

MODERN SLAVERY STATEMENT 2025

Collins Foods Limited



CFL
COLLINS FOODS LIMITED



COLLINS FOODS LIMITED

A photograph of a person's hands holding a brown paper bag with red and white stripes, which is a McDonald's bag. The bag has the words 'Fried Chicken' visible. The background is a blurred red wall. The image is partially covered by a yellow diagonal shape in the top left corner.

RESTAURANTS *done* BETTER.

COLLINS FOODS LIMITED ACKNOWLEDGES THE TRADITIONAL OWNERS AND CUSTODIANS OF THE LANDS ON WHICH WE OPERATE. WE PAY OUR RESPECTS TO ELDERS PAST, PRESENT AND EMERGING.



Our vision

THE WORLD'S TOP
Restaurant
OPERATOR.

**WE CREATE UNMATCHED EXPERIENCES
 FOR OUR CUSTOMERS & PEOPLE.**

Contents

Introduction	2
About Collins Foods	3
Our Operations	4
Overview of Our Supply Chain	5
Supply Chain in Operation	6
Risks of Modern Slavery in Our Operations	7
Risks of Modern Slavery in Our Supply Chain	8
Assessing Effectiveness of Our Actions	13
Focus Areas for the Next 12 Months	14
Consultation Process	15
Conclusion	15

INTRODUCTION



This Modern Slavery Statement (Statement) is prepared by Collins Foods Limited (CFL) and its owned or controlled entities (Group) pursuant to the requirements of the Modern Slavery Act 2018 (Cth) (the Act).

This Statement relates to the period that commenced on 29 April 2024 and ended on 27 April 2025 (Reporting Period).

We are committed to conducting business to the highest possible ethical standards as set out in our Group Code of Conduct and Ethics and Integrity Policy. We will not tolerate any form of human rights abuse, including modern slavery, forced labour or human trafficking in our operations or supply chain. We are committed to adhering to the Universal Declaration of Human Rights¹.

Our business is intrinsically tied to the health of the planet, the resilience of our food system and the welfare of people both in our organisation as well as our supply chain, as reflected by the initiatives that are outlined in our Sustainability Report 2025².

The CFL board is ultimately accountable for managing risk with the Executive Leadership Team overseeing risk management, including any risks relating to modern slavery. For more information on CFL's governance practices and structures, please refer to our Corporate Governance Statement³.

This statement describes the risks of modern slavery and the steps taken to assess and address these risks in the reporting period. The statement covers risks in our operations as well as our supply chain for the reporting entities and their owned or controlled entities.

This joint Statement reports on the activities of CFL and has been reviewed and approved by the Directors of each of the following reporting entities⁴:

1. Collins Foods Limited (ACN 151 420 781)
2. CFG Finance Pty Limited (ACN 151 677 351)
3. Collins Foods Holding Pty Limited (ACN 113 801 648)
4. Collins Foods Finance Pty Limited (ACN 113 833 391)
5. Collins Foods Group Pty Limited (ACN 009 937 900)
6. Collins Restaurants Queensland Pty Limited (ACN 009 988 381)
7. Fiscal Nominees Company Pty Limited (ACN 166 936 278)
8. Collins Restaurants West Pty Limited (ACN 009 701 179)
9. Collins Restaurants South Pty Limited (ACN 612 129 781)

This Statement should be read in conjunction with the modern slavery statement submitted by our KFC Australia Franchisor⁵ — KFC Australia Modern Slavery Statement (for the period ended 31 December 2024).

1. <https://www.un.org/en/about-us/universal-declaration-of-human-rights>.

2. <https://www.collinsfoods.com/wp-content/uploads/2025/06/Collins-Foods-Sustainability-Report-2025.pdf>.

3. <https://www.collinsfoods.com/wp-content/uploads/2025/06/CKF-Corporate-Governance-Statement-June-2025.pdf>.

4. Collins Foods Limited is the ultimate holding company of the Collins Foods Group, with all other entities listed above being 100% owned subsidiaries responsible for the operations of franchised restaurants or restaurant support services.

5. KFC Australia is part of YUM! Brands Inc. and is the franchisor of the KFC brand in Australia. CFL does not own any shareholding in YUM! Brands Inc. or KFC Australia.

ABOUT COLLINS FOODS

Our values



We are deeply committed to the wellbeing, development and safety of our people, and treat them as our family.



'Being Brilliant at the Basics' is in our DNA – we are fanatical about driving performance and getting it right every time.



Life is too short to stick with the status quo. **We think big and take bold moves** to make sure we are better tomorrow than today.



This is our company. We treat it like our own and take complete accountability for results.



Our people, our communities, and our planet deserve our wholehearted commitment. **We want our growth to be sustainable.**



We are passionate about our customers. We work together to create unrivalled experiences.

