RETAIL EXPANSION Summit & Expo

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BUILDING A GLOBAL GROWTH ENGINE: INSIDE JOE & THE JUICE'S EXPANSION STRATEGY

Mark Smith

THE LATIN AMERICAN GATEWAY

15 - 16 OCTOBER 2026 · THE WESTIN SANTA FE · MEXICO CITY, MEXICO

JOE & THE JUICE

BUILDING A GLOBAL GROWTH ENGINE: INSIDE JOE & THE JUICE'S EXPANSION STRATEGY



THE JOE STORY

2002
The beginning of JOE

28%
2014-2023 Revenue[1] CAGR

2023
GA becomes Majority Owner

Capital flexibility to accelerate growth

Today
Accelerating our growth

$1.8B valuation, backed by General Atlantic and EIIC.

>1,000
Units

Future
Operating >1,000 units

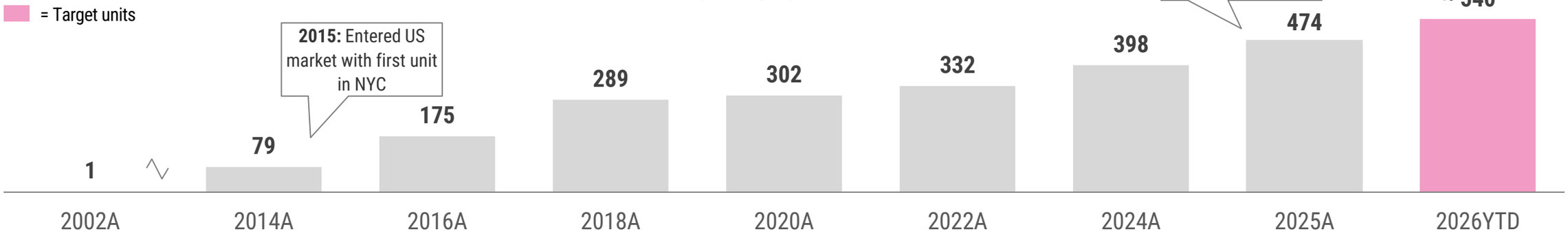








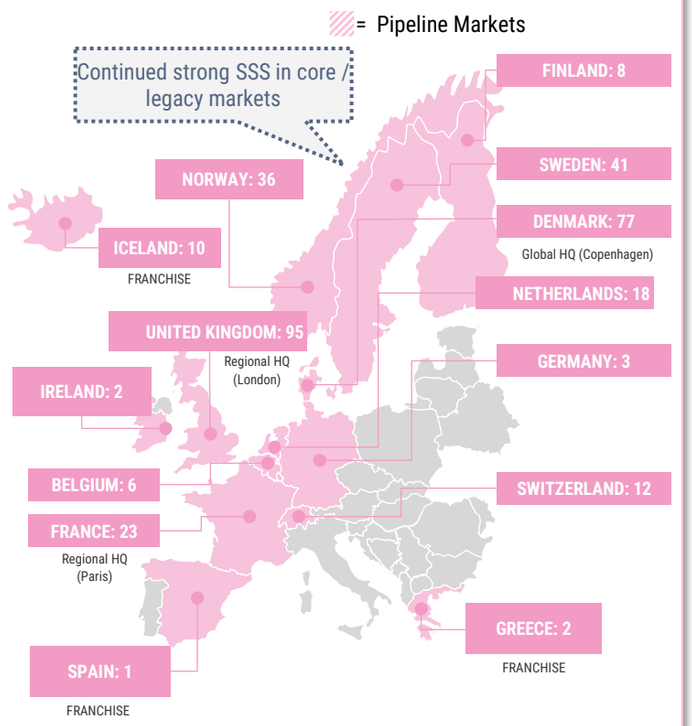
UNIT GROWTH



Source: Company information. [1] Represents revenue from Company-owned units only.

