

COLLINS FOODS LIMITED

HY23 RESULTS

2 MAY 2022 TO 16 OCTOBER 2022

29 November 2022

Authorised for release by the Board



COLLINS FOODS LIMITED

ACN 151 420781



SALES MOMENTUM MAINTAINED AMIDST CHALLENGING LANDSCAPE



	HY22 UNDERLYING POST AASB 16	HY23 UNDERLYING* POST AASB 16	CHANGE	HY23 UNDERLYING PRE AASB 16
(\$m)				
REVENUE	534.2	614.3	15.0% ↑	614.3
EBITDA	94.9	95.4	0.5% ↑	66.4
EBIT	54.2	50.8	(6.3)% ↓	34.9
NPAT	28.9	24.8	(14.2)% ↓	28.2
NET DEBT	197.6	191.1	\$(6.5) ↓	191.1
NET LEVERAGE RATIO#	1.41	1.31	(0.10) ↓	1.31
NET OPERATING CASH FLOW	72.3	69.1	\$(3.2) ↓	42.8
EPS BASIC (CENTS)	24.7	21.2	(14.2)% ↓	24.1
DPS (CENTS)	12.0	12.0	-	12.0

- Revenue up 15.0% to \$614.3m with growth across all business units
- Statutory NPAT of \$11.0m (HY22: \$26.4m) includes \$11.9 million after tax non-cash impairment of 8 Taco Bell restaurants
- Underlying EBITDA (post AASB 16) up 0.5% to \$95.4m
 - equivalent underlying EBITDA (pre AASB 16) down 6.3% to \$66.4m
- Underlying NPAT (post AASB 16) down 14.2% to \$24.8m
 - equivalent underlying NPAT (pre AASB16) down 11.6% to \$28.2m
- Underlying EPS (post AASB16) down 14.2% to 21.2 cps
 - equivalent underlying EPS (pre AASB 16) down 11.7% to 24.1 cps
- Net debt of \$191.1m, reduced by \$6.5m
- Fully franked interim dividend of 12.0 cents per ordinary share declared (HY22: 12.0 cps fully franked)

Net Leverage Ratio is shown on a pre AASB 16 basis consistent with measurement criteria in syndicated facility agreement

* Refer to Appendix [\(slide 28\)](#) for a reconciliation between statutory and underlying results, in pre and post AASB 16

KFC SAME STORE SALES GROWTH THE HIGHLIGHT IN HY23



KFC AUSTRALIA

- HY23 SSS growth of +5.1% predominantly driven by growth in e-commerce, including the launch of Uber Eats, and increased ticket
- Brand and Value metrics continue at all-time highs*
- E-commerce sales now >22% of total sales, up from 16% at the end of FY22
- 2 new restaurants opened, including Queen Street Mall (Brisbane) flagship, and 1 restaurant was acquired



KFC EUROPE

- HY23 SSS growth of +10.4% reflecting combination of increased ticket and growth in transaction volumes
- Netherlands SSS growth of +9.2% as Corporate Franchisee Agreement (CFA) enables customer centric price increases and improved marketing
- 2 new restaurants opened (by sub-franchisees) with 3 more planned for December (Collins Foods), and on track to achieve first-year CFA commitments
- Germany sales performing strongly, with SSS growth of +14.6%



TACO BELL AUSTRALIA

- HY23 SSS decline of -7.8% as brand works through transition of new agency and Taco Bell International CMO in Australia
- 4 new restaurants opened (2 in WA and 2 in VIC), bringing the group total to 24 across QLD, VIC, and WA
- New restaurant builds (beyond sites already committed to) paused to enable Collins Foods to work with Yum! to regain sales traction

*Source: YouGov

7 RESTAURANTS ADDED ACROSS THE GROUP IN HY23



KENTUCKY FRIED CHICKEN

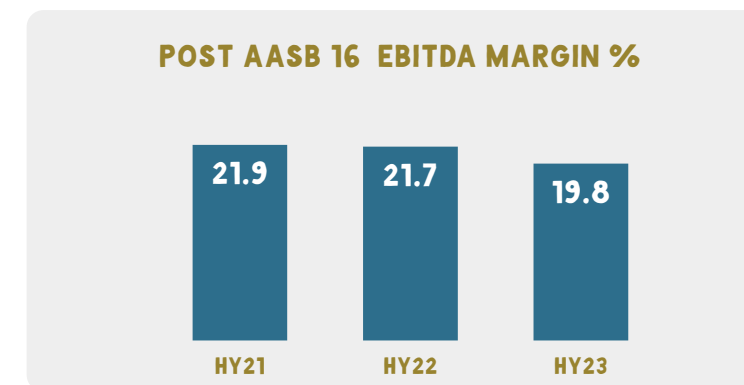
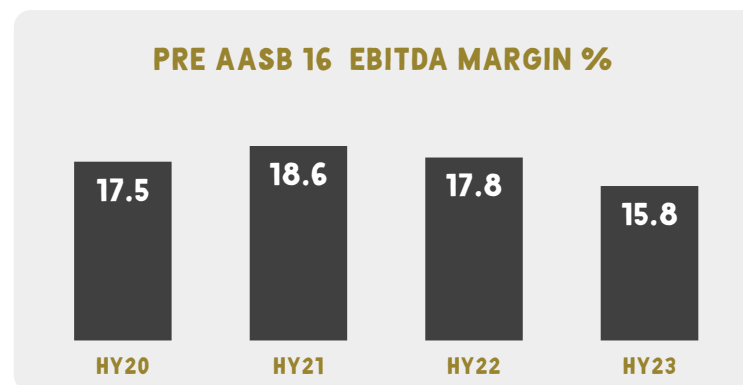
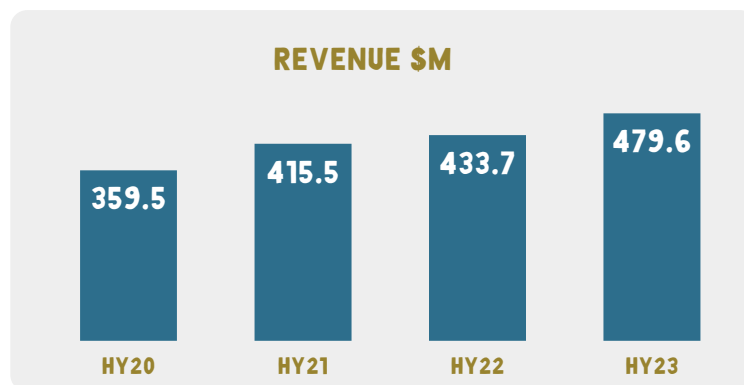
Australia

