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FY16 FINANCIAL YEAR RESULTS

28 June 2016

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FY16: growth across all key financial metrics

$m	FY15 Underlying [1]	FY16 Statutory	FY16 Significant Items [2]	FY16 Underlying	Change vs FY15 Underlying
Revenue	571.6	574.3		574.3	0.5% ↑
EBITDA	67.4	74.3	0.2	74.6	10.7% ↑
EBIT	45.1	50.8	1.6	52.4	16.0% ↑
NPAT	24.6	29.1	0.9	30.1	22.3% ↑
ROCE [3]	12.9%	14.9%		14.9%	2.0 pts ↑
Net Debt	122.8	112.5		112.5	$10.3m ↓
Net Leverage Ratio	1.83	1.52		1.52	0.29 pts ↓
Net Cash Flow	4.9	10.3		10.3	$5.4m ↑
EPS Basic (cents)	26.4	31.3		32.3	22.3% ↑
DPS (cents)	11.5	14.0		14.0	21.7% ↑

- Underlying NPAT up 22.3% to $30.1m
- Revenue up 0.5% to $574.3m - excluding additional trading week in FY15, revenue was up 2.4%
- Underlying EBITDA up 10.7% to $74.6m
- ROCE up 2.0 points to 14.9%
- Net debt down to $112.5m, net leverage ratio improved to 1.52
- Underlying EPS 32.3 cps
- Net cash flow of $10.3m
- Fully franked final dividend 8.0 cps declared, up 23.1% on prior year. Total FY16 fully franked dividend of 14.0 cps, up 21.7% on prior year

[1] EBIT adjusted to exclude Impairment of Sizzler brand $6.3m, Sizzler Goodwill $27.1m, Sizzler restaurants $4.1m and KFC restaurants $0.8m. FY15 includes an additional trading week (53 week year)

[2] Significant items relating to Sizzler Australia include: Impairment of restaurant property plant and equipment $1.3m, impairment of restaurant smallwares $0.7m, onerous lease provision $1.3m, gain on sale of land and building $1.7m

[3] Underlying EBIT / Average Capital Employed

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FY16 operational highlights

- Further margin improvement delivering stronger EBITDA
- Strong top line growth of 3.8%, with same store sales (SSS) of 3.1%
- Built 6 new restaurants and undertook 20 major remodels
- Post year end announced purchase of 13 stores in NSW/Victoria border region

- Sizzler Australia continues to generate positive EBITDA
- 4 Sizzler restaurants closed. Store count stands at 22
- Sizzler Asia growing earnings – 6 new stores opened with plans for another 6 in FY17

- EBITDA positive at Stand level
- New Pacific Fair Stand reflective of brand direction
- Post year end remaining 50% shares purchased for a nominal sum to take full ownership

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KFC growth across all key performance metrics