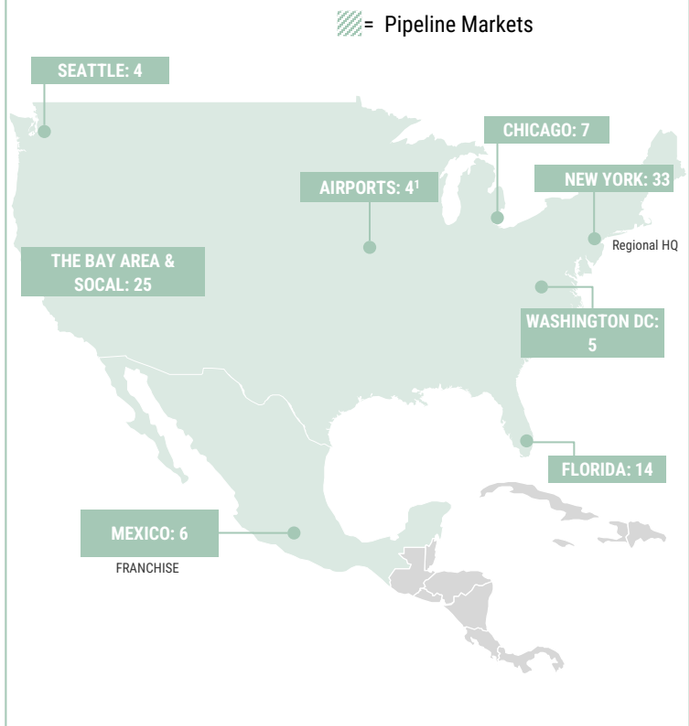
DIVERSE GLOBAL FOOTPRINT

EUROPE: 334 JOEs



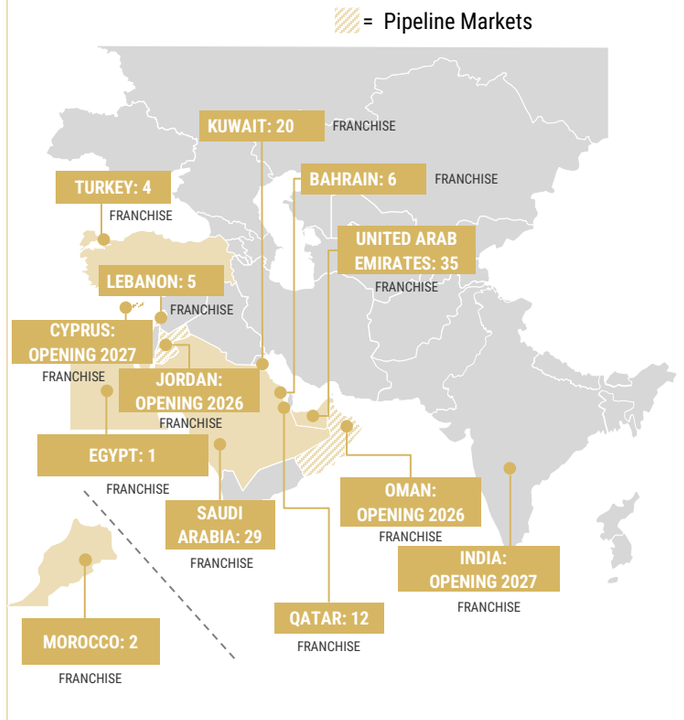
ESTABLISHED CORE

AMERICAS: 99 JOEs



GROWTH ENGINE

MENAT & ASIA: 114 JOEs



FRANCHISE MODEL

~75% OF PORTFOLIO IS MADE UP OF COMPANY-OWNED UNITS AND ~25% IS FRANCHISED TODAY

Source: Company information. Unit count represents system-wide (Company-owned and franchised units) as of October 2026. Striped = approved pipeline market not yet open at October 2026; date shows expected first opening. [1] Includes two franchised units in Vancouver, Canada.

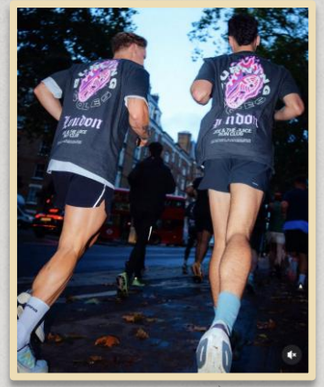
DISTINCTIVE BRAND THAT RESONATES WITH CONSUMERS

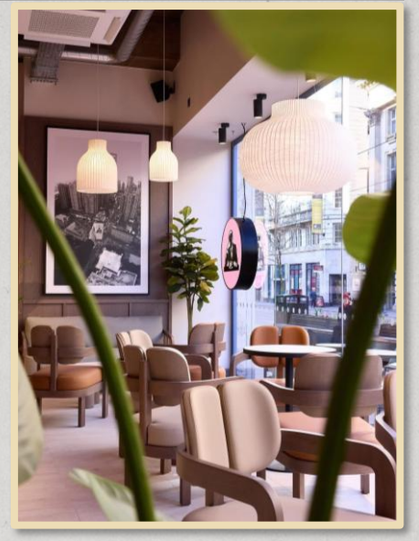










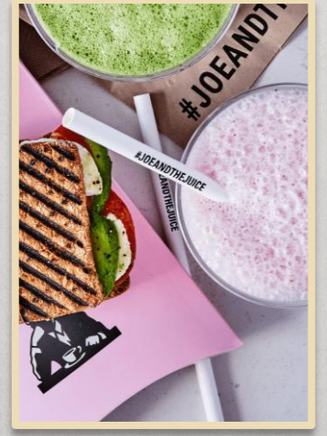


*An **authentic, better-for-you global brand** with decades of **growth** ahead*







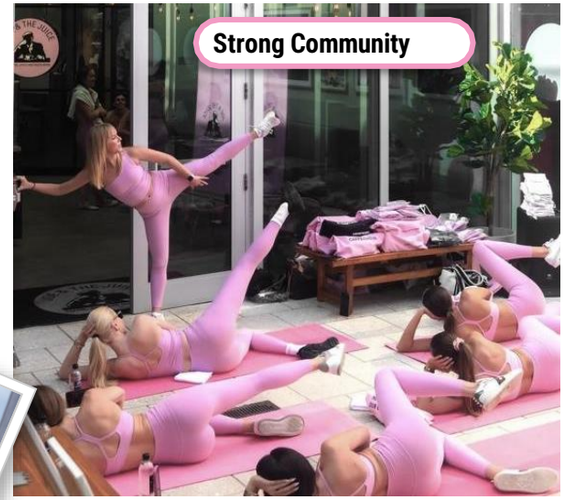




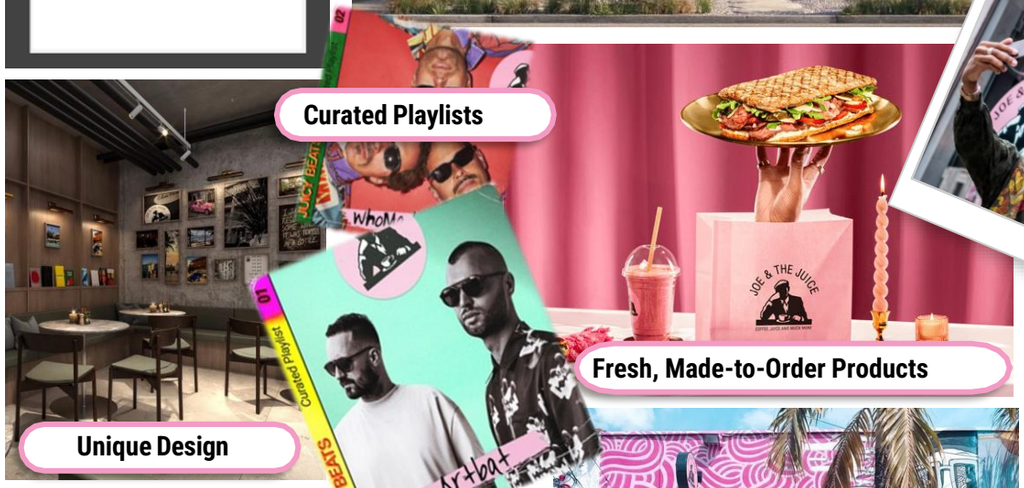
DISTINCTIVE BRAND THAT RESONATES WITH CONSUMERS (CONT.)

