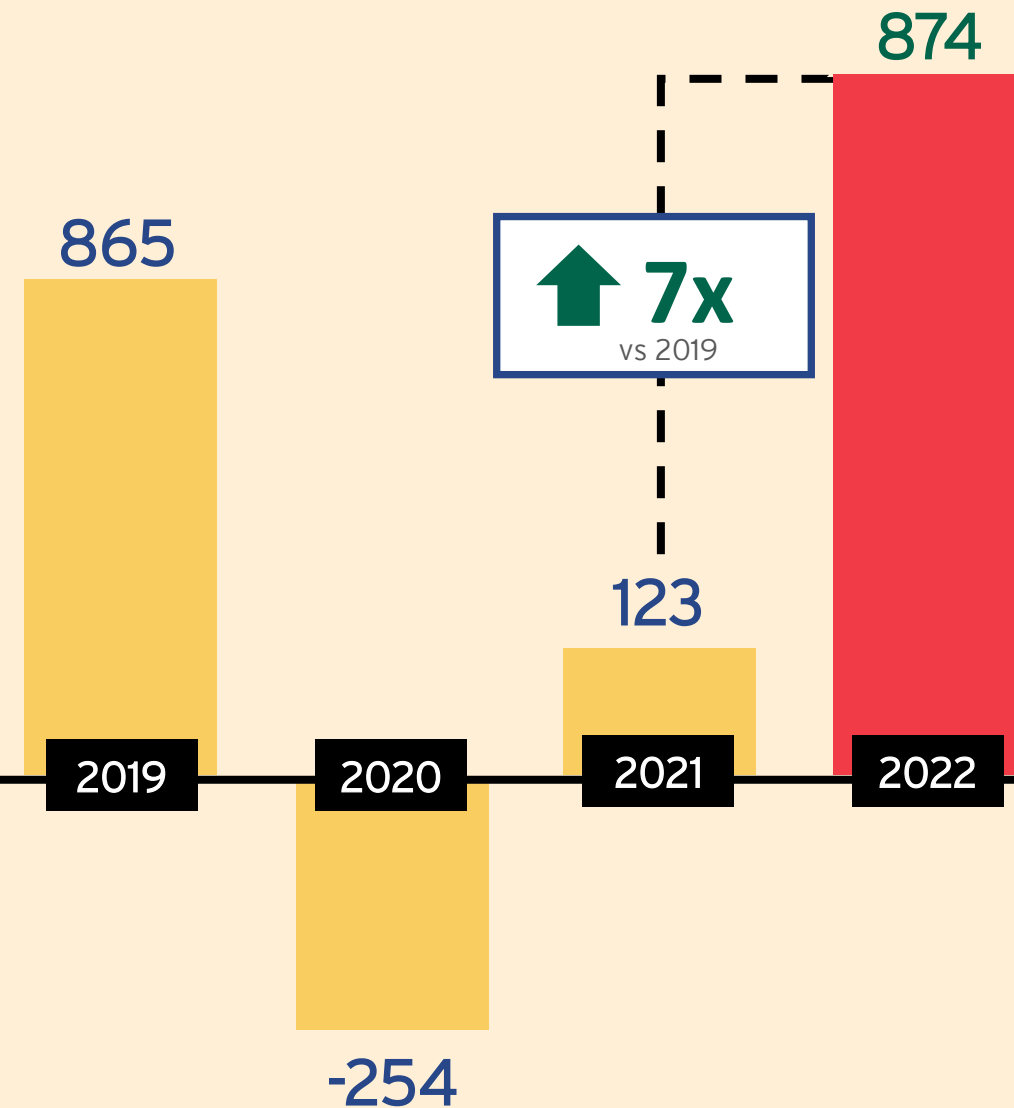
2022



7x

vs 2019

In PHP M



HEALTHY BALANCE SHEET

ASSETS

PHP **17.7** B

+ **40%**
vs 2021

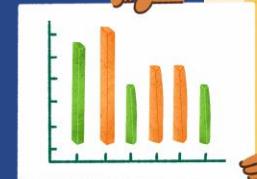
+ **44%**
vs 2019



NET GEARING RATIO

0.68x

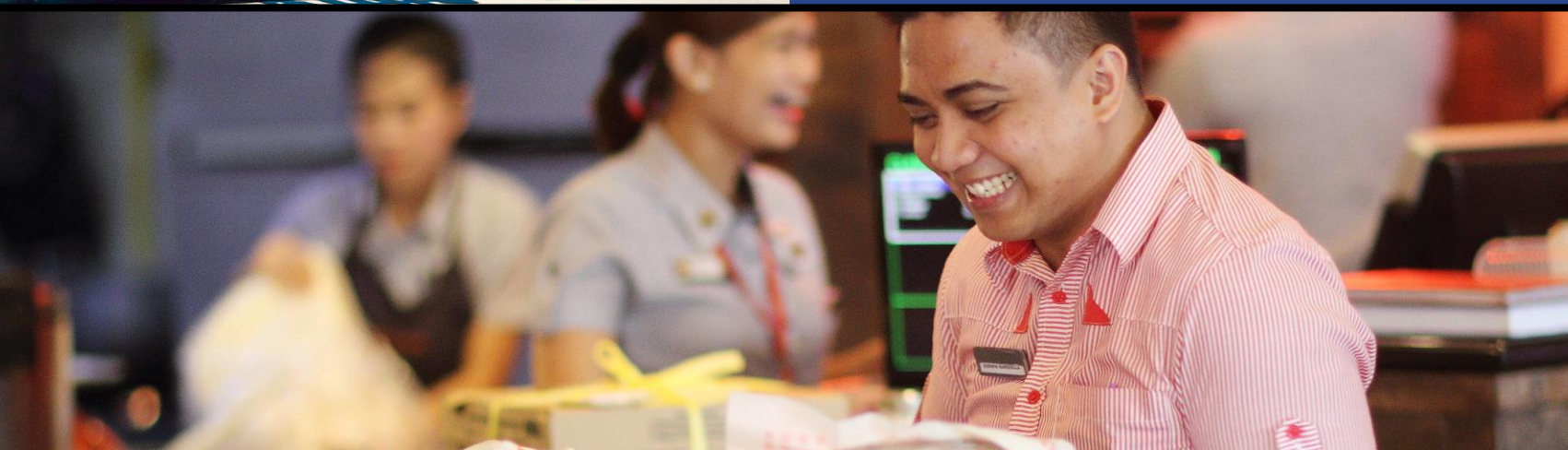
- **0.08x**
vs 2019



OUR BRANDS



OUR STORES



OUR PEOPLE

OUR BRANDS



OUR STORES



OUR PEOPLE

Purposefully building sustainable growth with a portfolio of WOW Brands with strong equity and industry-leading margins

