

COLLINS FOODS LIMITED

ANNUAL GENERAL MEETING

1 September 2023

Authorised for release by the Board



ACN 151 420781





COLLINS FOODS LIMITED

CHAIR'S WELCOME

ROBERT KAYE SC

BOARD AND MANAGEMENT



HOW TO SUBMIT A QUESTION ONLINE

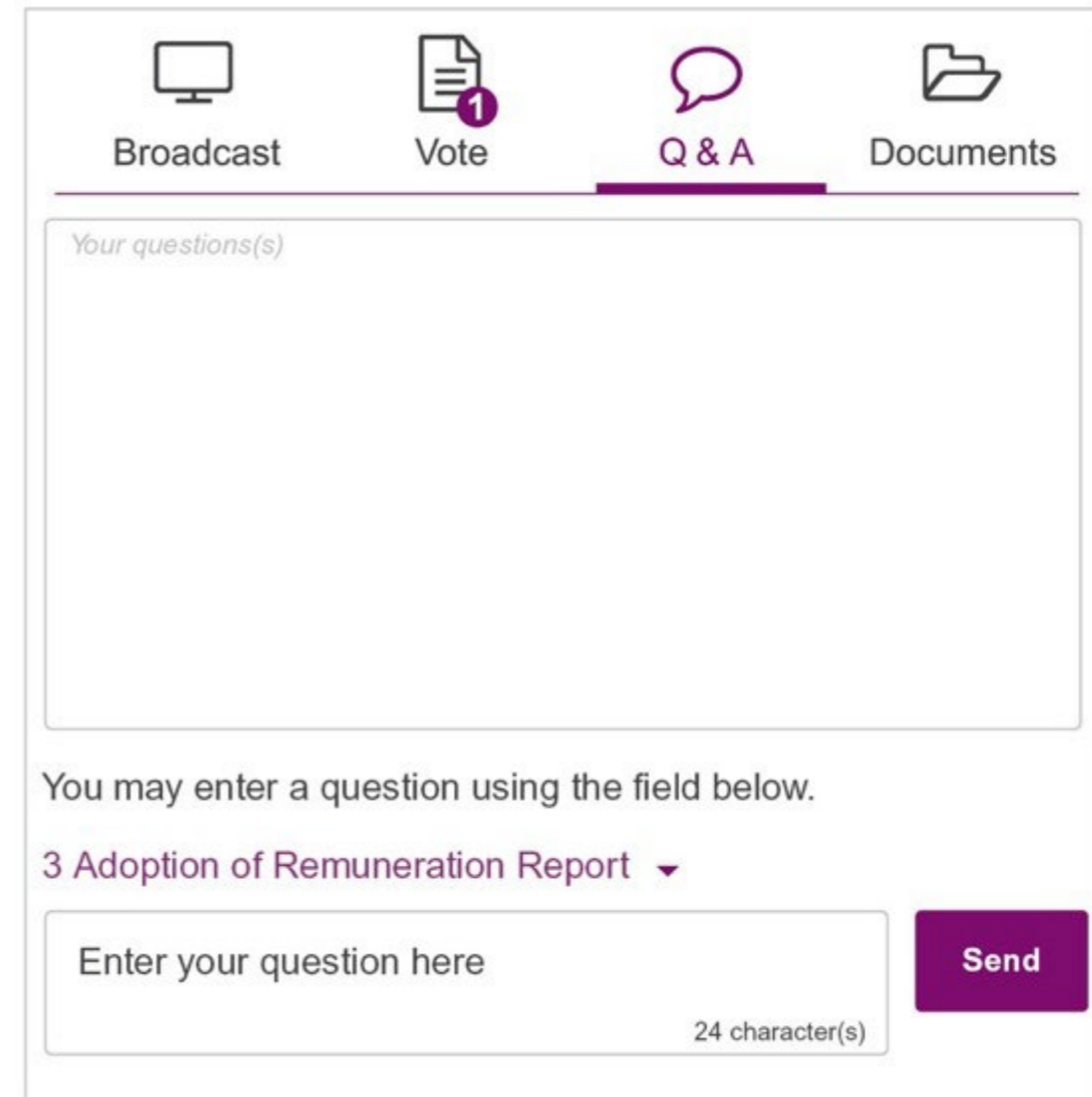


Q & A

To ask a question select the 'Q & A' icon, select the topic your question relates to. Type your question into the chat box at the bottom of the screen and press 'Send'.