The **Signature Pink** makes JOE & THE JUICE stand out





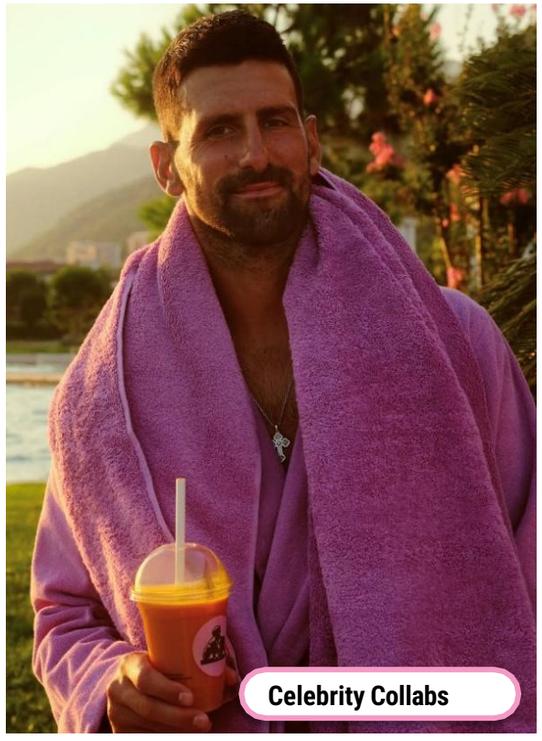
















DIFFERENTIATED PRODUCT – CONVENIENT, FRESH & BETTER FOR YOU



Made-To-Order with
“Better-For-You” products



Always fresh -
NO compromises on taste,
presentation or ingredients



Range of product offerings suitable for
every customer type and on-the-go
lifestyles



Flexibility to work
across multiple dayparts



Continued menu innovation
based on latest consumer
preferences

OUR PRODUCT PHILOSOPHY

CRAVEABLE PRODUCTS ACROSS ALL DAY PARTS

DAYPART SERVED	BREAKFAST	LUNCH & DINNER	ALL DAY



BREAKFAST



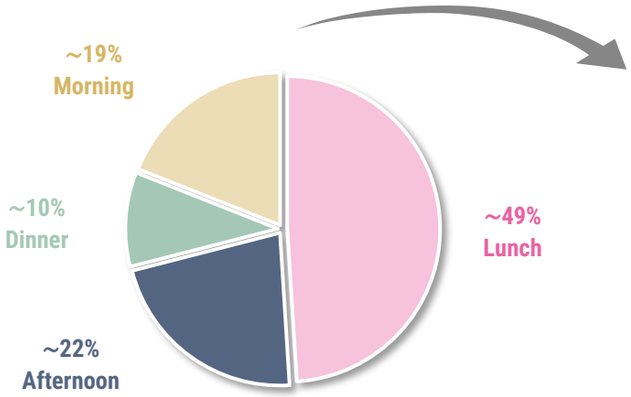
SANDWICHES



JUICES & PROTEIN SHAKES



COFFEE & TEA



SIGNIFICANT OPPORTUNITY TO DRIVE MORNING SALES, PARTICULARLY IN THE US

AVG. TICKET SIZE

Increases

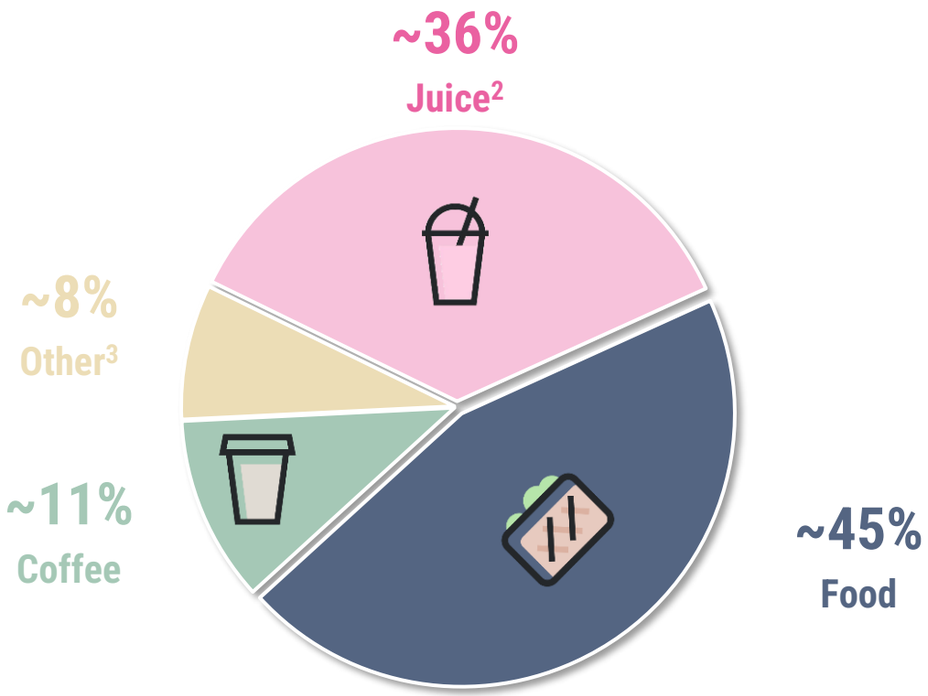
AVG. BASKET SIZE[1]

Increases

Note: Morning refers to opening to 11am, Lunch refers to 11am to 3pm, Afternoon refers to 3pm to 6pm, Dinner refers to 6pm onwards; Daypart mix represents YTD data as of June 2026. [1] Average basket size excludes ingredients and toppings.

