



Sphera Franchise Group

Consolidated Budget

Proposal for Year 2026

KFC



Macroeconomic environment

- The current budget proposal is based on the information available at this moment, normal course of business is assumed;
- We expect overall yearly average inflation around 6% in 2026;

Total Sales

- We estimate an increase in total sales of 7.6% versus previous year, as a combined effect of same stores sales growth and new stores sales increase;
- The traditional channels will have a similar weight in sales as previous year, at consolidated level, with delivery channel representing around 19% of sales.

Restaurant Operational Expenses

- Food and Material costs: the weight of these costs in net sales remained broadly flat year-on-year, a result which, in the context of persistently elevated input cost environment, reflects the Group's ability to maintain cost discipline and operational efficiency;
- Cost of labor will further be calibrated to match the ramp-up of the sales throughout of year;
- Energy cost is assumed to be predictable in line with the in-place last year regulations.

G&A expenses

- Administrative expenses as a proportion of net sales were held in line with the prior year, underpinned by a disciplined approach to cost management within the Group's fixed cost structure.

Development Plan

- Accelerate the pace of network development in 2026 by opening of 21 new units (8 KFC restaurants, 2 Taco Bell and 1 Hard Rock Cafe in Romania, 1 KFC and 1 Taco Bell in Moldova, 3 KFC and 5 Cioccolatitaliani in Italia), store remodeling and digital solutions' implementation;
- The Group's unwavering commitment to ESG will persist in 2026;
- The total estimated CAPEX for 2026 is around RON 130 millions.

The budget has been approved by Board of Directors and this will be open to voting in Annual General Meeting on 29th of April 2026.

The budget provided is based on our best estimates and projections at this time. However, actual results may differ from these assumptions due to a variety of factors, including but not limited to market conditions, changes in economic indicators, unexpected events, and other unforeseen circumstances.

SPHERA FRANCHISE GROUP SA

2026 Budget – Financial Information

The budget for the year 2026 is presented below and it includes forecasted financial results of the Company at consolidated level.

Indicator	Budget 2026		Actual 2025		Budget 2026 vs Actual 2025
	RON millions	% Sales	RON millions	% Sales	%
RON millions (mn)					
Total Sales (*)	1,696.4	100.0%	1,576.7	100.0%	7.6%
Food and Material	529.1	31.2%	491.2	31.2%	7.7%
Restaurant Gross Margin	1,167.3	68.8%	1,085.6	68.8%	7.5%
Restaurant Operational Expenses	938.1	55.3%	873.9	55.4%	7.3%
Restaurant Operating Profit	229.1	13.5%	211.6	13.4%	8.3%
G&A expenses	69.2	4.1%	63.8	4.0%	8.4%
EBITDA (normalized, excluding IFRS 16 impact) (*)	160.0	9.4%	147.8	9.4%	8.2%
Normalized Profit for the year (*)	72.7	4.3%	71.9	4.6%	1.1%
Free Cash Flow ¹⁾ (*)	32.8		83.8		-60.9%

(*) financial indicators included in Sphera Franchise Group SA Remuneration Policy relevant for variable remuneration calculation

Liquidity and Debt

- **Cash position:** we estimate that the cash available at the end of this year will be around RON 56 millions
- **Bank Debt:** at the end of this year, the bank debt will be around RON 220 millions
- **Net Bank Debt:** as a result, the net bank debt will be around RON 164 millions

¹⁾ Free Cash Flow = EBITDA - Δ Net Working Capital - CAPEX