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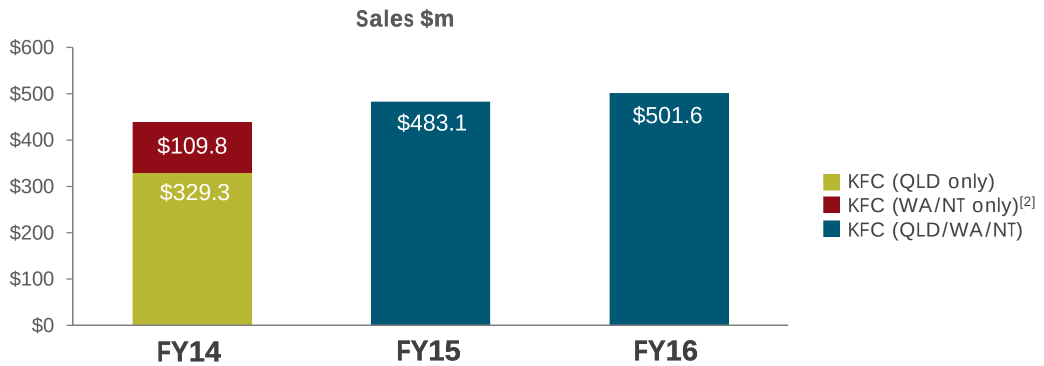
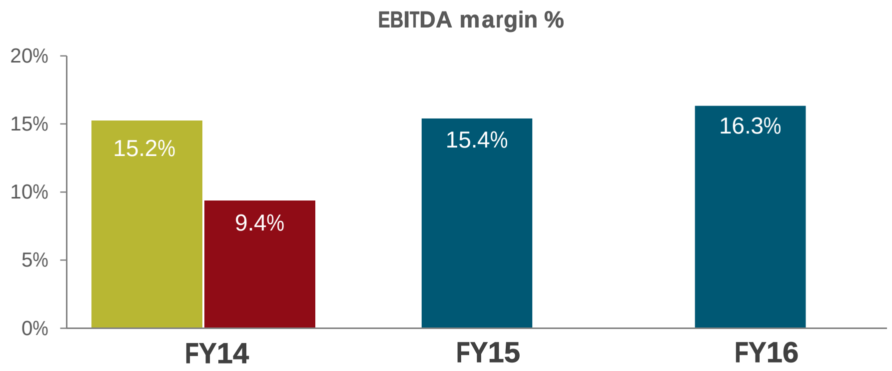
KFC growth across all key performance metrics

	FY15 Underlying [1]	FY16 Statutory	Change vs FY15 Underlying
Restaurants ($m)			
- Year end	171	177	6 ↑
Revenue ($m)	483.1	501.6	3.8% ↑
- % SSS (Collins Foods)	4.8%	3.1%	
- % SSS (Yum!)	5.1%	3.4%	
EBITDA ($m)	74.4	81.9	10.1% ↑
- % margin	15.4%	16.3%	92 bps ↑
EBIT ($m)	57.2	63.6	11.2% ↑
- % margin	11.8%	12.7%	84 bps ↑

[1] Underlying EBIT excludes $0.8m KFC restaurant impairment
[2] WA/NT FY14 results (primarily pre Collins acquisition)

- Revenue up 3.8% to $501.6m - excluding extra trading week in FY15 revenue was up 5.6%
- Same Store Sales growth of:
  - 3.1% using Collins Foods methodology (which excludes closed restaurants and refurbished restaurants from SSS pool for 15 months post reopening);
  - 3.4% using Yum! methodology (excludes closed restaurants only)
- SSS momentum slowed in second half due to rolling over higher comps in the back end of the prior year. Higher comp rolls are also expected in the first half of FY17
- 6 new restaurants built and 20 major remodels completed
- EBITDA margin of 16.3% - up 92 bps - resulting from continued disciplined focus on operational performance





Driving new product innovation whilst offering great core products and value keeps customers coming back

‘Original new product and packaging ideas continue to surprise and delight customers’

Core product innovation

Zinger Black, Zinger Taco and On The Go Bucket led the way in keeping the brand fresh and contemporary

Great value

Every day value offers such as 9 for $9.95 and $1 chips remain important drivers of traffic to our restaurants

Boxed meals and family meals

Boxed meals are going from strength to strength with new Original Tenders boxes adding to the range

Continued investment driving further growth

- Capex of circa $12m for KFC network development
  - ➢ 6 new builds
- Additional capex of circa $14m for KFC remodel program
  - ➢ 20 major remodels
  - ➢ 8 minor remodels
- Core maintenance and systems capital circa $4m

Wilsonton (QLD)

Harrisdale (WA)

Toowoomba East (QLD)

Meadowbrook (QLD)

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Operational execution remains a key driver of ongoing success

- Creating a quick and efficient drive-thru experience, for over half of our customers, is central to our operational focus
- Reconfigured front counter flow, enhanced with digital menu boards elevating the customer experience
- Contemporary restaurant design ensures our customers have a relaxing and comfortable in store experience