DIVERSIFIED MIX – APPEALING TO ALL

SALES BREAKDOWN BY PRODUCT TYPE (2026)[1]

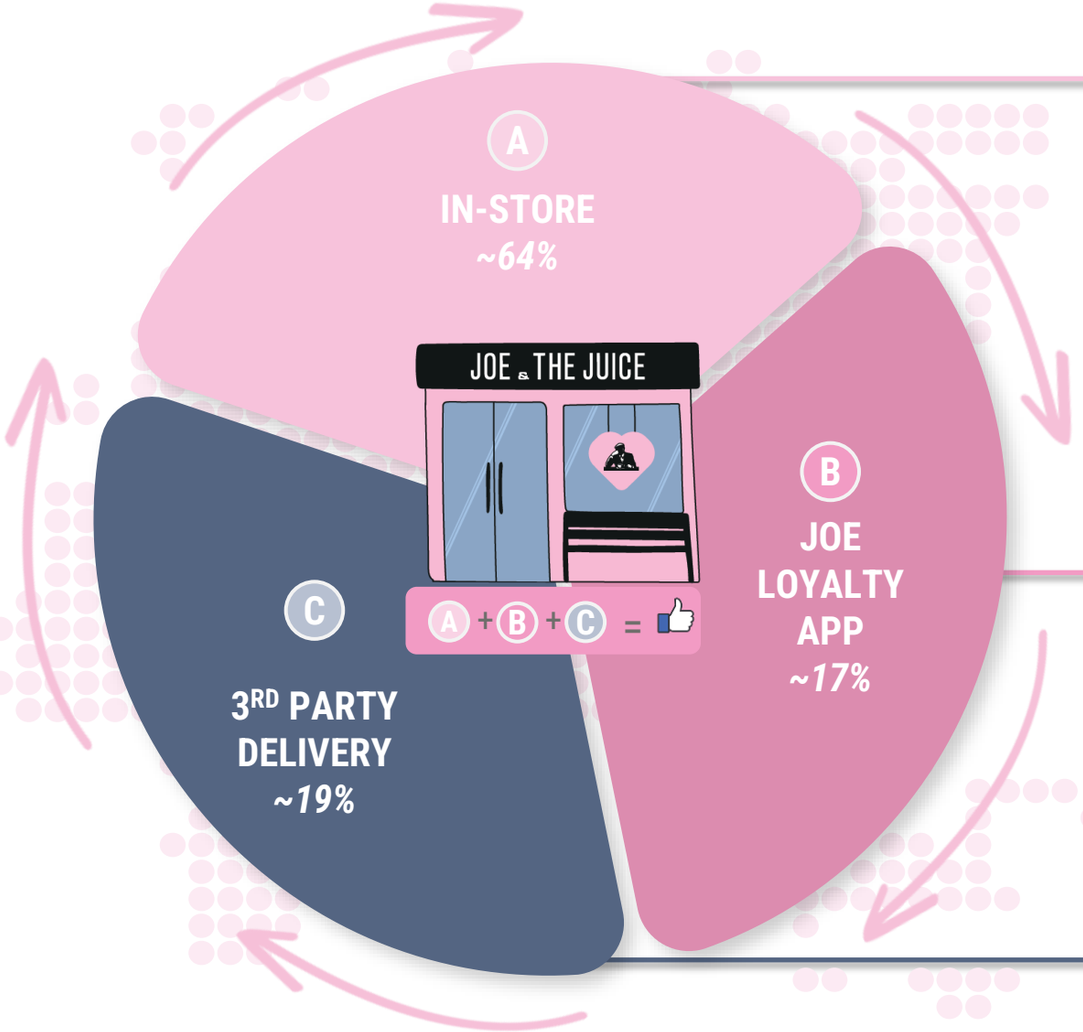


SERVICING ALL CUSTOMER PROFILES ACROSS A BROAD ARRAY



Note: Beverages are more fragmented across many products, versus sandwiches which are more narrowed to a few products. [1] Represents YTD data as of June 2026. [2] Includes fresh-pressed juices, smoothies, protein shakes, and shots. [3] Other includes bundles, counter products, loyalty cards, miscellaneous retail products, and extra toppings.

JOE-CENTRIC OMNI-CHANNEL CUSTOMER EXPERIENCE





Energetic & Unique Vibe



Digital Menu Boards & App Wall Pick Ups



Iconic Juicers



Driving Loyalty & Accelerating Digital Growth Journey

- App users spend more than our average POS customer[1]



Meeting Consumers Where They Are

- Ticket size increase on delivery (vs. POS)[2]