...to ask a verbal question, follow the instructions on the virtual meeting platform...



The screenshot shows a navigation bar with four icons: Broadcast, Vote (with a '1' notification), Q & A (highlighted with a purple bar), and Documents. Below the navigation bar is a large text area labeled 'Your questions(s)'. Underneath this is a smaller text area with the prompt 'You may enter a question using the field below.' and a dropdown menu showing '3 Adoption of Remuneration Report'. At the bottom, there is a text input field with the placeholder 'Enter your question here' and a character count of '24 character(s)', followed by a purple 'Send' button.

HOW TO CAST A VOTE

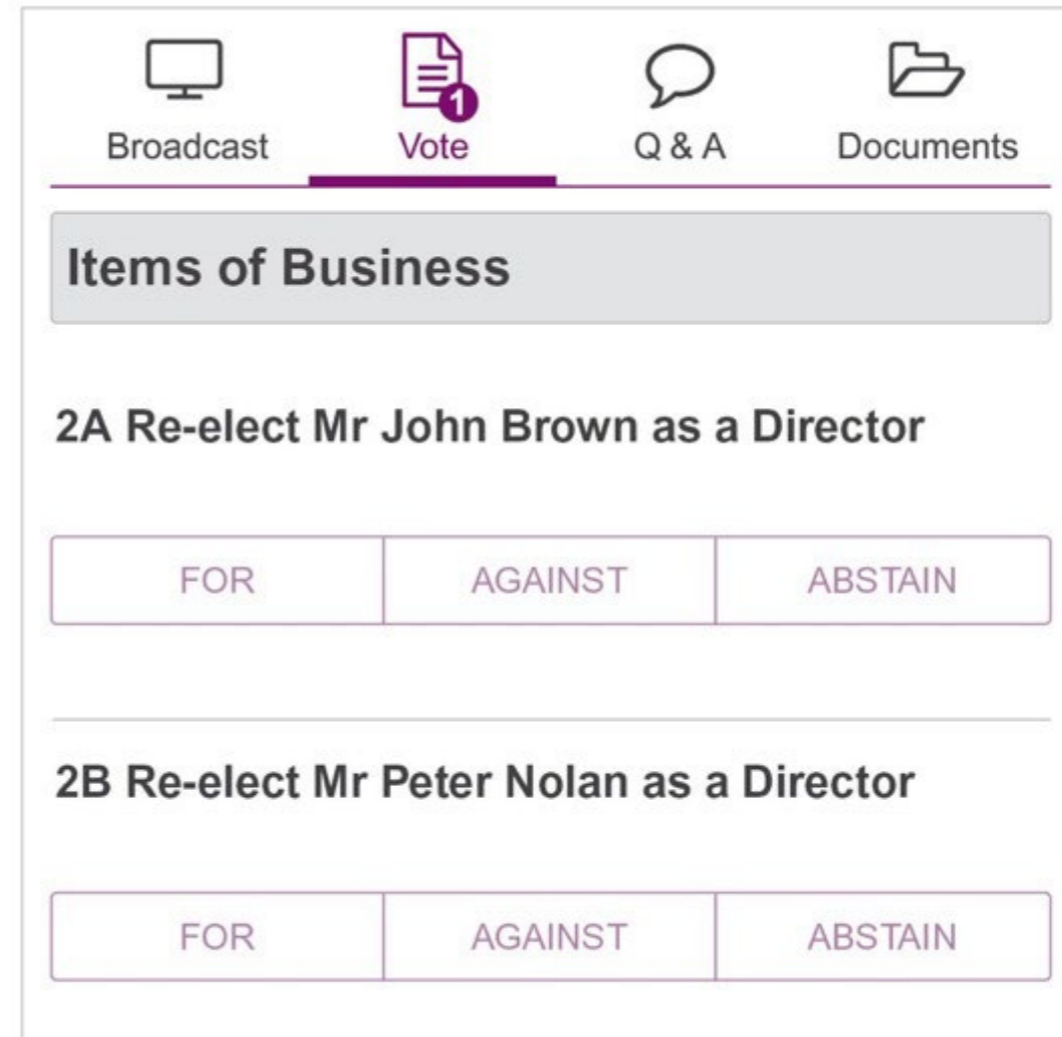


Vote

When the Chair declares the poll open, select the 'Vote' icon and the voting options will appear on your screen.

To vote, select your voting direction. A tick will appear to confirm receipt of your vote.

To change your vote, select 'Click here to change your vote' and press a different option to override.



The screenshot shows a mobile application interface for voting. At the top, there are four navigation icons: 'Broadcast' (TV icon), 'Vote' (document icon with a red '1' notification), 'Q & A' (speech bubble icon), and 'Documents' (folder icon). Below the navigation bar is a grey header titled 'Items of Business'. The first item is '2A Re-elect Mr John Brown as a Director', followed by three buttons: 'FOR', 'AGAINST', and 'ABSTAIN'. The second item is '2B Re-elect Mr Peter Nolan as a Director', also followed by three buttons: 'FOR', 'AGAINST', and 'ABSTAIN'.



COLLINS FOODS LIMITED

CHAIR'S ADDRESS

ROBERT KAYE SC

CONTINUED OPERATIONAL GROWTH

We operated

364
RESTAURANTS

In Australia, Germany and the Netherlands. We employ over **17,000 people** in Australia, Germany and the Netherlands.



Growth underpinned by KFC brand strength and e-commerce



In FY23 we built

20 NEW
RESTAURANTS

10 for KFC Australia,