SOLID TOP-LINE GROWTH MITIGATES MARGIN HEADWINDS

	HY22 UNDERLYING POST AASB 16	HY23 UNDERLYING* POST AASB 16	CHANGE	HY23 UNDERLYING PRE AASB 16
RESTAURANTS				
HALF YEAR END (NO.)	254	264	10 ↑	264
REVENUE (\$M)	433.7	479.6	10.6% ↑	479.6
% SSS	0.1%	5.1%		5.1%
EBITDA (\$M)	94.3	95.0	0.7% ↑	75.6
% MARGIN	21.7%	19.8%	(190) bps ↓	15.8%
EBIT (\$M)	65.9	64.6	(2.0)% ↓	60.2
% MARGIN	15.2%	13.5%	(170) bps ↓	12.6%

- Revenue up 10.6% to \$479.6m
- SSS growth of +5.1% reflects ticket increase from combined impacts of pricing and shifts toward delivery and dinner dayparts. Transactions were broadly flat on pcip
- Underlying EBITDA margin (post AASB 16) of 19.8%
 - equivalent underlying EBITDA margin (pre AASB 16) of 15.8%, down on prior year (HY22: 17.8%) but in line with internal forecasts
 - impacted by significant input cost inflation and wage increases
- 2 new restaurants opened in HY23, including Queen Street Mall flagship, and 1 restaurant was acquired

* Refer to Appendix (slide 30) for a reconciliation between statutory and underlying results, in pre and post AASB 16



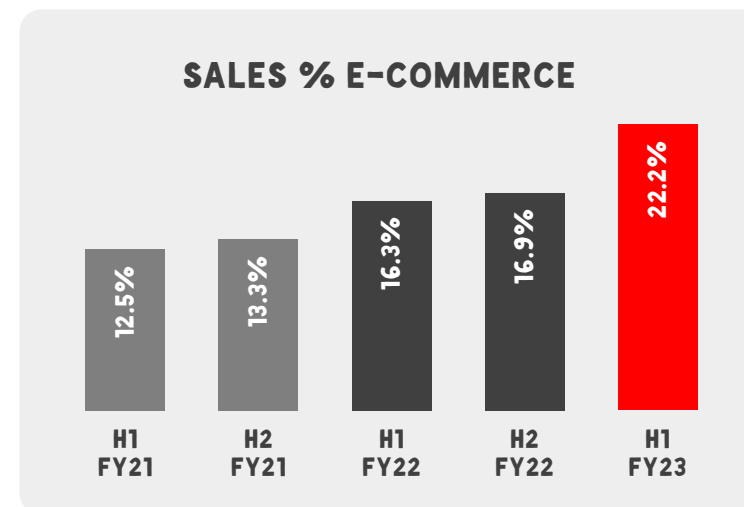
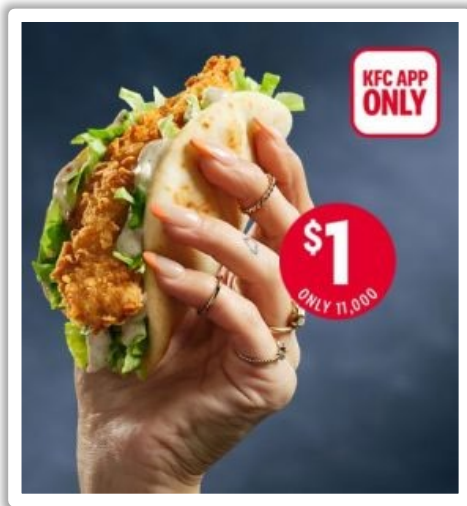
KFC BRAND CONTINUES TO BE WELL POSITIONED

- KFC retains leadership position amongst QSR brands in critical Value and Quality metrics*, with consideration continuing to improve
- Brand strength and heritage considered critical attributes for weathering periods of economic uncertainty and low consumer confidence
- Permanent Value layer supports affordability and nuanced approach toward engaging light and lapsed users
- Menu pricing strategy continues to maintain increases at or below CPI, supported by willingness-to-pay studies designed to ensure consumer perception of value remains high
- Whilst supply chains remain disrupted globally, KFC Australia is relatively well insulated as 95%+ of input items are locally sourced
- Increase in supply chain diversification to ensure continuity, mitigate cost pressure