EARLY INNINGS OF REALIZING THE FULL BENEFITS OF DIGITAL WITH MULTIPLE PATHWAYS FOR EARNINGS GROWTH

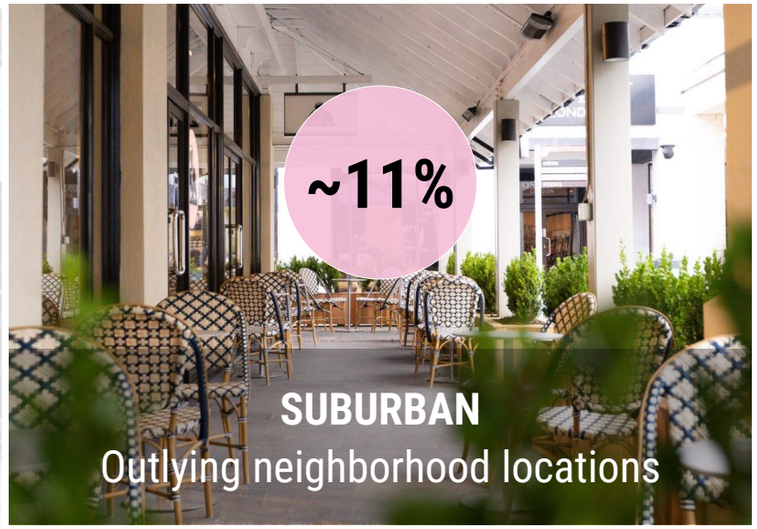
Note: % of total sales are as of June YTD 2026. [1] Sourced from internal credit card data obtained through Adyen reflecting impact of spending for POS customers and app users for 2026. [2] As of LTM June 2026.

PROVEN REAL ESTATE FLEXIBILITY

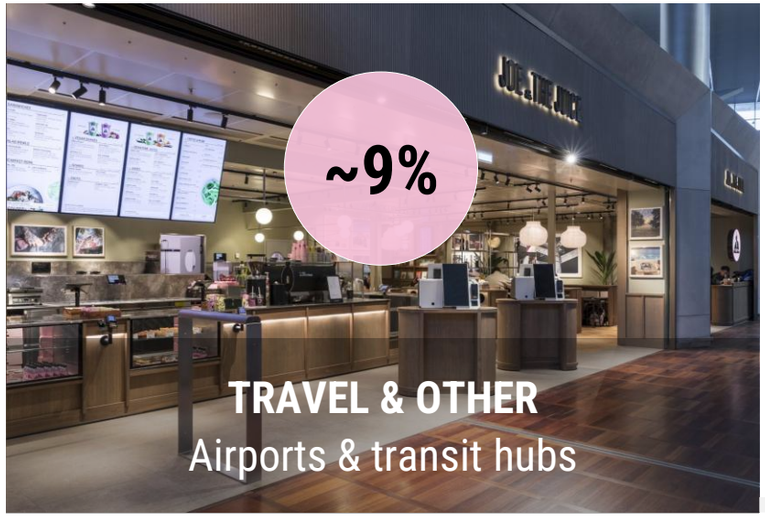


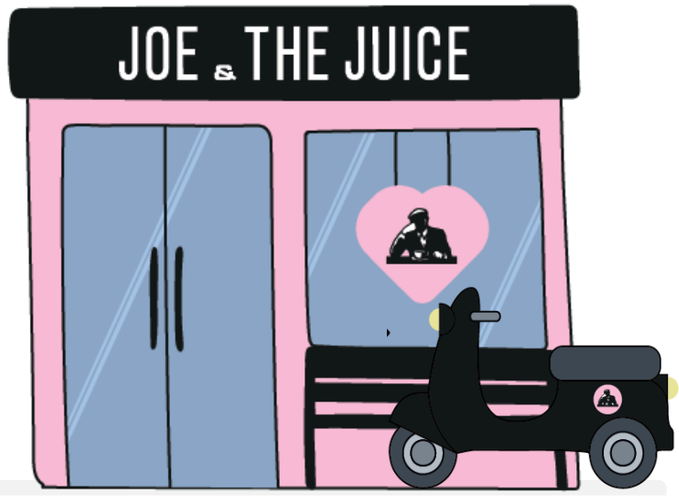






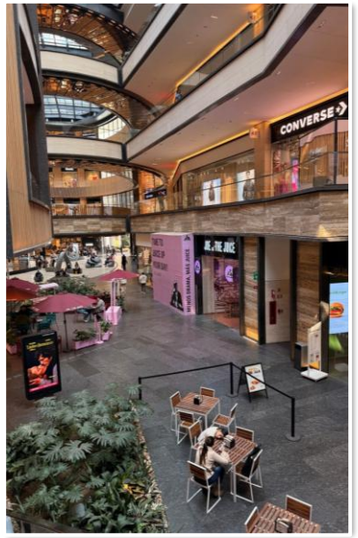
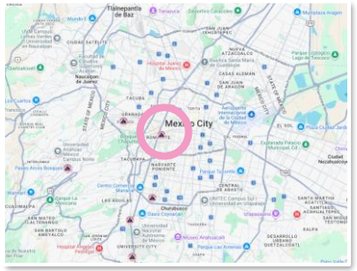
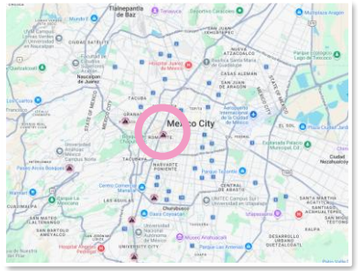
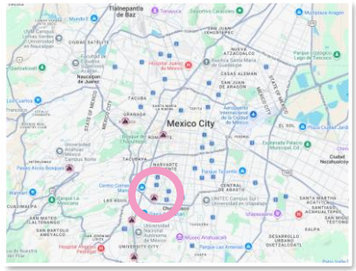
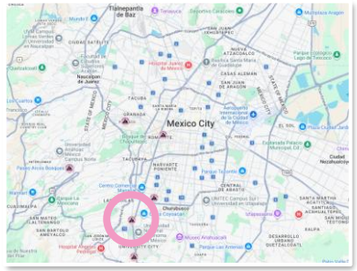
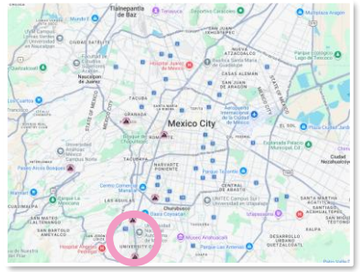
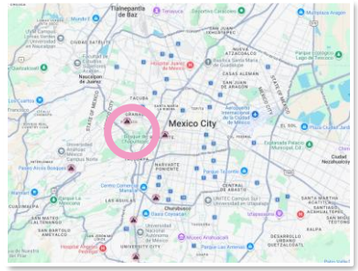