Collins Foods is the owner and operator of nearly 400 Quick Service Restaurants (QSR) in Australia, the Netherlands and Germany, with a legacy dating back to 1968. Collins Foods operates two brands within the YUM! Brands, Inc. portfolio: **Kentucky Fried Chicken (KFC) and Taco Bell.**

As an employer of over 21,000 people worldwide, we are committed to ensuring equal opportunities for our workforce.

Six core values underpin everything we do. Our ongoing efforts to assess and address any potential modern slavery risks in our operations and supply chains are consistent with our values and our mission of 'Restaurants Done Better.'

Our website www.collinsfoods.com provides further insights into our operations, suppliers and our aspirations to be the World's Top Restaurant Operator by creating unmatched experiences for both our customers and people.



OUR OPERATIONS

Our nearly 400 restaurants are located across Australia, the Netherlands and Germany, are supported by our Restaurant Support Centres (RSCs) in Brisbane, Amsterdam and Düsseldorf. These RSCs house our corporate functions, including HR, risk management, IT, finance, and sustainability.

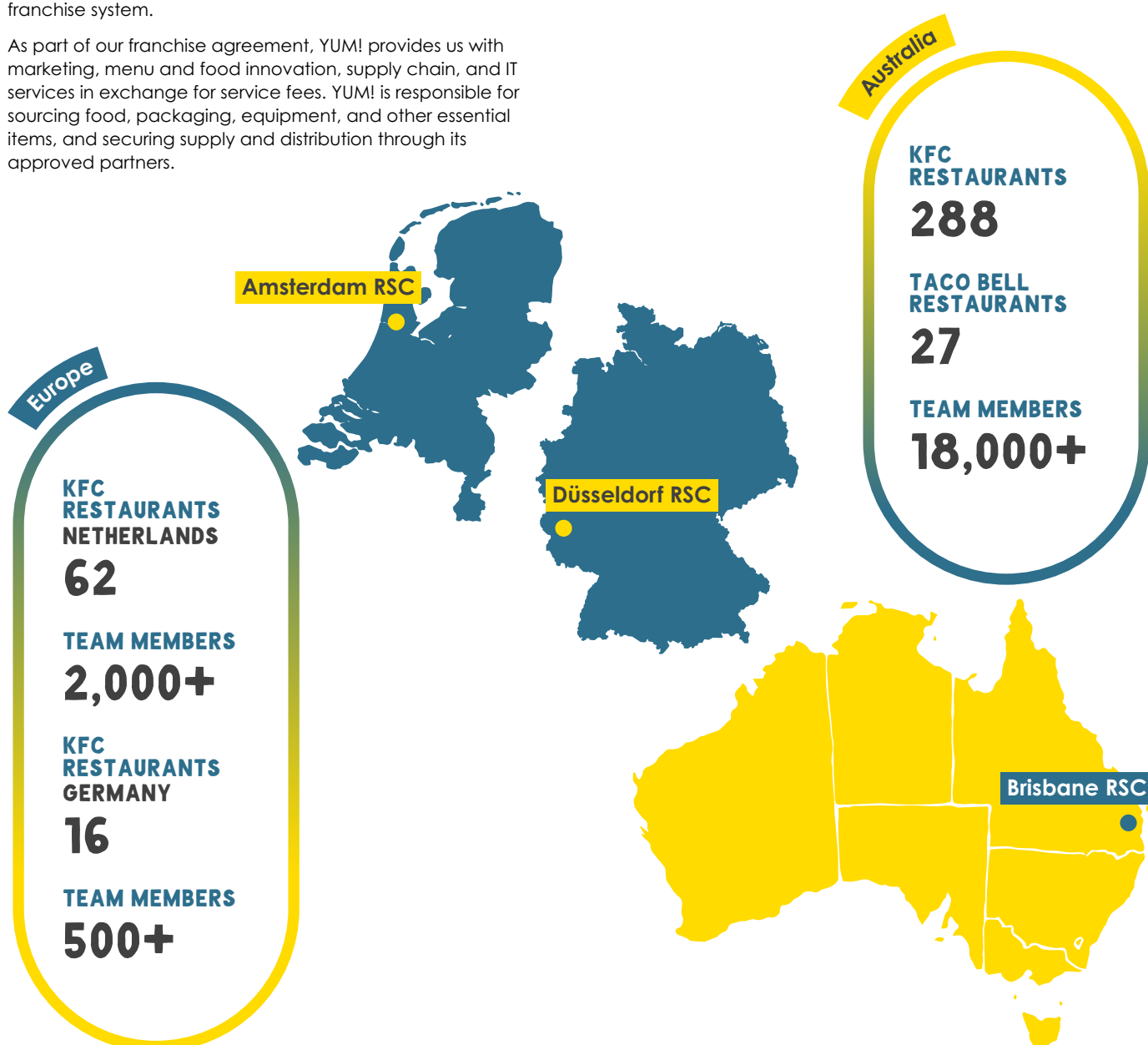
As a Yum! Brands' (YUM!) franchisee, we operate under a franchise agreement that defines key principles for our business interactions. This means we use YUM! brand standards, goods, and services to ensure quality and consistency across the franchise system.