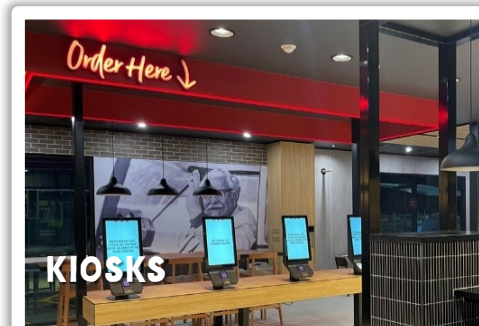
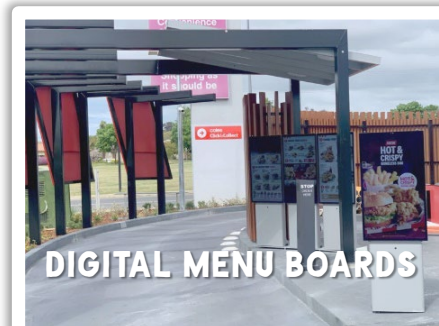
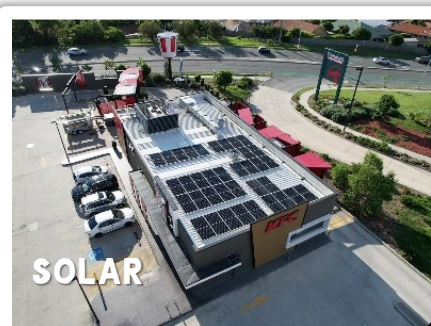
E-COMMERCE SALES HAVE GROWN TO >22% OF TOTAL SALES

- Ongoing growth in digital and delivery, continuing the strategy of meeting customers where they are, with e-commerce (delivery, web, app) accounting for 22.2% of total sales in HY23, up from 16.3% prior year
 - delivery sales (including Delivery-as-a-Service (DaaS)) up strongly, with the addition of Uber Eats in July 22 bringing our delivery business to scale – minimal impact from Deliveroo exit
 - consumer adoption of digital ordering via app (click and collect) and kiosk steadily increasing
- New versions of the app, website and kiosk software were launched in September 2022 with strong activation campaigns such as the "left handed menu" of 11,000 deals for \$1 available at 1pm each day over 11 days
- KFC app has a strong following resulting in a doubling of revenue from personalised offers



INNOVATION A KEY FEATURE IN DEVELOPMENT INITIATIVES

- 2 new restaurants opened in HY23 and 1 restaurant acquired, 2 additional openings so far in H2
- On track to build 9 to 12 restaurants in FY23, ahead of development agreement requirement of 7 to 8 restaurants per annum
- Brisbane's Queen Street Mall KFC flagship restaurant showcases enhanced customer design, upgraded equipment efficiencies, and sustainability initiatives around recycling and clean energy
- Solar installations are complete across all available drive-thru rooftops (145 restaurants)
- Digital capex investments continue with external digital menu boards planned for all restaurants by year end with 32 restaurants currently operating kiosks
- Enhancements to existing restaurants target improved customer experience and increased thru-put





KENTUCKY FRIED CHICKEN

Europe

IMPRESSIVE SAME STORE SALES GROWTH IN KFC EUROPE

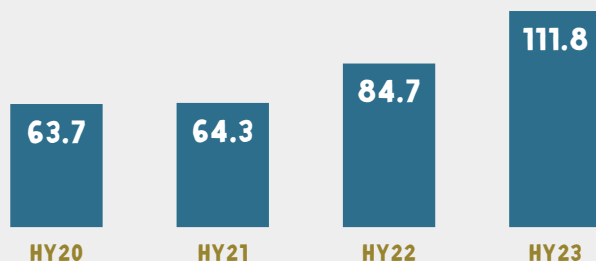
	HY22 UNDERLYING POST AASB 16	HY23 UNDERLYING* POST AASB 16	CHANGE	HY23 UNDERLYING PRE AASB 16
RESTAURANTS				
HALF YEAR END (NO.)	51	62	11 ↑	62
REVENUE# (\$M)	84.7	111.8	32.0% ↑	111.8
% SSS	14.6%	10.4%		10.4%
EBITDA (\$M)	12.5	13.2	5.6% ↑	5.6
% MARGIN	14.7%	11.8%	(290) bps ↓	5.0%
EBIT (\$M)	4.8	3.7	(22.9)% ↓	1.4
% MARGIN	5.7%	3.3%	(240) bps ↓	1.3%

- Revenue up 32.0% to \$111.8m underpinned by strong SSS growth and benefit of acquisitions made during FY22
- Significant further growth in KFC Europe with SSS of +10.4% reflecting price and transaction volume growth
 - Netherlands SSS growth of +9.2%
 - Germany SSS growth of +14.6%
- Europe EBITDA margin (post AASB 16) of 11.8% (HY22: 14.7%)
 - equivalent EBITDA margin (pre AASB 16) of 5.0% (HY22: 8.2%)
 - high inflation experienced, with significant rises in labour and utilities costs, and across all supply chain categories

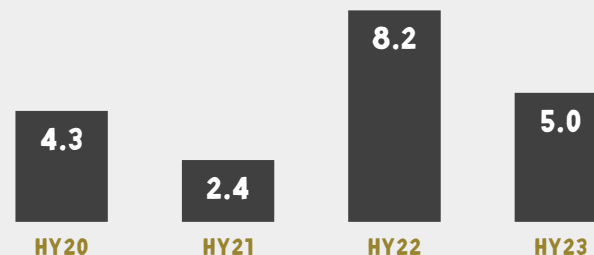
* Refer to Appendix (slide 31) for a reconciliation between statutory and underlying results, in pre and post AASB 16

HY23 only: includes \$4.9m Corporate Franchise Agreement Revenue 'gross-up'