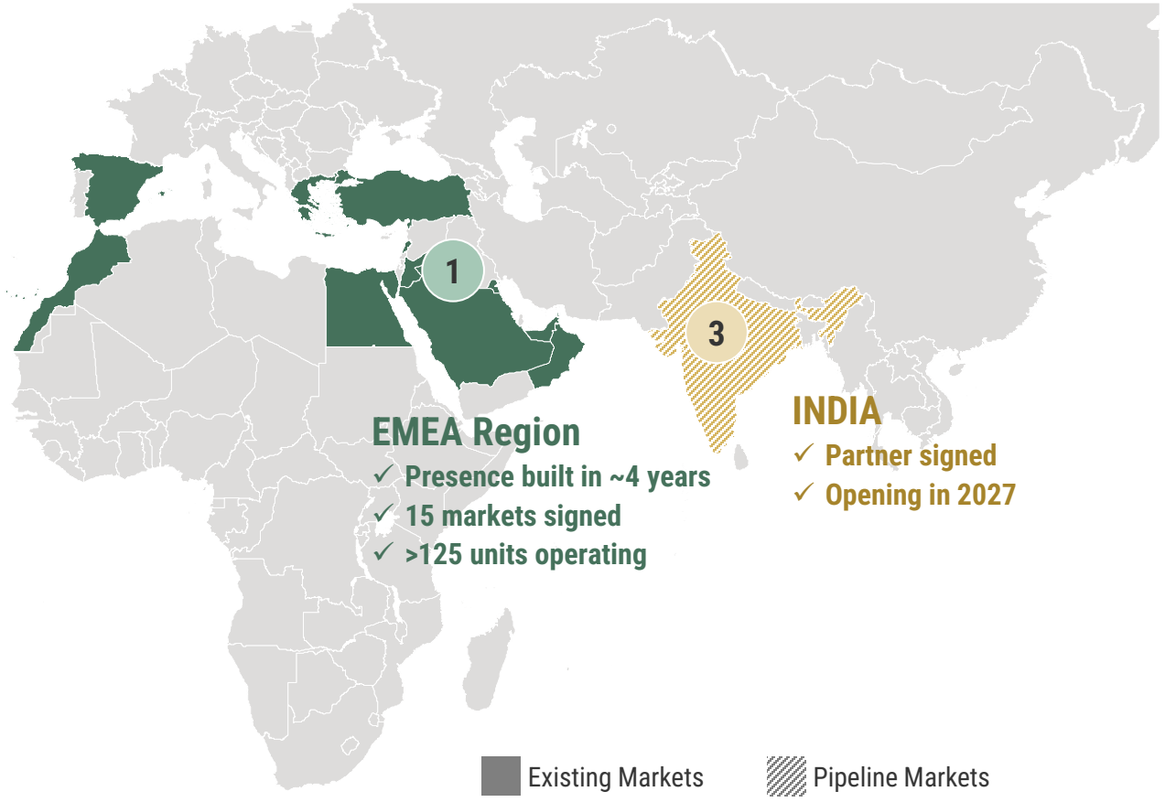
= % of units as of June 30, 2026; excluding franchise units

OUR CURRENT MEXICAN STORE PORTFOLIO

NOVEMBER 2025	DECEMBER 2025	MAY 2026	JUNE 2026	JULY 2026	AUGUST 2026
Roma 1 [Álvaro Obregón]	**Mitikah**	**Arcos Bosques**	**Polanquito**	**Torre Aleph**	**Perisur**
					
Street (Flagship)	**Mall (Flagship)**	**Mall (Roll-out)**	**Street (Flagship)**	**Mall (Office tower)**	**Mall (Roll-out)**
					

