

AGM 2025

Collins Foods Limited

2 September 2025



Annual General Meeting of Collins Foods Limited ACN 151 420 781

Authorised for release by the Board

BOARD OF DIRECTORS



ROBERT KAYE SC

Chair, Independent Non-executive Director

Member: Audit & Risk Committee; and
People, Culture & Nominations Committee



XAVIER SIMONET

**Managing Director &
Chief Executive Officer**



NICKI ANDERSON

**Independent
Non-executive Director**

Chair:
People, Culture &
Nominations Committee



NIGEL CLARK

**Independent
Non-executive Director**

Member:
Audit & Risk Committee



MARK HAWTHORNE

**Independent
Non-executive Director**

Member:
Audit & Risk Committee; and
People, Culture &
Nominations Committee



CHRISTINE HOLMAN

**Independent
Non-executive Director**

Chair:
Audit & Risk Committee



KEVIN PERKINS

Non-executive Director

Member:
People, Culture &
Nominations Committee

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...



Broadcast

Vote

Q & A

Documents

Your questions(s)

You may enter a question using the field below.

3 Adoption of Remuneration Report ▾

Enter your question here

24 character(s)

Send

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.

			
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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CHAIR'S ADDRESS

Robert Kaye SC



FY25 RESULTS



REVENUE ⁽¹⁾

\$1,519.5M

↑ 2.1% vs FY24: \$1,488.9m

UNDERLYING EBITDA ⁽¹⁾

\$228.5M

↓ 0.6% vs FY24: \$229.8m



NET DEBT

\$137.9M

↓ \$27.6m vs FY24: \$165.5m

NLR ⁽³⁾

0.93

↓ 0.14 vs FY24 1.07

UNDERLYING NPAT ⁽¹⁾

\$51.1M

↓ 14.8% vs FY24: \$60.0m

NET OPERATING CASH FLOW

\$181.4M

↑ \$5.1m vs FY24: \$176.4m

STATUTORY NPAT ⁽²⁾

\$8.8M

↓ 88.5% vs FY24: \$76.7m

TOTAL FY25 FULLY FRANKED DIVIDEND

26.0 CPS

Final: 15.0 cps

Interim: 11.0 cps (vs FY24: 28.0 cps)

393
RESTAURANTS

↑ vs FY24: 381



(1) Continuing operations, FY24 comparatives exclude Sizzler Asia.

(2) FY25 statutory NPAT includes \$40.8 million in total impairments comprising \$35.0 million KFC Netherlands impairment; \$3.2 million provision for wage underpayments; FY24 included \$20.2m NPAT gain from Sizzler Asia sale.

(3) NLR is Net Leverage Ratio.

SUSTAINABILITY

FY25 FOCUS

Preparing for upcoming mandatory reporting requirements (ASRS & CSRD)

- **Reporting & compliance progress:**
- Regulatory roadmap in place across jurisdictions
- Double materiality analysis to reinforce 2030 goals
- Climate risk & scenario analysis underway
- Data quality enhanced
- Sustainability governance strengthened

FY25 SUSTAINABILITY HIGHLIGHTS

ENVIRONMENTAL ACTION



↓ **21% reduction in our relative per-restaurant emissions** since 2019

196 restaurants with solar panels (+13 in FY25)

↑ **23% waste diverted** from landfill

↓ **37% reduction in single-use plastic** in Europe

10,432 trees planted

SOCIAL CATALYST



Employed 21,688 people with 91 different nationalities

43% female leaders

737 promotions

258,902 training courses delivered

\$250K+ donated to 94 employees via Collins Family Fund

THRIVING COMMUNITIES



Almost \$1m raised for charity partners

100% Tier 1 suppliers onboarded risk assessed for ethical sourcing

↓ **17% salt reduction** in "Original" breeding in Europe, and Healthier QSR Manifesto launched

100% cage free eggs and "Better Life" Chicken in Europe

MANAGING DIRECTOR & CEO'S ADDRESS

Xavier Simonet



TRADING UPDATE & OUTLOOK



Trading Update

- Total company sales in the first **18 weeks** of FY26 (28 April 2025 – 31 August 2025) are up 6.7% on the prior corresponding period, driven by same store sales growth (**SSSG**) in all markets.

	FY26 (first 18 weeks)		FY26 (first 8 weeks)	
	Total Sales Growth	SSSG%	Total Sales Growth	SSSG%
KFC Australia	5.1%	2.3%	4.9%	1.6%
KFC Netherlands	4.8%	1.2%	2.6%	(0.2)%
KFC Germany	8.4%	5.8%	2.4%	1.3%

Outlook

- For FY26, we reiterate our target of year-on-year Group underlying NPAT (post AASB 16) growth in the low to mid-teens (percentage basis).