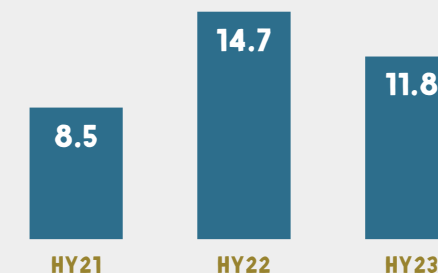
REVENUE \$M



PRE AASB 16 EBITDA MARGIN %



POST AASB 16 EBITDA MARGIN %



FOCUS ON CORE PRODUCTS AND EVERYDAY VALUE IS RESONATING WITH CONSUMERS



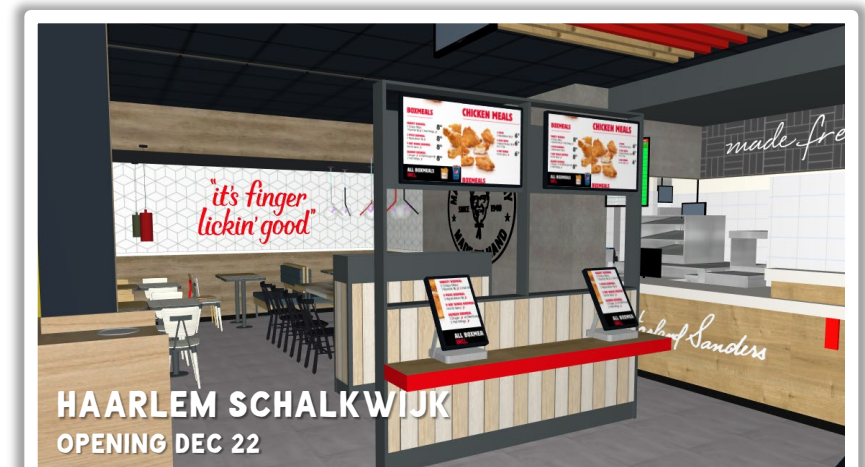
- Sales in both European markets now considerably over pre-COVID levels: +15.9%* in Netherlands, +24.7%* in Germany
- In Netherlands, shift from disruptive value to everyday value, menu mix shifts, re-bundling, and pricing have underpinned top-line growth that has partially mitigated short-term inflation and labour challenges
- Media mix optimised across TV and digital channels, focused on consistency and brand-building
- Successfully launched and sustained Veggie offering in Netherlands at one of the highest levels globally, providing brand halo amidst growing consumer interest in plant-based products
- Initiatives to address margin headwinds and consumer uncertainty characterised by
 - increased focus on price point value for consumers vulnerable to inflation
 - selective pricing where required by channel
 - supply chain initiatives designed to leverage vendor relationships across European markets
 - improved access to the brand through digital roadmap



* Simple aggregation of SSS growth over the last 3 years since HY20

PIPELINE CONTINUES TO EXPAND AS NETHERLANDS GROWS TO SCALE

- Netherlands development potential being unlocked under CFA
 - 2 KFC restaurants opened by sub-franchisees in HY23, 3 new Collins Foods KFC restaurants to open in December
 - on track to achieve total market growth target of 6 net new restaurants in 2022, unlocking CFA incentive
- Continued expansion in Development team capability to support new restaurant openings in both Netherlands and Germany
- Monitoring of franchisee landscape across geographies for possible acquisition opportunities in both Netherlands and Germany



BENEFITS FROM NETHERLANDS CFA NOW STARTING TO SHOW

SUCCESSFUL START TO CFA UNDERPINS COLLINS FOODS' POSITION AS A KFC GROWTH PARTNER

- Successful integration of Yum! and Collins Foods' support teams achieved under CFL leadership, enhancing local capability and a unified culture
- Franchisee engagement and support increased, fostering collective appetite for new store growth
- Marketing and pricing strategies have cushioned the impact of cost inflation, while transactions and average ticket value have both grown
- Initiating improved restaurant design and trialling new e-commerce platform
- Positive response from Yum on first-year CFA results helping to position Collins Foods as a leading partner for growth in Europe





TACO BELL

Australia

REVENUE GROWTH DRIVEN BY INCREASED RESTAURANT COUNT

	HY22 UNDERLYING POST AASB 16	HY23 UNDERLYING* POST AASB 16	CHANGE	HY23 UNDERLYING PRE AASB 16
RESTAURANTS				
HALF YEAR END (NO.)	17	24	7 ↑	24
REVENUE (\$M)	14.8	21.1	42.6% ↑	21.1
% SSS	(11.2)%	(7.8)%		(7.8)%
EBITDA RESTAURANT LEVEL (\$M)	1.7	1.2	(29.4)% ↓	(0.2)
% MARGIN	11.2%	5.6%	(560) bps ↓	(1.2)%
EBITDA (\$M)	0.0	(0.8)	(100.0)% ↓	(2.3)
% MARGIN	0.1%	(3.8)%	(390) bps ↓	(10.9)%
EBIT (\$M)	(2.2)	(3.6)	(63.6)% ↓	(3.8)
% MARGIN	(15.0)%	(17.1)%	(210) bps ↓	(18.0)%

- Revenue up 42.6% to \$21.1m reflecting increase in restaurant numbers from 17 to 24
- SSS decline of –7.8%
- EBITDA profitability (post AASB16) at the restaurant level (excluding new restaurant opening costs and brand G&A) of \$1.2m
 - equivalent EBITDA (pre AASB 16) of \$(0.2)m, with margin of (1.2)% (HY22: 3.7%)
- Underlying EBITDA loss (post AASB 16) of \$(0.8)m
 - equivalent EBITDA loss (pre AASB 16) of \$(2.3)m, with margin of (10.9)%
- 4 new restaurants opened during HY23
- \$11.9m after tax non-cash impairment of 8 Taco Bell restaurants