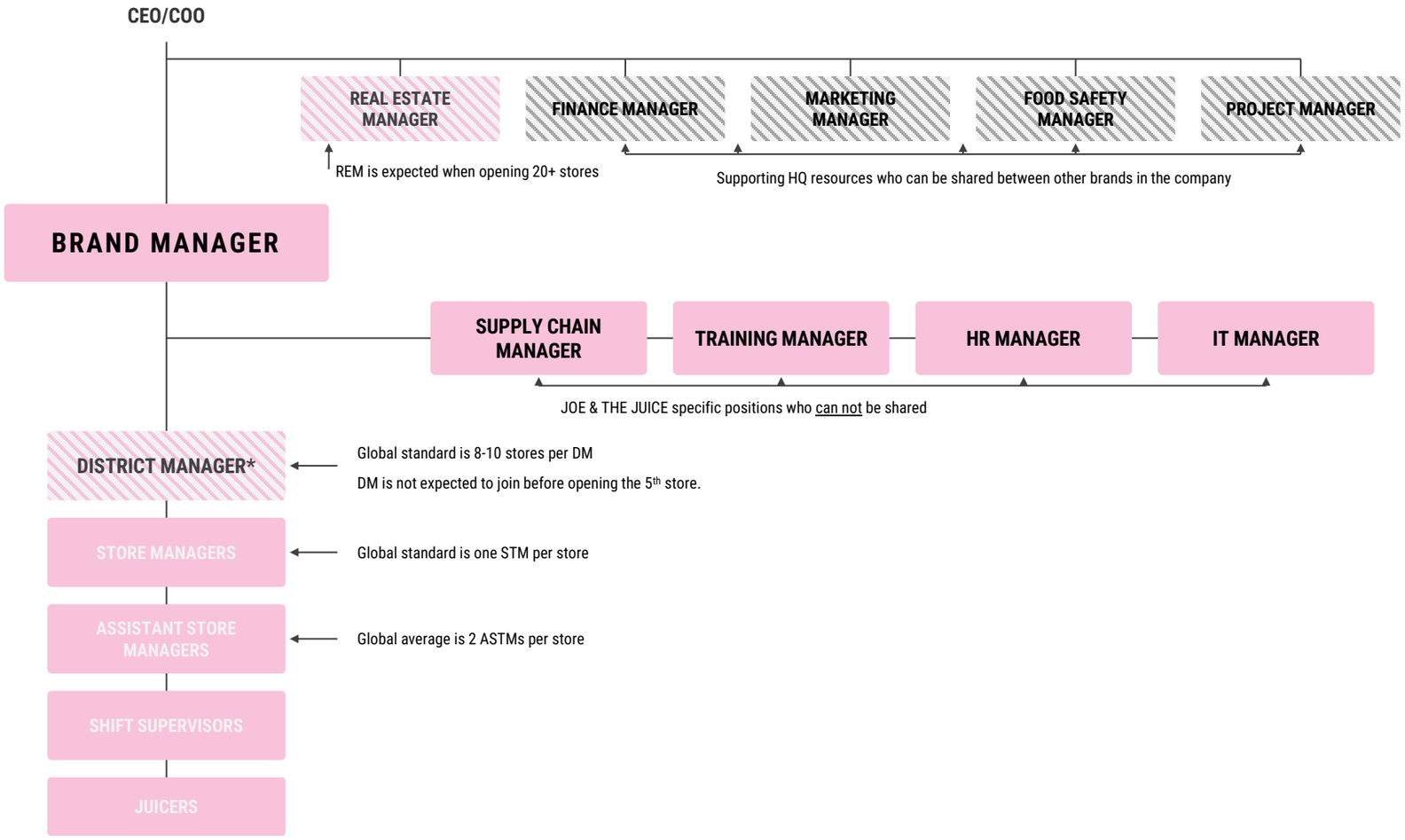
FRANCHISING TO DRIVE EXPANSION INTO NEW MARKETS





Note: Number of units as of June 2026.

BUILDING AN ORG TO ENABLE EFFECTIVE GROWTH





DOMINATING THE TRADE AREA

Example Stores



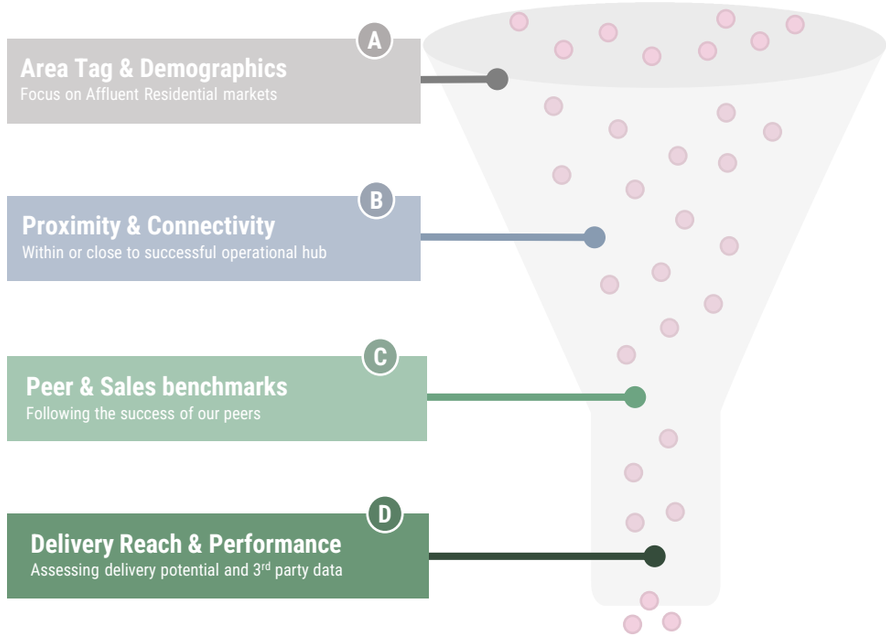
New store in Woodbury Long Island, USA

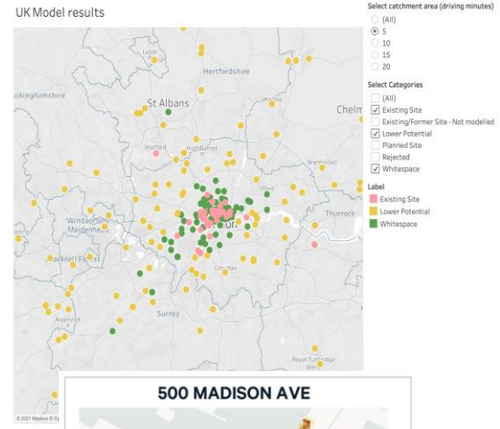


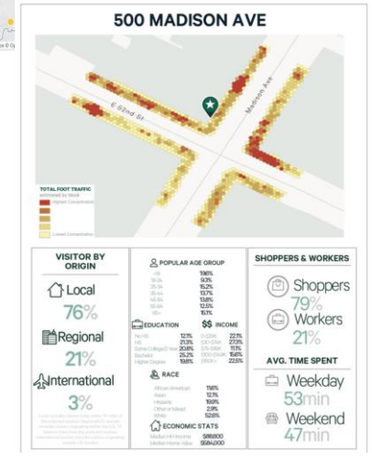
New store in Studio City California, USA