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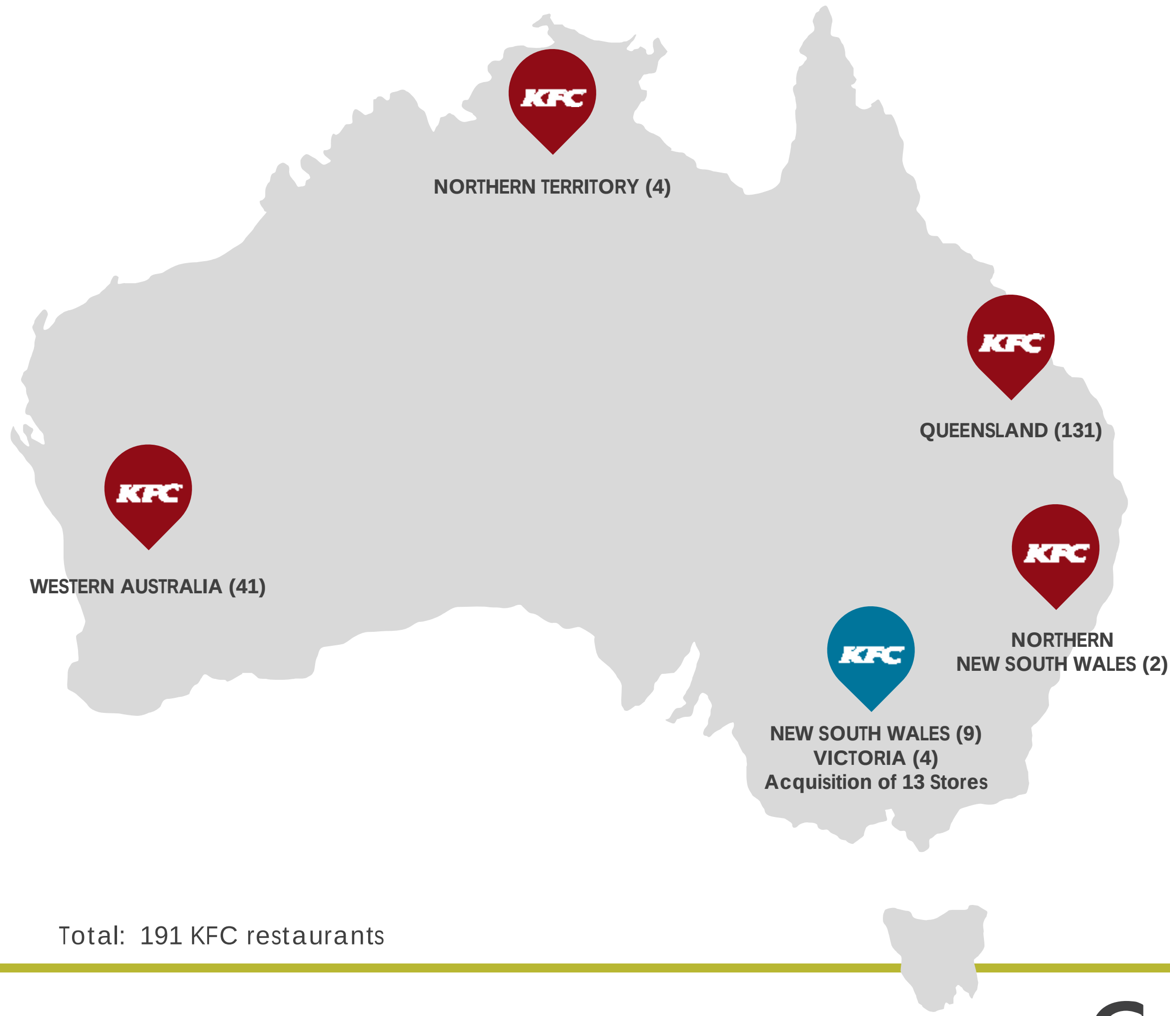
Acquisition of 13 KFC restaurants