CORE LEGACY BRAND

Providing scale & synergies
Market Leader Position



NEW GROWTH 'BOOSTER' PILLAR

Unlocking global opportunities
Leader in Flavored Fries & Kiosks



RAPID EXPANSION

Strong Challenger
in Roast Chicken Space



EMERGING BRANDS

Exciting concepts
to future-proof growth

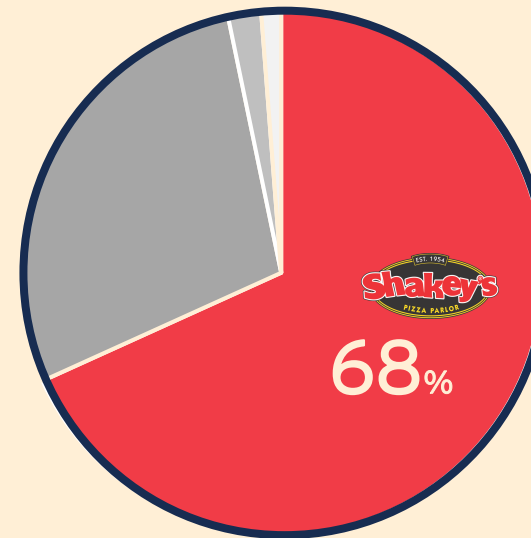
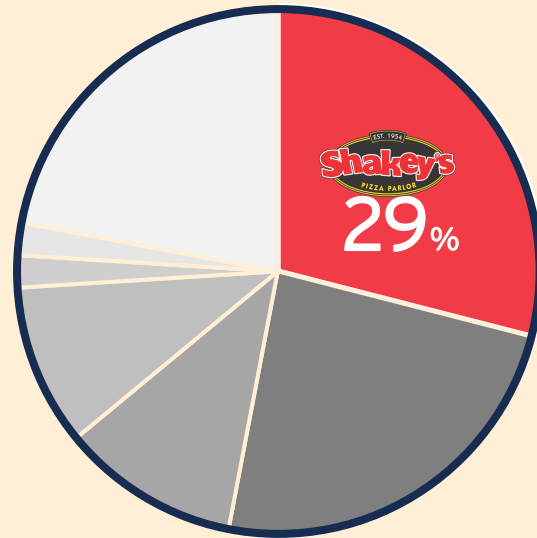
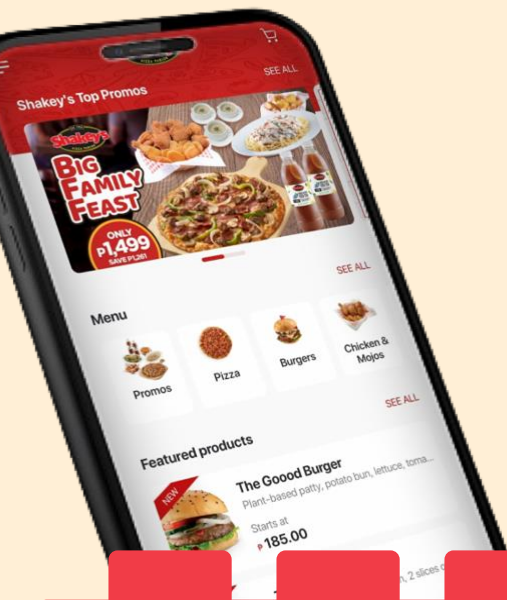