Area Selection: Data-driven decision making

First step is to identify a sub-market of a city/region that matches our selection parameters without cannibalizing nearby stores







GOAL: PROMINENT AND HIGHLY VISIBLE LOCATION

PROPER BRAND SEQUENCE

MARKET ENTRY



2015: first US flagship opens in SoHo to launch the brand

BUILD DENSITY



30+ stores clustered in central New York to own the trade area

EXPAND



Manhasset, Long Island takes the brand into the suburbs

COTENANTS WE LIKE

SHAKE SHACK · vuori · BARRY'S · Aesop · Mendocino Farms · CAVA · EQUINOX · lululemon · alo · WHOLE FOODS MARKET · sweetgreen

THE OPPORTUNITY IN LATIN AMERICA

1

Halo cities build the brand first

New York and Miami put Joe & The Juice in front of **Latin American travellers** before we open in their home markets

2

Mexico City is our first step into Latin America

First unit opened in **CDMX in 2025** by our franchise partner



ANY QUESTIONS?

MARK SMITH

REAL ESTATE DIRECTOR – US, JOE & THE JUICE

WHAT WE LOOK FOR IN A FRANCHISE PARTNER

RED OCEAN

1. Real Estate-First
They prioritize **high-traffic zones** over brand fit. Visibility wins, but uniqueness dies.

2. Scale Over Curation
More stores = better margins. **Template rollouts** kill local relevance.

3. Ops > Brand
KPIs favour rent, logistics, and labor, **not community, culture, or vibe**.

4. Misguided decision making
Excel exercises determine commercial & brand decisions.

5. Copy-Paste Execution
No room for **hyperlocal adaptation**.

Franchisees that optimize for **Red Ocean scale**, not **Blue Ocean distinctiveness**.
That's why they drown premium lifestyle brands in **crowded, mass market locations and kill the brand's longevity in the respective markets.** — while local players adapt and win.

BLUE OCEAN

1. Culture-First
Build **emotion, not just stores**. People come for the vibe, not the convenience.

2. Curated Expansion
Open in the **right spots**, not every spot. Each location feels intentional, not transactional.

3. Local Flex
Menus, mood, and music flex by market — **Mumbai ≠ Riyadh ≠ Mexico City**. That's the point.

4. Brand-Driven Ops
Franchisees aren't just Operators — they're **brand custodians** with creative input.

5. Identity Over Volume
The goal isn't "most locations" — it's **most memorable experiences**. And that scales deeper.

We Choose the Best — Not the biggest
We don't settle for regional convenience — we select the **strongest franchise partners in the market**.
This approach keeps **supply limited and demand high**, giving us the **upper hand today and long-term leverage** as we grow

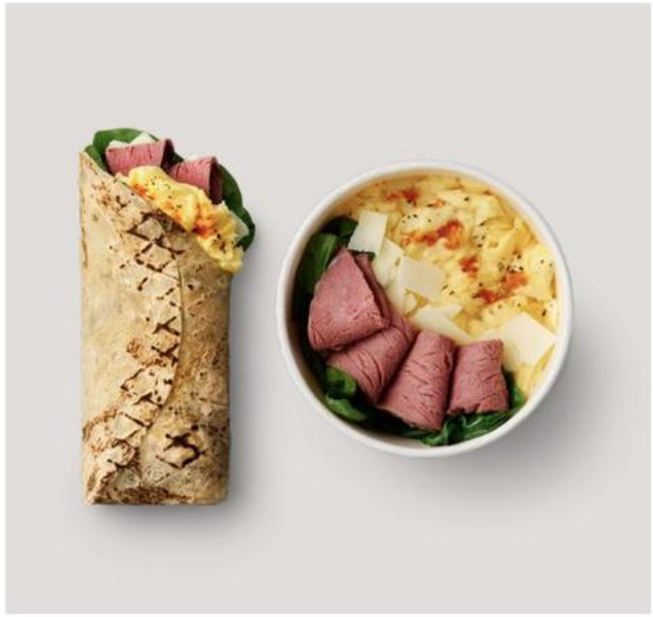
BREAKFAST: CAPTURING MORE OF THE MORNING

EGGS & AVO



EGGS, AVOCADO, PARMESAN/GRANA PADANO/ITALIAN STYLE HARD CHEESE, SPINACH, CHOLULA IN A SAJ WRAP OR BOWL

STEAK 'N' EGGS



EGGS, STEAK, PARMESAN/GRANA PADANO/ITALIAN STYLE HARD CHEESE, SPINACH, CHOLULA IN A SAJ WRAP OR BOWL

TURKEY SCRAMBLE



EGGS, TURKEY BACON, AVOCADO, SPINACH, SALSA VERDE/JALAPEÑO SAUCE IN A SAJ WRAP OR BOWL

AWARD-WINNING STORES, NOW IN DRIVE-THRU FORMAT



Galeries Lafayette
Paris, France



Al Seef
Dubai, UAE



Vejle
Denmark



Nyborg
Denmark



Melrose Avenue
Los Angeles, CA



London - Mayfair
London, UK



Messilah
Kuwait



Aarhus
Denmark



Bryant Park
New York City, NY



Copenhagen Flagship
Copenhagen, DK



Riffa
Bahrain



Jeddah
Saudi Arabia

FLEXIBLE MODEL: CONVERT DRIVE-THRUS OR BUILD GROUND-UP

1 Existing unit conversion



Vejle (Denmark)

Greve (Denmark)



Ghurnatah (Saudi)

Munisiyah (Saudi)

2 Build-up with developer



Nyborg (Denmark)



Messilah (Kuwait)



Riyadh (Saudi)



Jeddah (Saudi)