- Acquisition of 13 KFC restaurants located around the New South Wales and Victorian border announced in May
- Provides growth opportunities in these States
- On a trailing basis Sales were $32.3m and EBITDA (pre-synergies) was $4.3m
- Immediately EPS accretive (pre-synergies)
- Will increase the number of KFC restaurants by 13 to 191



Stores acquired

Current stores numbers in the state

Total: 191 KFC restaurants

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Sizzler Australia providing positive EBITDA contribution

Sizzler Australia providing positive EBITDA contribution

	FY15 Underlying [1]	FY16 Statutory	FY16 Significant Items [2]	FY16 Underlying	Change vs FY15 Underlying
Restaurants ($m)					
- Period end [3]	26	22		22	4 ↓
Revenue ($m)	88.5	72.6		72.6	17.9% ↓
- % SSS [3]	(8.5%)	(11.4%)		(11.4%)	
EBITDA ($m)	4.5	3.3	2.0	5.3	18.8% ↑
- % margin	5.1%	4.6%		7.3%	226 bps ↑
EBIT ($m)	2.4	0.1	3.3	3.4	41.9% ↑
- % margin	2.7%	0.2%		4.7%	200 bps ↑

[1] EBIT adjusted to exclude Impairment of Sizzler brand $6.3m, Sizzler goodwill $27.1m, Sizzler restaurants $4.1m

[2] EBIT adjusted to exclude Impairment of Sizzler restaurant property, plant and equipment $1.3m, impairment of restaurant smallwares $0.7m, Sizzler onerous lease provision $1.3m

[3] Sizzler Australia only (excludes Sizzler Asia)

- Overall revenue down 17.9%
- 4 restaurants closed during year
- Ongoing focus on cost management has enabled margins to be held despite declining sales
- Underlying EBITDA at $5.3m for the full year
- No further growth capital has been invested
- Sizzler Australia underlying EBITDA remained positive at a similar level to prior year

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Sizzler Asia continues to grow

- Sizzler Asia continues to grow through increased royalty revenue and store count
- Royalty revenue up 14.5%
- 5 new restaurants opened in Thailand and 1 new restaurant opened in Japan
- 6 further new restaurant openings are planned for FY17

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Snag Stand continues to evolve

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Snag Stand continues to evolve

- Total of 6 Stands –
  5 company owned,
  1 franchised
- Overall Stand EBITDA is positive
- New Stand at Pacific Fair which incorporates new brand design elements is trading well
- Remaining 50% of equity purchased by Collins post year end for a nominal sum

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Financial overview

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Positive cash flow has reduced overall net debt

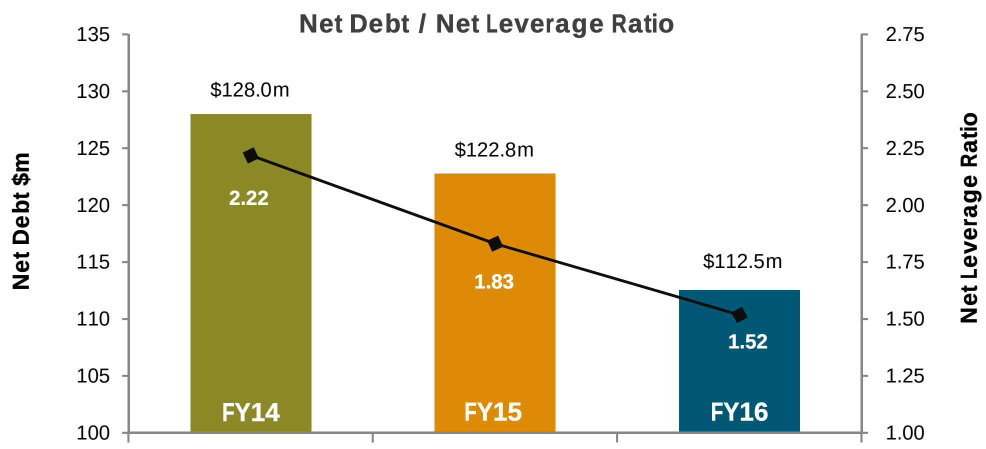
$m	FY15	FY16
Net Operating cash flows before interest, tax and working capital change	67.8	72.9
Change in working capital	3.2	(2.4)
Net operating cash flows before interest and tax	**71.0**	**70.5**
Net interest paid	(8.2)	(7.7)
Income tax paid	(13.7)	(13.1)
Net operating cash flows	**49.1**	**49.7**
Payment for franchise rights	(0.5)	(0.6)
Proceeds from sale of property, plant and equipment	0.0	3.2
Capex [1]	(32.5)	(27.6)
Net cash flow from investing	**(33.0)**	**(25.1)**
Net cash flow from financing	**(11.3)**	**(14.3)**
NET CASH FLOW	**4.9**	**10.3**