As part of our franchise agreement, YUM! provides us with marketing, menu and food innovation, supply chain, and IT services in exchange for service fees. YUM! is responsible for sourcing food, packaging, equipment, and other essential items, and securing supply and distribution through its approved partners.

In the Netherlands, we operate under a corporate franchise agreement. This means that, alongside operating our own KFC restaurants, we also provide brand management, marketing, supply chain and related support to other YUM! franchisees in the Netherlands, reinforcing our leadership in the QSR sector.

CFL actively participates in various forums, committees, and councils with YUM! and other franchisees to help drive industry best practices, with ethical sourcing and sustainability playing an increasingly prominent role. As the largest YUM! franchisee in Australia and the Netherlands, and our plans for significant expansion in Germany, we feel a responsibility to take a leading role in network collaboration.

During the reporting period, we partnered with fellow KFC franchisees and YUM!, to establish a "Modern Slavery and Ethical Sourcing Working Group" (refer to page 12 for further details).



OVERVIEW OF OUR SUPPLY CHAIN

In accordance with our franchise agreements, we are required to use goods and services that have been approved by our franchisor to prepare, market and sell products in our restaurants.



KFC AUSTRALIA

The supply chain for core items is co-ordinated by YUM!, which conducts sourcing and purchasing negotiations for core supply chain items.

YUM! also provides us with certain advertising and marketing services, the provision of IT equipment and services for our restaurants.



KFC EUROPE

Our Europe KFC restaurants' core suppliers are managed by YUM!.



TACO BELL AUSTRALIA

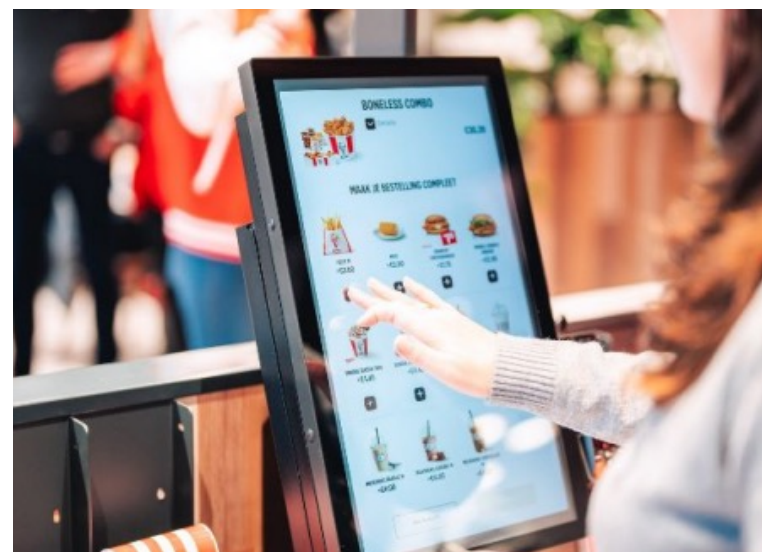
Our core suppliers are managed in partnership with our Franchisor, Taco Bell International, who manages the sourcing and purchasing negotiations, while we manage daily quality and service delivery performance.

This ensures quality and consistency of products sold throughout the franchise system for both KFC and Taco Bell.

YUM! conduct sourcing and purchasing negotiations for food, packaging, equipment and other items on our behalf, which means supply and distribution arrangements are limited to approved supply and distribution partners of YUM!.

Our supply chain is made up of '**core suppliers**' that provide critical products and services to our restaurants, such as food and beverage products, packaging, uniforms, distribution partners and delivery aggregators.

The remainder of CFL's supply chain comprises various '**non-core suppliers**' that provide products and services such as restaurant equipment, construction, maintenance, marketing, IT, tax and legal consulting, and cleaning services.



SUPPLY CHAIN IN OPERATION

There are many players involved in our operations as we work to be the world's top restaurant operator. The diagram below outlines the typical principal inputs required to serve our chicken and tacos across the jurisdictions in which we operate.



Key

Upstream

Own Operations

Downstream

RISKS OF MODERN SLAVERY IN OUR OPERATIONS

We recognise that the food industry is a high-risk sector for forced labour. We acknowledge that there is an inherent risk of employment of vulnerable workers due to the nature of our industry and the risks surrounding wage compliance.