* Refer to Appendix [\(slide 32\)](#) for a reconciliation between statutory and underlying results, in pre and post AASB 16

FOCUS ON VALUE-ORIENTED MARKETING, COMBINED WITH DELIVERY EXPANSION, EXPECTED TO DRIVE SALES IN H2

- Negative same store sales in H1 attributable to
 - economic uncertainty shifting consumers back towards traditional brands
 - increasingly competitive QSR landscape
 - marketing transition with new agency and Australian Chief Marketing Officer
- H2 initiatives include
 - expansion of Uber Eats after highly successful pilot
 - tighter marketing focus on distinctive products at QSR value price points
 - enhanced financial and marketing support from Yum! to increase media spend to drive awareness and sales
 - upgrades to ingredient quality to further raise the bar on taste
- Uber Eats launch driving significant positive same store sales growth in initial days of full-market rollout



NEW RESTAURANT ROLLOUT PAUSED TO REGAIN SALES TRACTION



- 4 drive-thru restaurants opened in HY23
 - Hoppers Crossing, VIC on 17 May 2022
 - Ellenbrook, WA on 19 May 2022
 - Narre Warren, VIC on 16 June 2022
 - Canning Vale, WA on 15 July 2022
- 24 total restaurants: 13 in QLD, 8 in VIC and 3 in WA
- 5-6 restaurants currently under development will be completed before pausing expansion
- Pause in new builds will allow Collins Foods to work closely with Yum! to strengthen brand proposition and drive confidence in top-line sales
- Renewed development rollout connected with achieving quarterly milestone targets on sales and profitability





SIZZLER

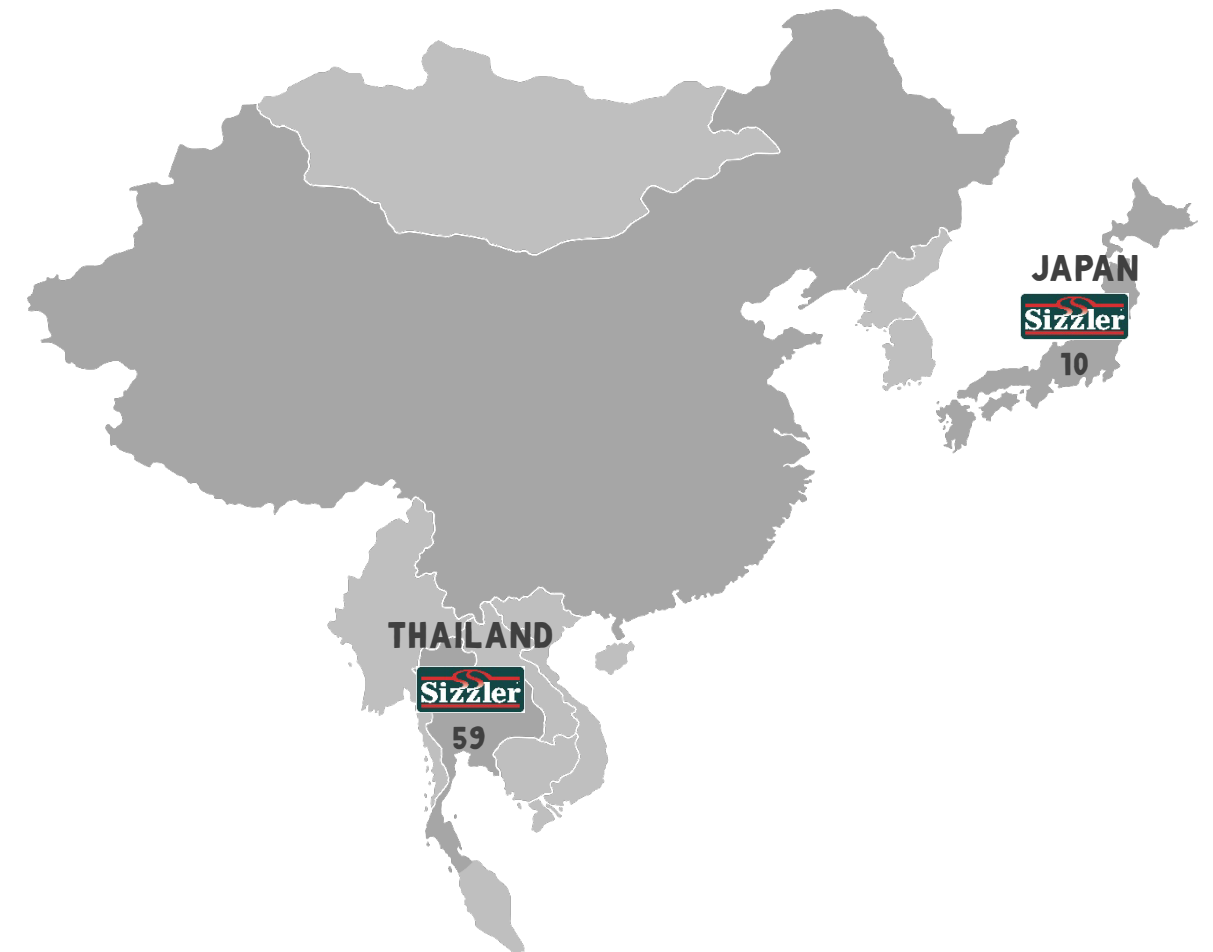
Asia

POSITIVE RECOVERY IN SIZZLER ASIA

	HY22 STATUTORY [#]	HY23 STATUTORY [#]	CHANGE
REVENUE (\$M)	0.9	1.8	100.0% ↑
EBITDA (\$M)	0.4	1.2	200.0% ↑
% MARGIN	45.7%	66.7%	2,100 bps ↑
EBIT (\$M)	0.2	0.9	350.0% ↑
% MARGIN	16.7%	50.0%	3,330 bps ↑