2 (net) for KFC Europe and
8 for Taco Bell.

DIVIDEND MAINTAINED


Revenue
(continuing operations)

↑ **14.2%**
to \$1.35b
(FY22: \$1.18b)



**Total FY23 Fully
Franked Dividend**

27.0cps
(FY22: 27.0cps)



**WELL
POSITIONED**
in a challenging
landscape

13 TO 18
new restaurant
openings across
the Group in FY24



POSITIVE IMPACT STRATEGY

CREATING UNMATCHED PEOPLE EXPERIENCES

MAKING A POSITIVE IMPACT

BEING BRILLIANT AT THE BASICS

OUR PILLARS

OUR PRIMARY GOALS

HOW WE ARE TRACKING

<p>People and communities</p>	<p>Planet</p>	<p>Governance</p>
<p>Establish Collins Foods Giving as a best-in-class signature program by 2026 with 75%+ Participation Rate.</p>	<p>Reduce our carbon footprint by achieving a 25% reduction in greenhouse gas emissions by 2026 compared to FY21.</p> <p>Increase diversion of waste from landfill by 25% by 2026 compared with FY22.</p>	<p>Commitment to continuous improvement towards best-practice governance standards in all our business activities.</p>
<p>Maintained a 36% participation rate in Collins Foods Giving, despite economic challenges and a rising strain on living costs.</p>	<p>The reduction in greenhouse gas emissions from FY21 to FY23 has been 11.4%. This reduction includes a significant growth of our business in 2023 with 8 new Taco Bell and 11 new KFCs as well as an energy offset from the implementation of our solar program. The greening of the national grid resulted in changes to the National Greenhouse Accounts (NGA) factors which has contributed 9.5% towards our reduction.</p> <p>As at year-end, waste diversion is 19.5% (FY22: 18.3%).</p>	<p>Continuing to make progress towards best-practice governance standards.</p>

BOARD CHANGES



THANK YOU





COLLINS FOODS LIMITED

MANAGING DIRECTOR & CEO ADDRESS

DREW O'MALLEY

**IN FY23, COLLINS FOODS
CONTINUED TO EXECUTE
ON ITS SUSTAINABLE
GROWTH PLANS ACROSS
ALL THREE BUSINESS
UNITS WHILST MANAGING
COST INFLATION DURING
DIFFICULT TRADING
CONDITIONS**