We require that team members working in our restaurants and our restaurant support centres must be:

- a) treated fairly and with respect;
- b) of working age and be working of their own free will; and
- c) paid in accordance with the relevant award and applicable legislation.

One of our core values is 'People at the Heart' (refer to page 3 for details of all our values), and we are dedicated to supporting cultural diversity, positive mental health and ensuring our workplaces are safe, happy and welcoming.

We annually assess diversity-related, measurable objectives such as gender diversity and the gender pay gap, with a specific focus on advancing women's rights and gender equality in the workplace. This includes our commitment to closing the gender pay gap and promoting equal opportunities for women at all levels of our organisation. These efforts are reported annually in line with our obligations under the *Workplace Gender Equality Act (2012)* (WGEA).

Further details on our initiatives to support equity, inclusion, belonging and the empowerment of women in our workforce can be found in our 2025 Sustainability Report and WGEA report, both published on our website.

CFL has the following policies and procedures in place to outline and reinforce the expected appropriate behaviours and practices of all our employees and contractors:

- Group Code of Conduct
- Ethics and Integrity Policy
- Group Speak Up Policy
- Discrimination, Harassment and Bullying Policy
- Grievance Resolution Procedure
- Recruitment and Employment of Young Workers Policy
- Diversity and Inclusion Policy
- Paid Parental Leave Policy
- Domestic and Family Violence Policy
- Supply Chain Management Code of Conduct
- Group Procurement Policy



RISKS OF MODERN SLAVERY IN OUR SUPPLY CHAIN

Our core suppliers comprise major food, packaging, and distribution suppliers that are critical for the operation of our restaurants.

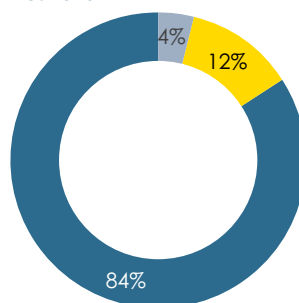
For our Australian restaurants, approximately 98.7% of all Tier 1 food supplies, based on spend, are sourced locally — this ranges from the supply of Australian sourced chicken and beef, fresh produce, bread products, beverages, and seasonings. The supply chain also includes a variety of overseas sourced products for our Taco Bell restaurants, for example sauces sourced from Mexico.

YUM! perform risk assessments of food and paper suppliers and require all food and paper suppliers to register on Sedex.¹ These categories of procurement have increased risks of modern slavery in their supply chains by virtue of their industry risk (e.g. agriculture, manufacturing, and transport) and country risk in some instances.

All supply partners are asked to review their data captured in Sedex and provide regular updates to YUM! supply chain teams with respect to where risks have been identified and how these have been addressed or mitigated. This information forms part of the quarterly supplier business reviews.

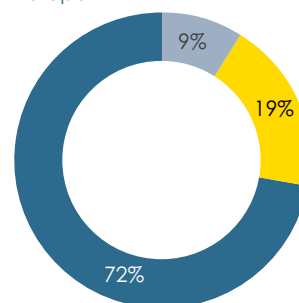
Most core suppliers for our Taco Bell restaurants are the same as our KFC Australia core suppliers. These suppliers are already registered on Sedex with YUM! and therefore we leverage these due diligence controls and risk mitigants where applicable. We request any suppliers that are independent to the KFC brand, to register on Sedex.