[#] There is no impact from AASB 16

- Royalty revenue of \$1.8m up 100%, delivering EBITDA of \$1.2m
- Strong results relative to pcg reflect impact of COVID lockdowns in 2021 and positive momentum post reopening
- 69 restaurants at end of HY23





FINANCIAL *Performance*

CASH FLOW SUPPORTS GROWTH INITIATIVES AND DIVIDENDS

(\$m)	HY22 POST AASB 16	HY23 POST AASB 16	HY23 PRE AASB 16
NET OPERATING CASH FLOW BEFORE INTEREST AND TAX	89.8	85.4	59.1
NET INTEREST PAID	(3.0)	(2.3)	(2.3)
INCOME TAX PAID	(14.5)	(14.0)	(14.0)
NET OPERATING CASH FLOW	72.3	69.1	42.8
PAYMENTS FOR ACQUISITION OF SUBSIDIARIES	(13.1)	(4.6)	(4.6)
PAYMENTS FOR INTANGIBLES	(3.2)	(1.2)	(1.2)
PAYMENTS FOR PLANT AND EQUIPMENT	(35.9)	(30.9)	(30.9)
NET CASH FLOW FROM INVESTING	(52.2)	(36.7)	(36.7)
PROCEEDS FROM BORROWINGS	14.1	5.4	5.4
REFINANCE FEES PAID	(1.1)	-	-
CASHFLOWS ATTRIBUTABLE TO LEASES	(24.9)	(26.3)	-
DIVIDENDS PAID	(14.6)	(16.3)	(16.3)
NET CASH FLOW FROM FINANCING	(26.5)	(37.2)	(10.9)
NET CASH FLOW	(6.5)	(4.8)	(4.8)

- Net operating cash flow (post AASB 16) of \$69.1m, supports business investment and interim dividend
- Net operating cash flow before interest and tax (pre AASB16) of \$59.1m
- Capex cash spend of \$30.9m
 - new restaurants \$14.5m
 - remodels \$8.1m
 - digital and sustainability initiatives \$0.5m
 - sustaining/maintenance and other capital \$7.8m
- Net cash outflow of \$(4.8)m
- Strong operating cash flows support fully franked interim dividend of 12.0 cps

BALANCE SHEET REFLECTS GROWING RESTAURANT FOOTPRINT

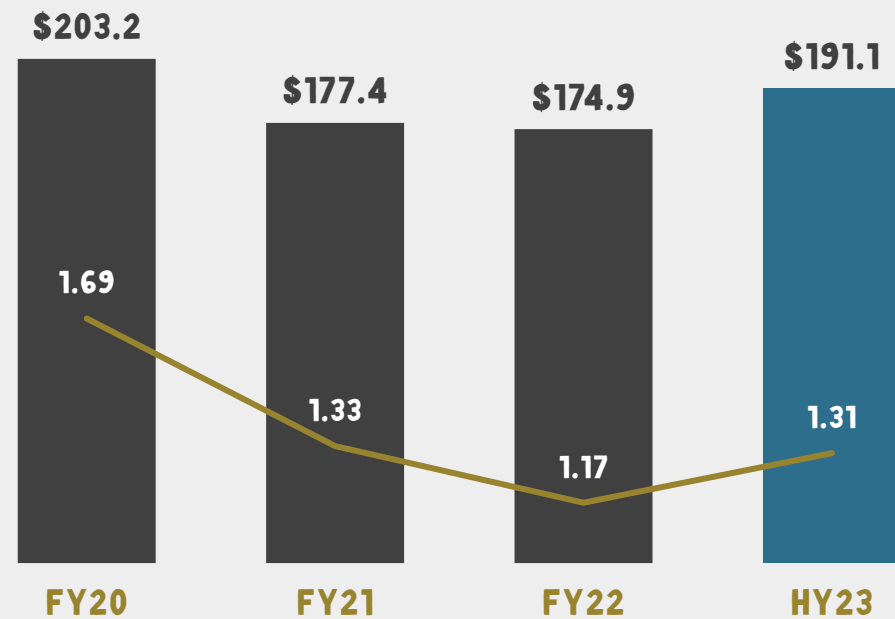


	1 MAY 2022	16 OCT 2022	16 OCT 2022
(\$m)	POST AASB 16	POST AASB 16	PRE AASB 16
CASH AND EQUIVALENTS	97.2	93.4	93.4
TOTAL CURRENT ASSETS	113.9	115.9	118.7
PROPERTY, PLANT AND EQUIPMENT	216.1	211.4	211.4
RIGHT OF USE ASSETS	432.5	436.0	-
TOTAL NON-CURRENT ASSETS	1,169.1	1,188.3	736.6
TOTAL ASSETS	1,283.0	1,304.3	855.3
LEASE LIABILITIES	37.8	39.5	-
TOTAL CURRENT LIABILITIES	166.4	156.1	121.9
DEBT	271.0	283.7	283.7
LEASE LIABILITIES	439.7	458.8	-
TOTAL NON-CURRENT LIABILITIES	723.1	752.5	291.0
TOTAL LIABILITIES	889.4	908.6	412.9
NET ASSETS	393.5	395.7	442.4

- Cash balance of \$93.4m, down \$3.8m from prior year end
- Property, plant and equipment of \$211.4m reflects new restaurant builds and acquisitions less the relevant depreciation
- Right of use assets of \$436.0m and lease liabilities of \$39.5m and \$458.8m as a result of AASB 16
- Net assets (post AASB 16) of \$395.7m, up \$2.2m from end of FY22