FINANCIAL PERFORMANCE

Revenue
(continuing operations)

↑ **14.2%**

to \$1.35b
(FY22: \$1.18b)



Statutory EBITDA
(continuing operations,
post AASB 16)

↓ **3.7%**

to \$197.9m
(FY22: \$205.5m)

Net Operating Cash Flow
(post AASB 16)

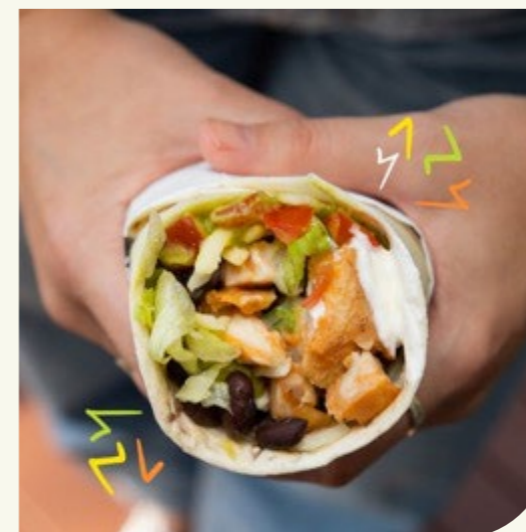
↓ **\$10.1M**

to \$146.2m
(FY22: \$156.3m)

Statutory NPAT
(continuing operations,
post AASB 16)

↓ **79.1%**

to \$11.3m
(FY22: \$54.1m)



KFC AUSTRALIA

272
RESTAURANTS

\$1.05B
REVENUE

↑5.8%
SAME STORE
SALES GROWTH

\$202.1M
STATUTORY EBITDA

\$201.6M
UNDERLYING EBITDA
(post AASB 16)

19.2%
STATUTORY EBITDA MARGIN
(post AASB 16)

19.2%
UNDERLYING EBITDA MARGIN
(post AASB 16)



KFC EUROPE

64
RESTAURANTS

\$249.5M
REVENUE

↑ 13.9%
SAME STORE
SALES GROWTH

\$29.3M
STATUTORY EBITDA

\$32.8M
UNDERLYING EBITDA
(post AASB 16)

11.8%
STATUTORY EBITDA MARGIN
(post AASB 16)

13.2%
UNDERLYING EBITDA MARGIN
(post AASB 16)



TACO BELL

28
RESTAURANTS

\$48.7M
REVENUE

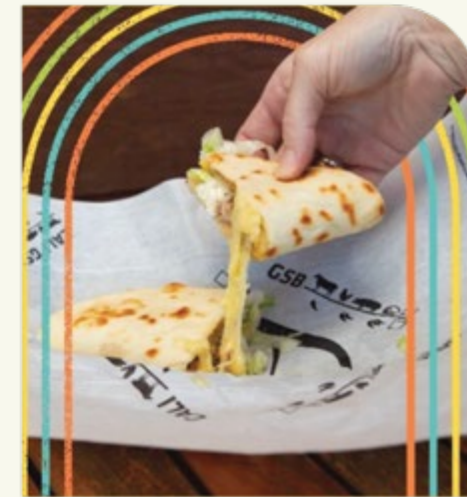
↑ To (4.8)%
SAME STORE
SALES GROWTH

\$(5.7)M
STATUTORY EBITDA

\$(1.5)M
UNDERLYING EBITDA
(post AASB 16)

(11.8)%
STATUTORY EBITDA MARGIN
(post AASB 16)

(3.2)%
UNDERLYING EBITDA MARGIN
(post AASB 16)



SIZZLER ASIA

SOLD FOR

SGD \$20.2M

TO MINOR INTERNATIONAL



ESG/SUSTAINABILITY



PEOPLE AND COMMUNITIES

- Safety management system that underpins strong safety culture
- 36% enrolment in Collins Foods Giving
- Collins Family Fund granted over \$275k to employees experiencing challenging circumstances



PLANET

- Greenhouse gas emissions decreased* 11.4% from FY21 to FY23
- Solar in 162 drive-thru restaurants at year-end
- Waste diversion rate of 19.5%
- Over 7,000 trees planted



GOVERNANCE

- Group ESG & Sustainability Manager appointed
- Partnering with EY to undertake Task Force on Climate-related Financial Disclosures (TCFD) analysis and develop a materiality assessment to evaluate climate risk

* In FY23, 9.5% of the reduction is due to emission factors published by the National Greenhouse Accounts (NGA) and outside of Collins Foods' influence.