#1 FULL-SERVICE CHAIN

#1 FULL-SERVICE PIZZA CHAIN



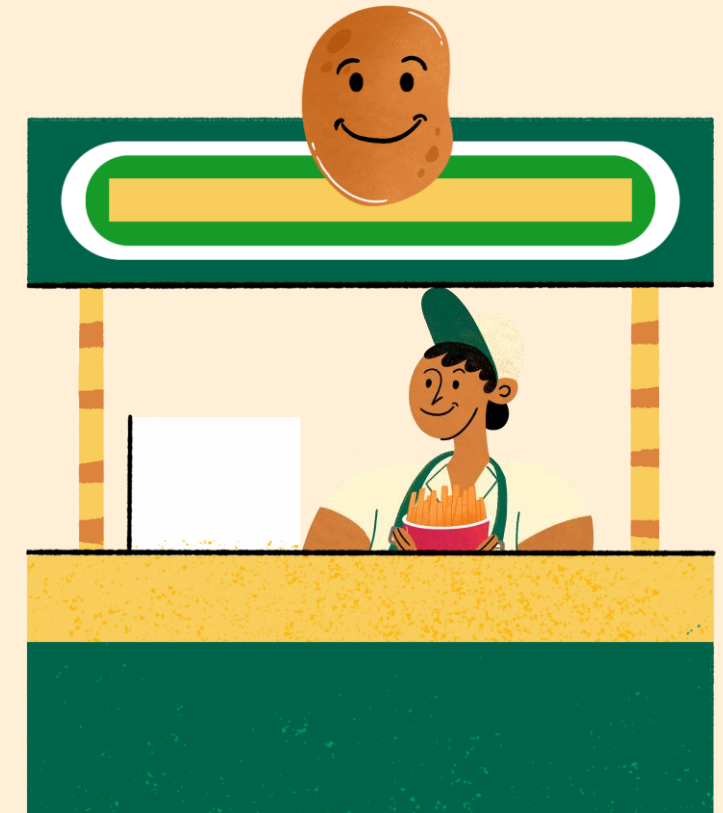
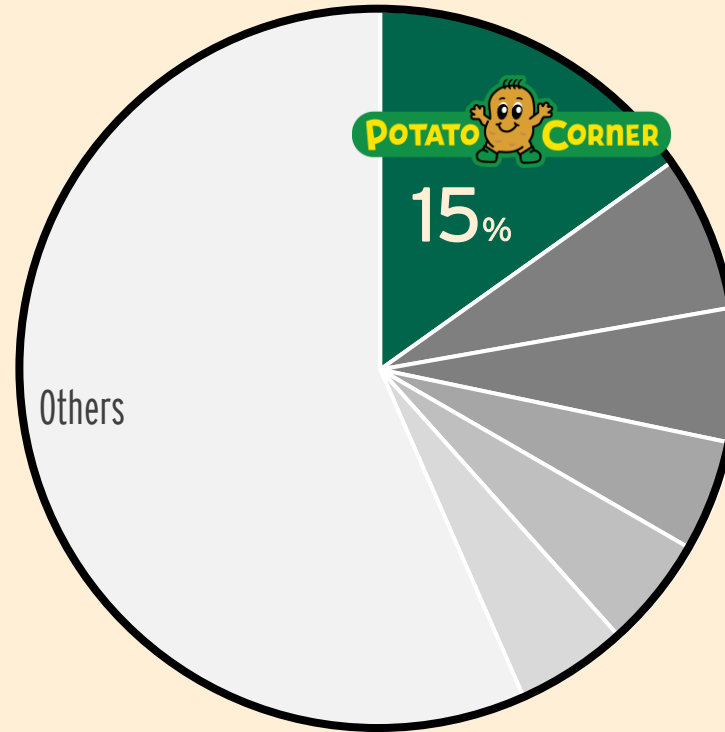
Source: Euromonitor 2022