SIGNIFICANT FUNDING CAPACITY AND COVENANT HEADROOM SUPPORTS GROWTH INITIATIVES

NET DEBT (\$M)/ NET LEVERAGE RATIO*



- Net leverage ratio* (pre AASB 16) of 1.31x
 - significant headroom to covenant maximum of 2.75x
- Net debt of \$191.1m⁽¹⁾
 - Increased by \$16.2m since FY22 due in part to acquisition activities
 - significant headroom to current facility of circa \$380m⁽²⁾
- Significant capacity to continue to fund future growth opportunities

* Net Leverage Ratio is shown on a pre AASB 16 basis consistent with measurement criteria in syndicated facility agreement

(1) Net debt including \$0.9m unamortised bank fees

(2) Exchange rate of AUD \$1 : EURO €0.6439 as at 16 October 2022



OUTLOOK

STRONG KFC TOP-LINE UNDERPINS GROWTH PLANS, WITH TACO BELL ROLLOUT PAUSE TO REGAIN SALES TRACTION



KFC AUSTRALIA

- First 6 weeks H2 FY23 SSS growth of +5.6%
- Additional supply cost pressure now expected to compress full-year EBITDA margins into 15-16% range (pre-AASB 16)
- Additional menu pricing and procurement initiatives are expected to mitigate further cost inflation into FY24, though full margin recovery may extend into FY25 and beyond
- Continued expansion of digital and delivery channels expected, now at >23% of total sales over the first 5 weeks of H2 FY23
- On track for 9 to 12 new restaurant openings in FY23



KFC EUROPE

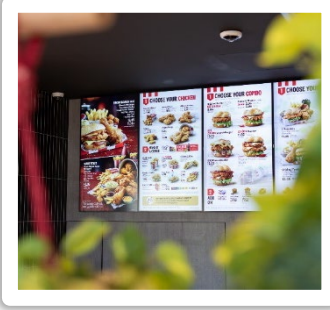
- First 6 weeks H2 FY23 SSS growth of +14.8%
 - Netherlands +15.1%
 - Germany +13.9%
- Significant margin pressures expected to continue into FY24 (2-3 p.p.'s contraction expected on full year FY23), with some mitigation expected from menu pricing, sales leverage, and procurement
- 3 new restaurants expected in H2 FY23, with development pipeline continuing to expand for future years
- Continue to monitor landscape for additional M&A opportunities



TACO BELL AUSTRALIA

- First 6 weeks H2 FY23 SSS decline of –8.5%, though positive SSS achieved in first week of Uber Eats rollout
- H2 focus on return to sustainable positive SSS growth through Uber Eats roll out, product quality focus and enhanced marketing initiatives – supported by increased commitments from Taco Bell International
- Continued margin pressure expected in H2 FY23, with target to re-establish positive EBITDA at restaurant level (pre-start up and brand G&A costs; pre AASB 16)
- Expected completion of additional 5-6 restaurants already committed, prior to pause in development

COLLINS FOODS' LONG-TERM SUCCESS RECIPE



COLLINS FOODS' STRENGTHS ARE WELL-SUITED TO NAVIGATE A TURBULENT ENVIRONMENT

- A healthy balance sheet
- World-class, scalable brands
- Specialisation in the resilient, value-centric QSR sector
- Operational excellence focus
- Management team capability
- Proven track record of growth via both M&A and new restaurant builds





COLLINS FOODS LIMITED

Q&A



COLLINS FOODS LIMITED

APPENDIX

MAKING A POSITIVE IMPACT

OUR PEOPLE, OUR COMMUNITIES AND OUR PLANET DESERVE OUR WHOLEHEARTED COMMITMENT. WE WANT OUR GROWTH TO BE SUSTAINABLE



Currently, the three primary goals remain unchanged. Significant progress to highlight during HY23

- Installation of solar panel systems to all available KFC Australia drive-thru restaurants, currently sitting at 145 restaurants. Work is ongoing to gain the relevant approvals to add solar panels to additional restaurants in the second half of FY23
- A trial is underway in 8 Queensland KFC restaurants to significantly increase waste diversion
- Continued expansion of our Food Recovery network, including the addition of our new Brisbane CBD restaurant which is donating to a local charity
- Ongoing program to plant a tree every new employee, with not for profit One Tree Planted
- Updated materiality assessment is to be undertaken in the second half that is strongly linked to Collins Foods' purpose and strategy and leverages work to date

GROUP RESULTS SUMMARY

POST AASB 16

	HY22 UNDERLYING	HY23 STATUTORY	HY23 NON-TRADING ITEMS	HY23 UNDERLYING	CHANGE
(\$m)	POST AASB 16	POST AASB 16	POST AASB 16	POST AASB 16	
REVENUE	534.2	614.3	-	614.3	15.0% ↑
EBITDA	94.9	93.4	2.0	95.4	0.5% ↑
EBIT	54.2	32.0	18.8	50.8	(6.3)% ↓
NPAT	28.9	11.0	13.8	24.8	(14.2)% ↓
NET DEBT	197.6	191.1		191.1	\$(6.5) ↓
NET LEVERAGE RATIO#	1.41	1.31		1.31	(0.10) ↓
NET OPERATING CASH FLOW	72.3	69.1		69.1	\$(3.2) ↓
EPS BASIC (CENTS)	24.7	9.4		21.2	(14.2)% ↓