Core Suppliers
Australia



● Low
● Medium
● High

Core Suppliers
Europe



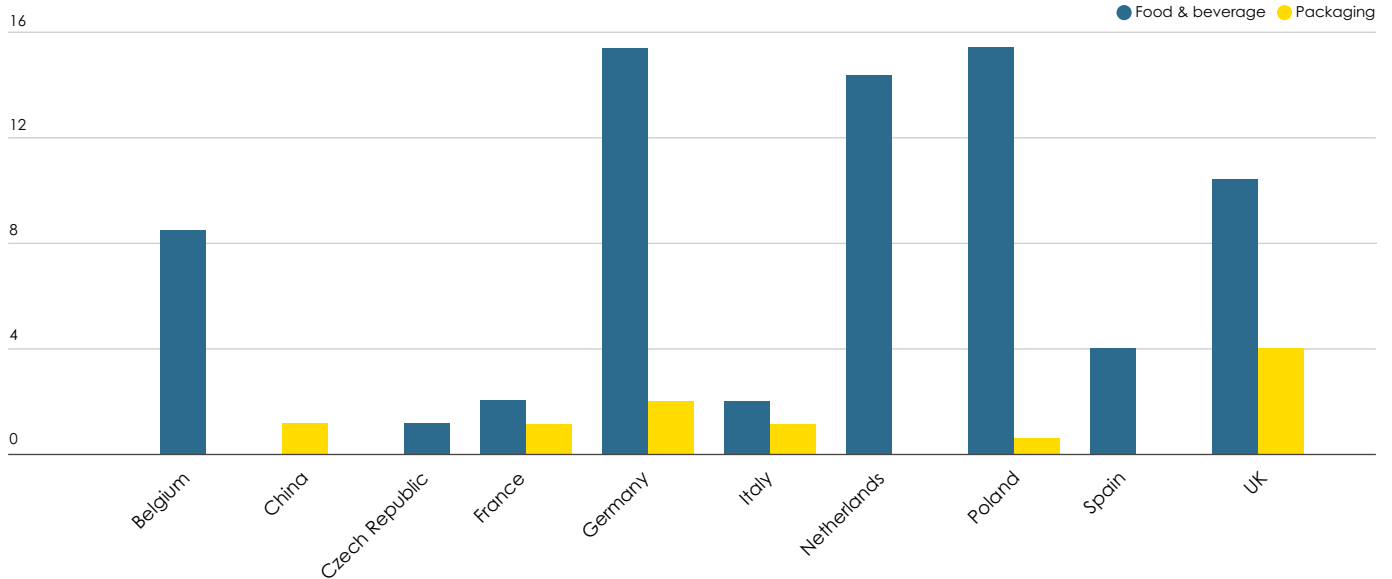
● Low
● Medium
● High



1. Sedex is a responsible business trade membership organisation acting to improve working conditions in global supply chains by helping businesses achieve end-to-end supply chain transparency. For more information, refer to <https://www.sedex.com>.

For our European restaurants, the core suppliers have a wider geographical dispersion. A snapshot of the country of origin and Sedex risk rating for these suppliers is set out below.

EU core suppliers
country of origin



Based on location of suppliers' operations/production facilities



Country	Sedex risk rating
Belgium	Medium
China	High
Czech Republic	Medium
France	Medium
Germany	Medium
Italy	Medium
Netherlands	Medium
Poland	Medium
Spain	Medium
UK	Medium

RISKS OF MODERN SLAVERY IN OUR OPERATIONS

NON-CORE SUPPLIERS

Non-core suppliers make up 46% (AU) and 44% (EU) of our total supply chain, providing non-cost-of-sales goods and services. We initially conduct an inherent modern slavery risk assessment based on sector and supplier country of domicile, the risk relating to the product and services provided, and the annual procurement spend. Subsequent to this, if the supplier joins or is an existing Sedex member, the relevant forced labour and labour standards risk assessment data within the Sedex platform is used to determine the risk rating of the relevant supplier.

At this stage we have limited visibility in relation to our non-core supply chain beyond tier one.

We recognise the need to improve our visibility beyond tier one in future Reporting Periods. Details of our future initiatives to further progress our maturity can be found on [page 14](#) of this Statement.

As part of the supplier onboarding process, CFL reviews the results of the Approved Supplier Questionnaire which provides information on the suppliers' accredited food safety system, risk management, customer complaints, auditing, insurance, and information on where the products are manufactured.

As at the end of the Reporting Period the risk profile of our non-core suppliers for both our Australia and European operations was as follows:

AUSTRALIA NON-CORE SUPPLIERS

Supply chain category	High	Medium	Low
Construction and Maintenance	–	99%	1%
Corporate and Other Services	–	6%	94%
Equipment	–	100%	–
Payroll and HR Services	–	–	100%
Rental and Utilities	–	8%	92%
Royalties and Marketing	–	–	100%
Waste, Pest, Cleaning and Landscaping	–	97%	3%

EUROPE NON-CORE SUPPLIERS

Supply chain category	High	Medium	Low
Construction and Maintenance	–	96%	4%
Corporate and Other Services	–	1%	99%
Equipment	–	100%	–
Payroll and HR Services	–	–	100%
Rental and Utilities	–	31%	69%
Royalties and Marketing	–	–	100%
Waste, Pest, Cleaning and Landscaping	16%	74%	10%

ACTIONS TO ASSESS AND ADDRESS

MODERN SLAVERY RISKS

In accordance with the risk appetite set by the CFL Board, the Group has a limited risk appetite for not meeting stakeholder expectations in relation to ethical sourcing.

In seeking to identify the modern slavery risks in our operations and supply chain, we align our assessment with the United Nations Guiding Principles on Business and Human Rights (UNGPs) on the potential for our business to cause, contribute to, or be directly linked to modern slavery.

OPERATIONS

Utilising CFL's risk assessment framework, we have assessed there to be a low risk of modern slavery occurring amongst our team members employed across our restaurants and support centres in Australia, Germany and the Netherlands. This is supported by the 2025 *Global Slavery Index*¹ which rates the prevalence of modern slavery in these countries as low. This does not mean our business operations in these locations are absent from risk nor that we are less rigorous with our due diligence processes in those regions. It is also noted that this "low risk rating" differs to the Sedex ratings as stated on page 9, due to these ratings based on all industries and not just food, beverage and packaging suppliers, which is the case for the Sedex ratings presented.