#1 KIOSK CHAIN



Source: Euromonitor 2022



FAST-GROWING CHALLENGER



INNOVATIONS



CAMPAIGNS



150 MT OF PLASTIC
WASTE OFFSET
PLASTIC CREDIT EXCHANGE

PLASTIC FOOTPRINT

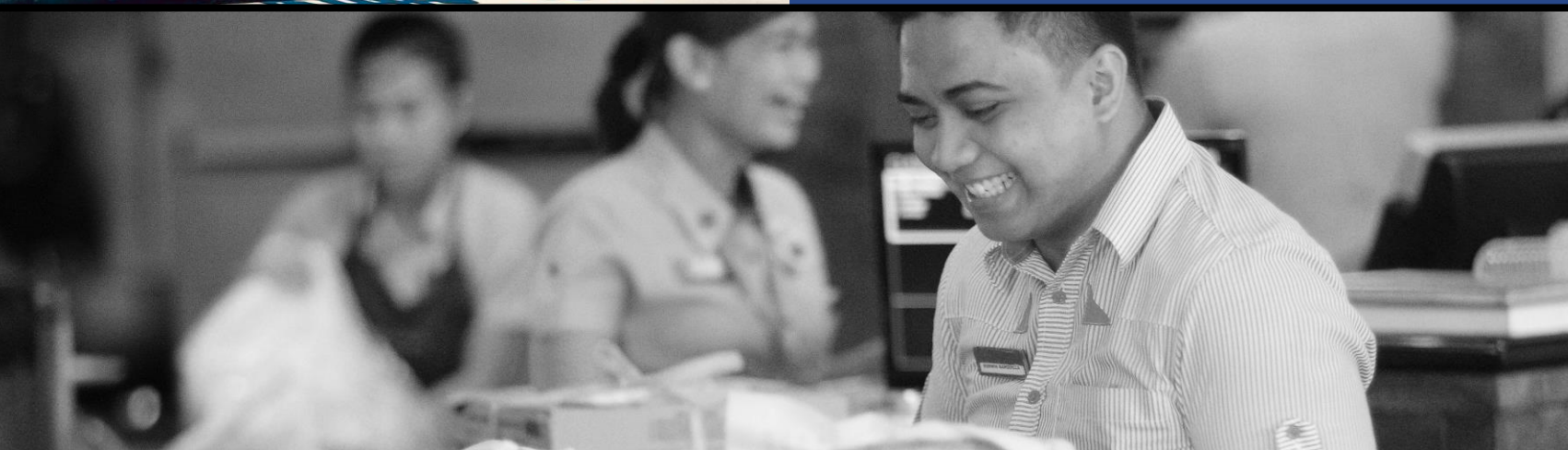


BRAND REFRESH

OUR BRANDS



OUR STORES



OUR PEOPLE

SUSTAINABLY EXPAND STORE NETWORK

CASUAL DINING
& EMERGING BRANDS



279

2019

279

2020

316

2021

347

2022

1,425

2022

KIOSKS







MCX AUG 2022



BORACAY NOV 2022



DEC 2022 CAUAYAN



GREENHILLS OCT 2022



TUGUEGARAO NOV 2022