OUTLOOK

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

AGM BUSINESS

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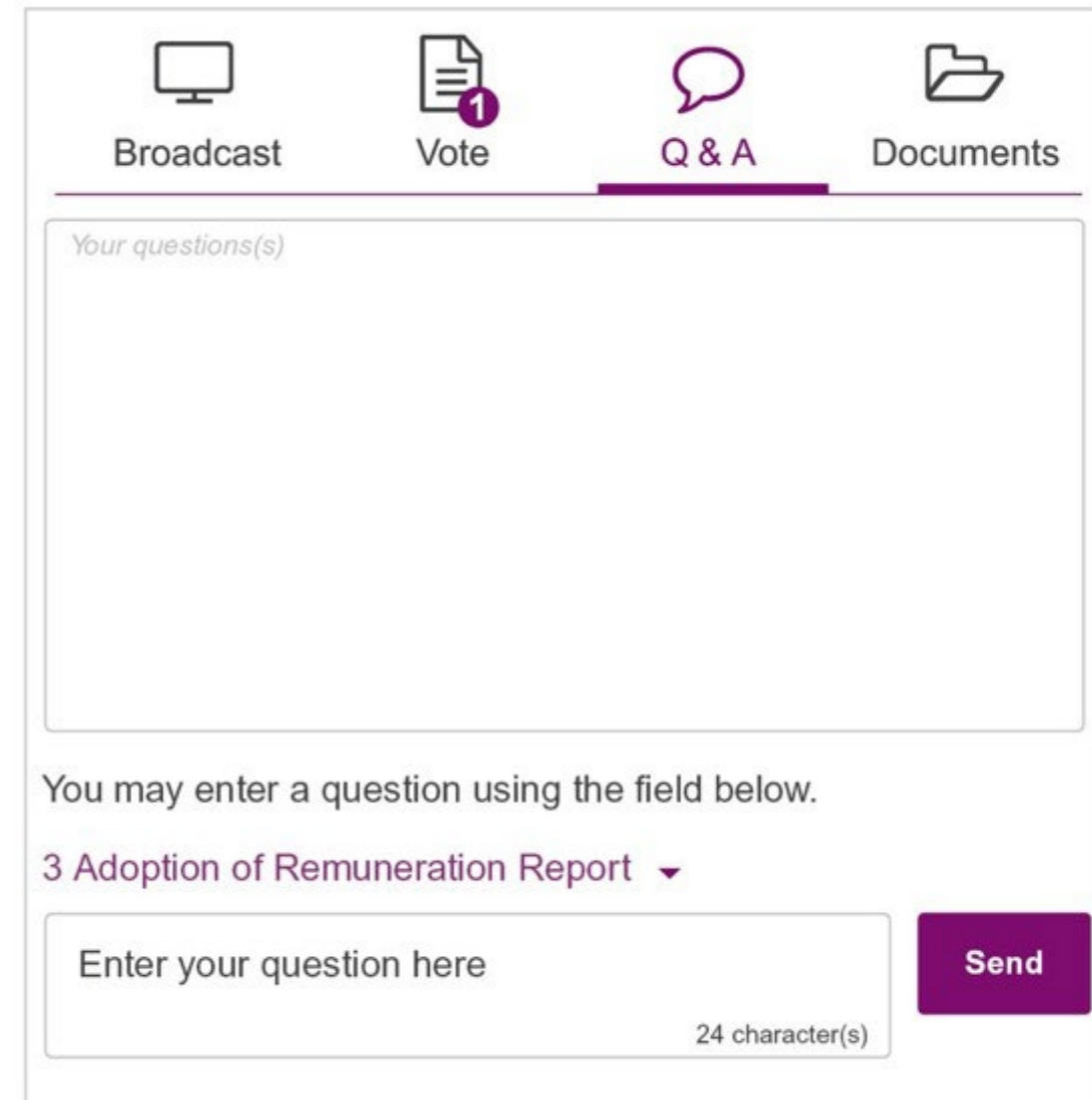