YUM! in both Australia and Europe co-ordinate third party audits across our restaurants that verify that brand standards and food safety practices are adhered to by all KFC and Taco Bell restaurants. These audits are carried out on a quarterly basis. The auditors have powers to inspect files on team members and can conduct random checks to ensure that team members are of working age.

CFL's board and management adopt high standards of corporate governance consistent with the ASX Corporate Governance Principles and Recommendations as described in our annual corporate governance statement published on our website.

WAGE COMPLIANCE

The Group has a robust framework in place for communication and training on workplace rights and conditions and requires compliance with all relevant labour legislation in each country that we operate. This is supported by relevant policies and procedures (refer to listing on page 7) which are reinforced by relevant training and internal and external reviews.

In alignment with our dedication to our 21,000 employees, CFL is conducting a thorough wage compliance review in collaboration with external consultants. This review encompasses a broad spectrum of employee entitlements across multiple roles and timeframes. The review is ongoing and will determine whether and in what circumstances employees may have been entitled to receive other payments, which have not been paid.

CFL is committed to fully remediating any impacted team members and is constructively and proactively liaising with the Fair Work Ombudsman in relation to these matters. CFL is dedicated to upholding principles of fairness, transparency, and ethical conduct towards all members of our team.

SUPPLY CHAIN

YUM! is a member of Sedex, which we leverage to drive Sedex registrations by supply partners. We continue to evolve and mature modern slavery due diligence processes by requesting high-risk non-core suppliers join the Sedex platform, complete questionnaires on modern slavery practices, and if required, complete a third-party Sedex Members Ethical Trade Audit.

One of the primary means by which we assess and address the potential risk of modern slavery arising in our supply chain is through our contracting process with our suppliers. We recognise that our leverage with suppliers is strongest at the time of negotiating a contract. We use a contractor manager system, Rapid Global, to onboard suppliers, which requires suppliers to acknowledge our Supply Chain Code of Conduct. Our Supply Chain Code of Conduct outlines the rules and standards of conduct that apply to third parties in the Group's food production and supply chain. It prohibits unlawful use of child labour and forced labour.

During the Reporting Period, we continued registering our Australian and European operations suppliers on Sedex, including food and beverage suppliers, packaging, distribution partners and uniform providers and material non-core suppliers. Suppliers are expected to complete self-assessment questionnaires. During the reporting period, we engaged with 91 additional suppliers through the Sedex platform.

To manage performance, audits of key suppliers are conducted annually by YUM!, which includes a review of the supplier's internal processes and site visits, as required. Feedback is provided to suppliers to support and drive continuous improvement.

REMEDIATION

Employees can escalate to their manager if they have any concerns or issues in relation to modern slavery, or if they wish to remain anonymous, employees and third parties are able to report via CFL's independently operated Whistleblower system. This process is outlined in the Group Speak Up/Whistleblower Policy and the Grievance Resolution Procedure that allows staff to raise concerns in a confidential and anonymous manner.

If we did find that our business had caused or contributed to modern slavery, we would take guidance from the United Nations Guiding Principles (UNGPs), which provides that businesses in this situation need to remediate the impact by taking a person-centred approach protecting the safety, privacy and wellbeing of the affected person. The process consists of:

1. Gathering evidence, physical and written, and assessing the extent and verified or unverified instance of modern slavery;
2. Escalating it to the relevant bodies within the organisation and authorities such as police if necessary;
3. Undertaking a full investigation of the situation including reviewing all evidence;
4. Implementing an appropriate corrective action plan, which may include contract termination with a supplier and/or worker compensation; and
5. Reviewing the effectiveness of our process and actions to ensure that modern slavery risks are proactively mitigated and prevented where possible.

1. <https://worldpopulationreview.com/country-rankings/global-slavery-index-by-country>.

CASE STUDY



KFC Franchisees Working Group

During the reporting period, we partnered with fellow KFC franchisees and YUM!, to establish a “Modern Slavery and Ethical Sourcing Working Group”. This initiative reflects our commitment to working collaboratively across the KFC system in Australia to better understand, identify, and address modern slavery risks in our supply chain and operations.

The Working Group was formed in recognition that many of our key suppliers are shared across the KFC network, and that a coordinated approach would strengthen our ability to influence positive change and support suppliers more effectively.