1ST DRIVE-THRU
NOV 2022



1,400TH STORE, ILOILO
DEC 2022



DEC 2022 DUBAI



SINGAPORE SEP 2022



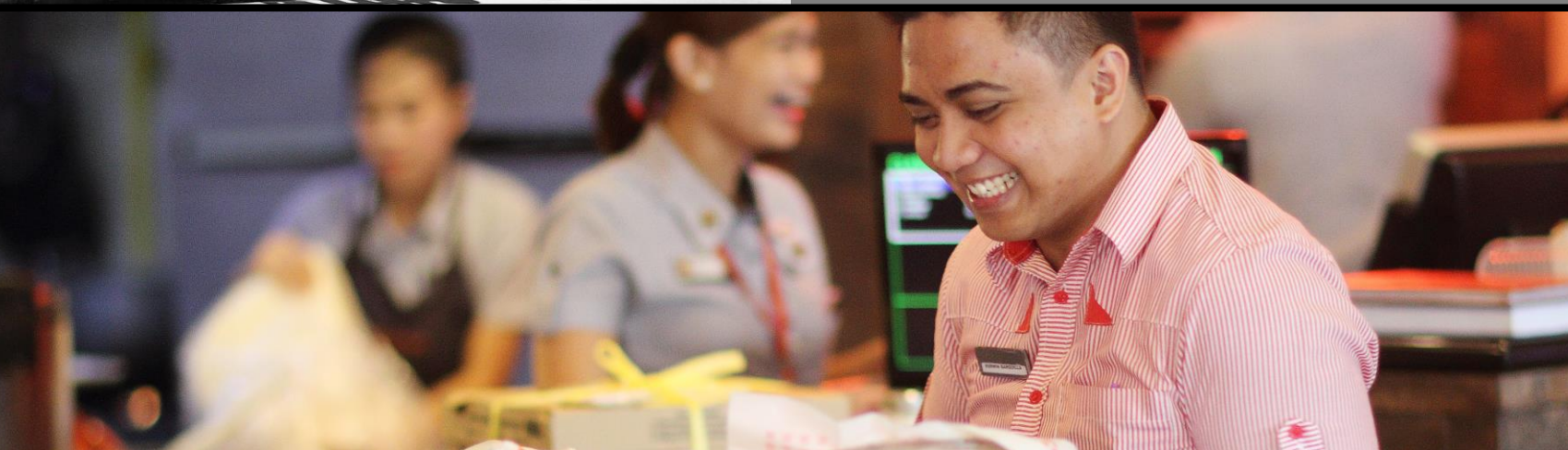
LONDON DEC 2022



OUR BRANDS



OUR STORES



OUR PEOPLE

WITHIN 30 MINUTES FROM THE STORE

87%
of store staff



WITHIN 30 MINUTES FROM THE STORE

87%
of store staff





INCLUSIVE HIRING



SCALE UP





PROGRESS
INTERNATIONALLY

DOUBLE DOWN ON PEOPLE

FUN

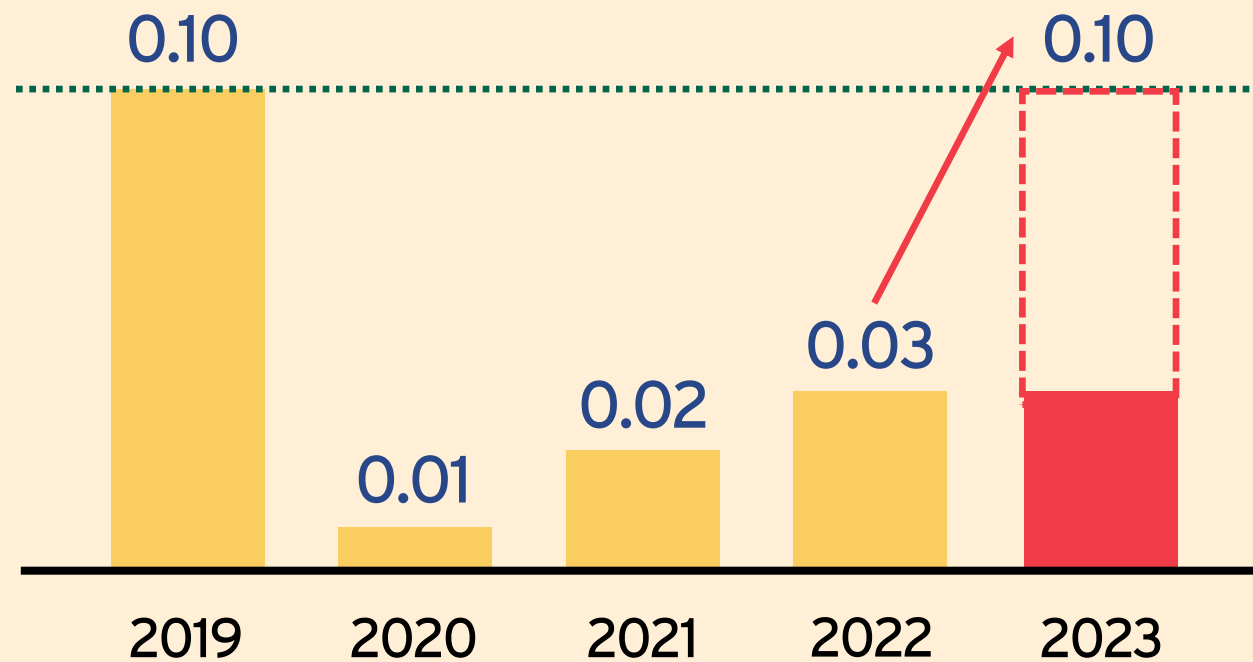
FAMILY

PIZZA

HOT PIZZA



2023 DIVIDENDS



RECOMMENDATION

PHP

0.10

PER SHARE