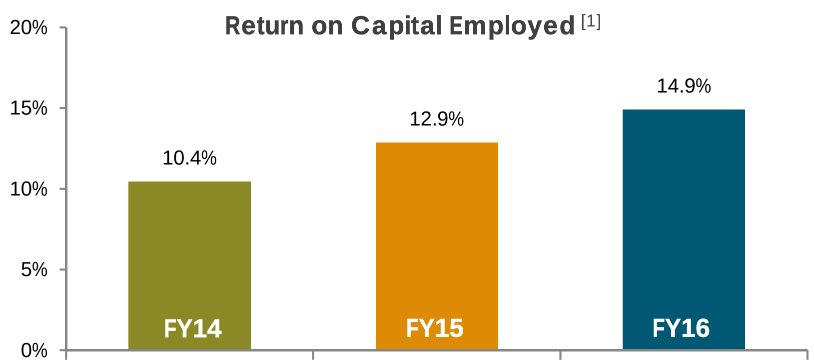
[1] Capex reflects actual Capex spent, excludes accruals

- Net cash flow positive $10.3m
- Net operating cash flow before interest, tax and working capital movements increased by $5.1m
- Working capital was negative due to catch up payment of Yum! royalty held over from FY15 (which was a 53 week year)
- Decrease in interest payments of $0.5m due primarily to lower net debt
- Capex cash spend down $4.9m on prior year, but including accruals capex booked is very similar to prior year
- Good cash flows enabling a total FY16 fully franked dividend of 14.0 cps, up 21.7% on prior year

Lower net debt and lower net leverage ratio

- Net debt down $10.3m to $112.5m
- Increased covenant headroom with net leverage ratio down to 1.52
- Improving returns with return on capital employed up 2.0 points





[1] underlying EBIT / Average capital employed

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Balance sheet

$m	3 May 2015	1 May 2016
Cash and equivalents	42.2	52.5
Total current assets	**53.1**	**65.9**
Property, plant and equipment	79.5	88.0
Total non-current assets	**355.8**	**362.4**
Total assets	**408.9**	**428.3**
Debt [1]	164.6	164.2
Total current liabilities	**66.6**	**68.4**
Total non-current liabilities	**171.1**	**170.2**
Total liabilities	**237.7**	**238.6**
NET ASSETS	**171.3**	**189.7**

[1] Net of capitalised costs $0.8m (FY15: $0.5m)

- Cash balance up $10.3m to $52.5m
- Property, plant and equipment up $8.5m due to new restaurants and remodels partially offset by restaurant depreciation
- Total current liabilities up $1.8m due to increased Capex accruals mitigated by slightly lower trade payables
- Net Assets up to $189.7m
- New debt facility of $35m undrawn

Priorities for FY17

- Growing the KFC business through:
  - existing store sales growth
  - building 7-8 new stores and continuing remodel program
  - exploring further acquisition opportunities that meet Collins Foods strategic criteria
- Embed 13 KFC stores recently acquired in New South Wales/Victoria border region
- Continued disciplined focus on operational improvement and KFC margins
- Embed control of Snag Stand and continued model refinement
- Future dividend payments will include NPAT from its Western Australia and Northern Territory restaurants

Questions

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