PRE AASB 16

	HY22 UNDERLYING	HY23 STATUTORY	HY23 NON-TRADING ITEMS	HY23 UNDERLYING	CHANGE
	PRE AASB 16	PRE AASB 16	PRE AASB 16	PRE AASB 16	
REVENUE	534.2	614.3	-	614.3	15.0% ↑
EBITDA	70.9	64.4	2.0	66.4	(6.3)% ↓
EBIT	49.0	25.1	9.8	34.9	(28.8)% ↓
NPAT	31.9	20.8	7.5	28.2	(11.6)% ↓
NET DEBT	197.6	191.1		191.1	\$(6.5) ↓
NET LEVERAGE RATIO#	1.41	1.31		1.31	(0.10) ↓
NET OPERATING CASH FLOW	47.4	42.8		42.8	\$(4.6) ↓
EPS BASIC (CENTS)	27.3	17.7		24.1	(11.7)% ↓

Net Leverage Ratio is shown on a pre AASB 16 basis consistent with measurement criteria in syndicated facility agreement

KFC AUSTRALIA RESULTS SUMMARY – PRE AASB 16

	HY22 UNDERLYING PRE AASB 16	HY23 STATUTORY & UNDERLYING PRE AASB 16	CHANGE
RESTAURANTS			
HALF YEAR END (NO.)	254	264	10 ↑
REVENUE (\$M)	433.7	479.6	10.6% ↑
% SSS	0.1%	5.1%	
EBITDA (\$M)	77.2	75.6	(2.1%) ↓
% MARGIN	17.8%	15.8%	(200) bps ↓
EBIT (\$M)	62.6	60.2	(3.8)% ↓
% MARGIN	14.4%	12.6%	(180) bps ↓

KFC EUROPE RESULTS SUMMARY

POST AASB 16

	HY22 UNDERLYING POST AASB 16	HY23 STATUTORY POST AASB 16	HY23 NON-TRADING ITEMS POST AASB 16	HY23 UNDERLYING POST AASB 16	CHANGE
RESTAURANTS					
HALF YEAR END (NO.)	51	62		62	11 ↑
REVENUE* (\$M)	84.7	111.8	-	111.8	32.0% ↑
% SSS	14.6%	10.4%		10.4%	
EBITDA (\$M)	12.5	11.3	1.9	13.2	5.6% ↑
% MARGIN	14.7%	10.1%		11.8%	(290) bps ↓
EBIT (\$M)	4.8	1.8	1.9	3.7	(22.9)% ↓
% MARGIN	5.7%	1.6%		3.3%	(240) bps ↓

PRE AASB 16

	HY22 UNDERLYING PRE AASB 16	HY23 STATUTORY PRE AASB 16	HY23 NON-TRADING ITEMS PRE AASB 16	HY23 UNDERLYING PRE AASB 16	CHANGE
	51	62		62	11 ↑
	84.7	111.8	-	111.8	32.0% ↑
	14.6%	10.4%		10.4%	
	7.0	3.7	1.9	5.6	(20.0)% ↓
	8.2%	3.3%		5.0%	(320) bps ↓
	2.9	(0.5)	1.9	1.4	(51.7)% ↓
	3.4%	(0.4)%		1.3%	(210) bps ↓

HY23 only: includes \$4.9m Corporate Franchise Agreement Revenue 'gross-up'

TACO BELL RESULTS SUMMARY

POST AASB 16

	HY22 UNDERLYING POST AASB 16	HY23 STATUTORY POST AASB 16	HY23 NON-TRADING ITEMS POST AASB 16	HY23 UNDERLYING POST AASB 16	CHANGE
RESTAURANTS					
YEAR END (NO.)	17	24		24	7 ↑
REVENUE (\$M)	14.8	21.1	-	21.1	42.6% ↑
% SSS	(11.2)%	(7.8)%		(7.8)%	
EBITDA RESTAURANT LEVEL (\$M)	1.7	1.2	-	1.2	(29.4)% ↓
% MARGIN	11.2%	5.6%		5.6%	(560) bps ↓
EBITDA (\$M)	0.0	(0.9)	0.1	(0.8)	(100.0)% ↓
% MARGIN	0.1%	(4.3)%		(3.8)%	(390) bps ↓
EBIT (\$M)	(2.2)	(20.6)	16.9	(3.6)	(63.6)% ↓
% MARGIN	(15.0)%	(97.6)%		(17.1)%	(210) bps ↓

PRE AASB 16

	HY22 UNDERLYING PRE AASB 16	HY23 STATUTORY PRE AASB 16	HY23 NON-TRADING ITEMS PRE AASB 16	HY23 UNDERLYING PRE AASB 16	CHANGE
	17	24		24	7
	14.8	21.1	-	21.1	42.6%
	(11.2)%	(7.8)%		(7.8)%	
	0.5	(0.2)	-	(0.2)	(140.0)% ↓
	3.7%	(1.2)%		(1.2)%	(490) bps ↓
	(1.1)	(2.4)	0.1	(2.3)	(109.1)% ↓
	(7.4)%	(11.4)%		(10.9)%	(300) bps ↓
	(2.4)	(11.7)	7.9	(3.8)	(58.3)% ↓
	(16.3)%	(55.5)%		(18.0)%	(170) bps ↓

NON TRADING ITEMS SUMMARY

(\$m)	POST AASB 16			PRE AASB 16		
	EBITDA	EBIT	NPAT	EBITDA	EBIT	NPAT
	POST AASB 16	POST AASB 16	POST AASB 16	PRE AASB 16	PRE AASB 16	PRE AASB 16
RESTAURANT IMPAIRMENTS – TACO BELL	0.1	16.9	11.9	0.1	7.9	5.6
ACQUISITION AND OPERATIONAL INTEGRATION COSTS	1.9	1.9	1.9	1.9	1.9	1.9
TOTAL NON TRADING ITEMS	2.0	18.8	13.8	2.0	9.8	7.5

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