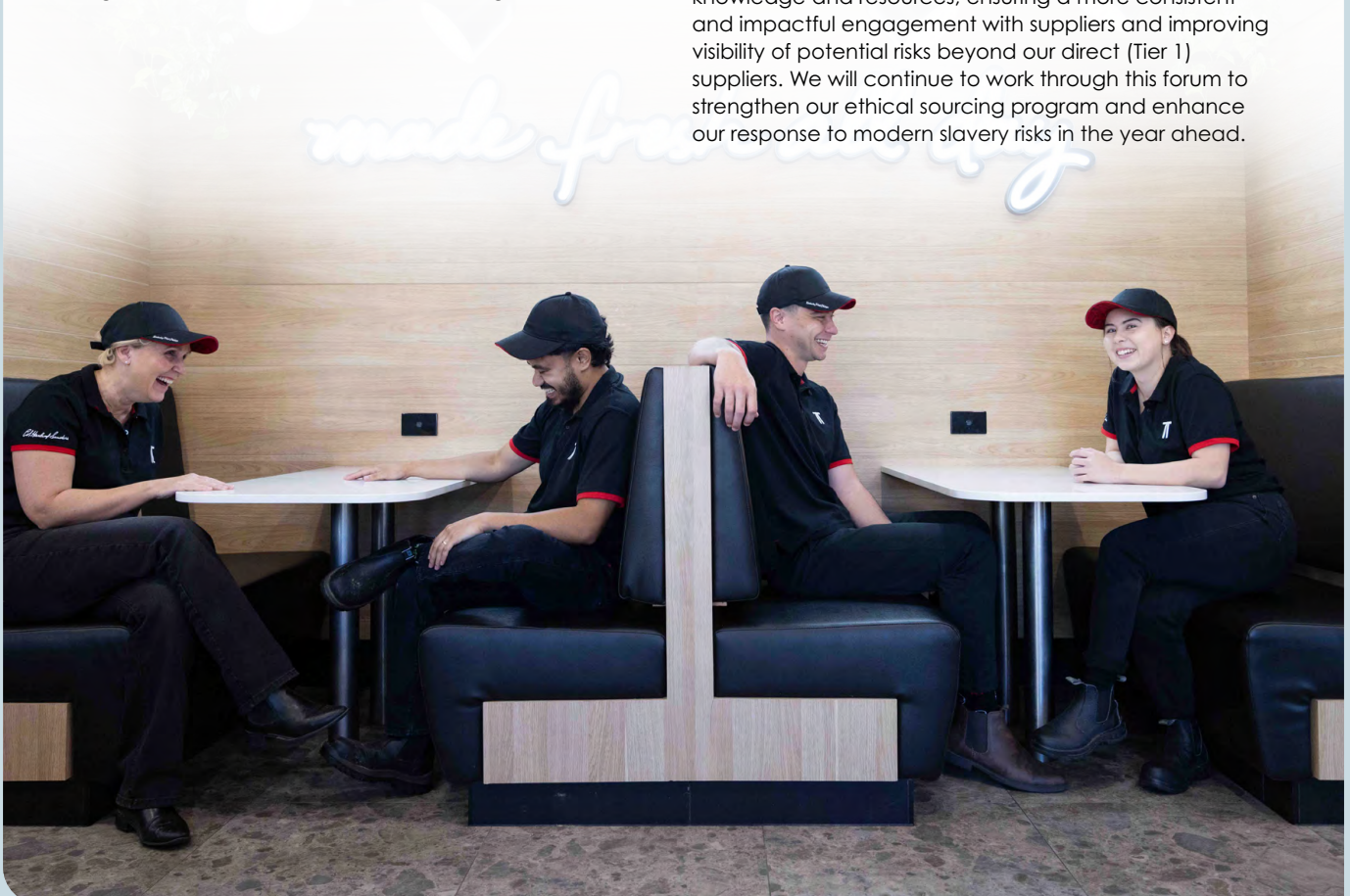
Key features of the Working Group include:

- Monthly virtual meetings to discuss emerging risks, share learnings and align priorities.
- Quarterly working sessions hosted by Sedex, where we focus on engaging suppliers, leveraging the Sedex platform for due diligence and accessing expert guidance on risk identification and mitigation.

Through the Working Group, we have been able to:

- Collaborate on strategies to engage shared suppliers and encourage their onboarding onto the Sedex platform.
- Share insights and resources to build supplier capability and awareness of modern slavery risks and expectations.
- Commence the identification and mapping of our Tier 2 and Tier 3 suppliers, recognising the heightened risks that can exist deeper in the supply chain.

This collaborative approach has enabled us to pool knowledge and resources, ensuring a more consistent and impactful engagement with suppliers and improving visibility of potential risks beyond our direct (Tier 1) suppliers. We will continue to work through this forum to strengthen our ethical sourcing program and enhance our response to modern slavery risks in the year ahead.