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Broadcast	Vote	Q & A	Documents

Items of Business

2A Re-elect Mr John Brown as a Director

FOR	AGAINST	ABSTAIN
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2B Re-elect Mr Peter Nolan as a Director

FOR	AGAINST	ABSTAIN
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PROXY RESULTS – RESOLUTIONS 2, 3 & 4



To consider and, if thought fit, to pass the following resolutions as ordinary resolutions:

RESOLUTION	FOR	OPEN	AGAINST	ABSTAIN
1 Financial and Other Reports	Shareholder approval not required.			
2 Election of Director – Nicki Anderson To elect as a Director of the Company Nicki Anderson who was appointed as a Director by the Board on 13 January 2023.	77,814,955 96.02%	227,629 0.28%	2,999,142 3.70%	141,047
3 Re-election of Director — Christine Holman To re-elect as a Director of the Company Christine Holman who, being a Director of the Company, retires and being eligible, offers herself for re-election.	77,250,874 95.33%	317,501 0.39%	3,471,996 4.28%	142,402
4 Renewal of shareholder approval for amended LTIP That, for the purpose of Listing Rule 7.2, Exception 13 and for all other purposes, the Collins Foods Limited Executive and Employee Incentive Plan (LTIP), the terms of which are summarised in the Explanatory Notes, be approved.	73,764,176 99.44%	229,916 0.31%	187,089 0.25%	174,018

The Chair intends to vote all available proxies for each resolution in favour of the relevant resolution

PROXY RESULTS – RESOLUTIONS 5, 6 & 7



RESOLUTION		FOR	OPEN	AGAINST	ABSTAIN
5	<p>Approve grant of performance rights to Drew O'Malley</p> <p>That, for the purpose of Listing Rule 10.14 and for all other purposes, approval is given for the grant, to the Managing Director & CEO of the Company, Drew O'Malley, of Performance Rights under the LTIP as a long-term incentive on the terms set out in the Explanatory Notes, and for the issue of Shares upon exercise of those Performance Rights.</p>	<p>73,724,530 99.34%</p>	<p>231,175 0.31%</p>	<p>260,576 0.35%</p>	<p>138,918</p>
6	<p>Adoption of Remuneration Report</p> <p>That the Remuneration Report (which forms part of the Directors' Report) in respect of the period ended 30 April 2023 be adopted.</p> <p><i>Note: This resolution is advisory only and does not bind the Directors or the Company.</i></p>	<p>73,630,653 99.29%</p>	<p>225,333 0.30%</p>	<p>298,616 0.41%</p>	<p>200,597</p>
7	<p>Ratification of previous issue of Shares under the Ownership Share Plan</p> <p>That for the purpose of Listing Rule 7.4 and for all other purposes, the shareholders ratify the issue of 46,150 fully paid ordinary shares to eligible employees under the Ownership Share Plan, the terms of which are summarised in the Explanatory Notes.</p>	<p>80,518,510 99.45%</p>	<p>227,874 0.28%</p>	<p>222,860 0.27%</p>	<p>196,504</p>

The Chair intends to vote all available proxies for each resolution in favour of the relevant resolution

FOR FURTHER INFORMATION PLEASE CONTACT

CORPORATE

Drew O'Malley
Managing Director & CEO
P: +61-7 3352 0800

INVESTORS

Ronn Bechler
Automic Group
P: +61-400 009 774
E: ronn.bechler@automicgroup.com.au

MEDIA

Tristan Everett
Automic Markets
P: +61-403 789 096
E: tristan.everett@automicgroup.com.au



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