AGM BUSINESS



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PROXY RESULTS – ALL RESOLUTIONS



Resolutions	For	Open	Against	Abstain
ITEM 1: FINANCIAL AND OTHER REPORTS	Shareholder approval not required.			
ITEM 2: RE-ELECTION OF DIRECTOR — MARK HAWTHORNE	77,968,081 95.38%	215,030 0.26%	3,561,149 4.36%	152,678
ITEM 3: RE-ELECTION OF DIRECTOR — KEVIN PERKINS	69,836,237 93.57%	225,172 0.30%	4,578,384 6.13%	143,661
ITEM 4: ADOPTION OF REMUNERATION REPORT	74,129,054 99.43%	232,809 0.31%	194,331 0.26%	199,260
ITEM 5: APPROVE GRANT OF PERFORMANCE RIGHTS TO XAVIER SIMONET	74,115,993 99.39%	212,809 0.28%	243,941 0.33%	182,711
ITEM 6: RATIFICATION OF PREVIOUS ISSUE OF SHARES UNDER THE OWNERSHIP SHARE PLAN	81,398,492 99.53%	222,071 0.27%	160,715 0.20%	143,660

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

ITEM 1: QUESTIONS



ITEM 1: FINANCIAL REPORT

To receive and consider the Financial Report, Directors' Report and Auditor's Report of the Company and its controlled entities for the financial period ended 27 April 2025.

ITEM 2: QUESTIONS



ITEM 2: RE-ELECTION OF DIRECTOR — MARK HAWTHORNE

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

"That Mark Hawthorne who, having been elected on 2 September 2022 as a Director in accordance with the Company's constitution, retires as a Director of the Company and being eligible for re-election, be elected as a Director of the Company."

MARK J. HAWTHORNE

Independent Non-executive Director

APPOINTED

23 December 2021

SPECIAL RESPONSIBILITIES

Audit and Risk Committee member
People, Culture and Nominations Committee member

PROFESSIONAL BACKGROUND

Mark has extensive experience as an executive, that has lead franchisee centric brands in different scenarios including start up, founder led, large multi-national, private equity ownership in different countries and cultures around the World.

His more than 28 years of retail and franchising experience has been gained as the CEO and executive director of Guzman y Gomez from 2015 to 2020 and prior to that, leading McDonalds in various markets including the United Kingdom, New Zealand, the Middle East and Africa.

Mark achieved his Chartered Accountant qualification in 1997 and is a Graduate of the Australian Institute of Company Directors.

QUALIFICATIONS

Bachelor of Financial Administration
Chartered Accountant (CA)
Graduate of the Australian Institute of Company Directors (GAICD)



ITEM 3: QUESTIONS



ITEM 3: RE-ELECTION OF DIRECTOR — KEVIN PERKINS

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

"That Kevin Perkins who, having been re-elected on 27 August 2021 as a Director in accordance with the Company's constitution, retires as a Director of the Company and being eligible for re-election, be elected as a Director of the Company."

KEVIN W. PERKINS

Non-executive Director

APPOINTED

21 December 2017 (Non-Executive Director)

15 July 2011 (Executive Director)

SPECIAL RESPONSIBILITIES

People, Culture and Nominations Committee member

Interim Managing Director & CEO (5 February 2024 – 4 November 2024)

PROFESSIONAL BACKGROUND

Kevin is a highly experienced executive in the quick service restaurant and casual dining segments of the Australian restaurant industry. He has had more than 40 years' experience with the Collins Foods Group, having overseen its growth both domestically and overseas over that time.

Kevin is the Non-executive Chair of Sizzler USA Acquisition, Inc. Sizzler USA Acquisition, Inc operates or franchises Sizzler restaurants across the United States and Puerto Rico.

QUALIFICATIONS

Master of Business Administration



ITEMS 4, 5 AND 6: QUESTIONS



ITEM 4: ADOPTION OF REMUNERATION REPORT

To consider and, if thought fit, to pass the following resolution as a non-binding ordinary resolution in accordance with section 250R(2) of the Corporations Act:

"That the Remuneration Report (which forms part of the Directors' Report) in respect of the period ended 27 April 2025 be adopted."

ITEM 5: APPROVE GRANT OF PERFORMANCE RIGHTS TO XAVIER SIMONET

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

"That:

- a. for the purpose of Listing Rule 10.14 and for all other purposes, approval is given for the grant of 140,579 Performance Rights, to the Managing Director and Chief Executive Officer of the Company, Xavier Simonet and for the issue of Shares upon exercise of those Performance Rights; and
- b. for the purpose of section 200E of the Corporations Act, approval is given to the giving of a benefit to the Managing Director and Chief Executive Officer of the Company, Xavier Simonet, in connection with any vesting of those Performance Rights on the cessation of Xavier Simonet's employment with the Company or a related body corporate of the Company,

in each case in accordance with the Collins Foods Limited Executive and Employee Incentive Plan (LTIP), on the terms set out in the Explanatory Notes."

ITEM 6: RATIFICATION OF PREVIOUS ISSUE OF SHARES UNDER THE OWNERSHIP SHARE PLAN

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

"That for the purpose of Listing Rule 7.4 and for all other purposes, the shareholders ratify the issue of 60,590 fully paid ordinary shares to eligible employees under the Ownership Share Plan, the terms of which are summarised in the Explanatory Notes."

FOR FURTHER INFORMATION

CONTACT

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Any discrepancies between totals, sums of components and differences in tables and percentage variances calculated contained in this presentation are due to rounding.