ASSESSING EFFECTIVENESS OF OUR ACTIONS

As part of embedded corporate governance and risk management processes, we monitor the effectiveness of our modern slavery approach and are committed to continuous improvement.

During the Reporting Period, we have not identified any issues that could be linked to modern slavery.

The below provides a summary of the progress made on the key focus areas for this reporting period, as disclosed in our last statement:

Action	Action details	Progress made
Supplier Visibility Beyond 'Tier 1'	Continue to encourage new and existing suppliers to register with Sedex and with assistance of Sedex commence mapping supply chain beyond 'Tier 1'. TARGET: 70% of all "Core Suppliers" are registered on Sedex.	Target Achieved 89% of "Core Suppliers" are registered on Sedex. Connected with 91 additional suppliers on Sedex platform during the reporting period.
Supplier Grievance and Complaint Enhancement	Roll out of a new whistle blower and grievance reporting system, that allows suppliers to anonymously report modern slavery risks or non-compliance in both Australia and Europe via mobile app. TARGET: Implemented across 50% of our Australian and European suppliers.	Off Track The implementation and rollout of the new whistleblower and grievance reporting system has been postponed to FY26. This initiative will be prioritised as a key focus area over the next 12 months.
Delivery Aggregators	Educate our delivery aggregators on modern slavery risks, provide training and guidance on good governance practices. TARGET: All delivery aggregators inducted into the Sedex system.	Off Track At time of drafting this Statement, 25% of delivery aggregators have been onboarded into the Sedex platform, with further discussion being raised with these suppliers by YUM!.
Industry Collaboration	Continue to develop relationships and partnership with both Australia and Europe Franchisors, formalise Australia KFC Franchisee Working Group and, with support of Sedex, attend relevant food and beverage forums and training sessions. TARGET: Quarterly KFC Australia Franchisee Modern Slavery Meeting. Formalise 'ethical sourcing' reviews with KFC Europe Franchisor.	Target Achieved KFC Australia Franchisees Working Group has been formed with monthly meetings and quarterly workshops hosted by Sedex. (Refer to page 12 for further details). Quarterly catch ups have been formalised with YUM! to touch base with the "Product Integrity Team" who manage the ethical sourcing compliance and Sedex process.

FOCUS AREAS FOR THE NEXT 12 MONTHS

At CFL we are committed to the continuous improvement in our approach and maturity around addressing modern slavery risks within our operations and supply chains.

Key initiatives during the next reporting period will be:

Action	Details
'Tier 2' & 'Tier 3' Supplier Visibility	Begin evaluating 'Tier 2' and 'Tier 3' suppliers—starting with key food and packaging vendors — in partnership with our Franchisors and Sedex. TARGET: Complete assessment of 25% of "Core Suppliers".
Supplier Grievance and Complaint Enhancement	Roll out of a new whistle blower and grievance reporting system, that allows suppliers to anonymously report modern slavery risks or non-compliance in both Australia and Europe via mobile app. TARGET: Implement across 50% of our Australian and European suppliers.
Engage and Support Suppliers	With the support of Sedex, deliver joint supplier webinars and materials on modern slavery risks tailored to key sectors (e.g. delivery aggregators, logistics, poultry processors). Continue to share knowledge and case examples within the Franchisee Working Group to uplift capability across the KFC network. TARGET: Deliver 2 supplier webinars.
Further Industry Collaboration	Continue to develop relationships and partnership with YUM! and with support of Sedex, broaden further QSR industry collaboration in relation to addressing potential modern slavery risks. TARGET: Quarterly KFC Australia Franchisee Workshops & support in arranging "QSR Modern Slavery Round Table".

Our PEOPLE
OUR COMMUNITIES,
AND OUR Planet
DESERVE OUR
wholehearted
COMMITMENT.
WE WANT OUR
GROWTH to be
SUSTAINABLE.





CONSULTATION PROCESS

This statement has been prepared in consultation with all reporting entities, as listed on page 2.

Executives performing group level functions across our Group have provided input in relation to our operations, procurement, and supply chain.

This Statement has been prepared in consultation with the CFL Executive Management team. We have engaged with YUM! in Australia, Kentucky Fried Chicken Pty Limited, which is also required to comply with the *Modern Slavery Act 2018 (Cth)*. We also engaged with YUM! in Europe that is required to comply with the UK laws on modern slavery.

CONCLUSION

Collins Foods is committed to gaining further visibility into the risks of modern slavery in our operations and supply chains and embedding processes within our business to strengthen our management controls to mitigate these risks.

This Statement was approved by the Board of Collins Foods Limited, the parent entity of the reporting entities and the directors of each of the reporting entities. The Statement has been signed by a member of the Board of Collins Foods Limited on behalf of all reporting entities.



Robert Kaye SC
Chair

26 September 2025

