



Collins Foods Limited

MODERN SLAVERY STATEMENT 2026

Acknowledgement of country

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.

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INTRODUCTION

This Modern Slavery Statement is prepared by Collins Foods Limited (Collins Foods) and its owned or controlled entities (the Group) pursuant to the requirements of the *Modern Slavery Act 2018 (Cth)* (the Act) for the reporting period 28 April 2025 to 3 May 2026 (Reporting Period).

We do not tolerate human rights abuses in any form, including modern slavery, forced labour, child labour or human trafficking, in our operations or supply chains. This commitment is reflected in our Group Code of Conduct, Ethics and Integrity Policy and Supply Chain Management Code of Conduct. We are also committed to upholding the Universal Declaration of Human Rights and acting consistently with the United Nations Guiding Principles on Business and Human Rights (UNGPs)¹.

In FY26, we moved from commitment to action. We completed ethical risk screening for 100% of our Tier 1 suppliers, embedded ethical requirements into tender documentation, supplier onboarding and contracts, and commenced planning to extend our focus beyond direct suppliers into Tier 2 of our food supply chain, working with our franchisor Yum!, fellow KFC franchisees and Sedex.

During the Reporting Period, our multi-year wage compliance review continued, and remediation payments to affected current and former team members began in November 2025.

We have treated this matter with appropriate seriousness by remediating affected people, engaging proactively and constructively with the Fair Work Ombudsman, and strengthening the relevant wage compliance systems and controls. Refer to page 10 for more information.

We understand where our residual risks are concentrated, being within agriculture and poultry processing upstream of our Tier 1 food suppliers; cleaning, waste and construction services; delivery aggregators; and the vulnerability of a workforce in which more than half our people are under 25. Although we do not yet have visibility over every worker in our value chain, we are continuing to extend that visibility systematically.

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 the Group and has been reviewed and approved by the Directors of each of the following reporting entities.²

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 Franchisor³, for the period ended 31 December 2025.



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

2. 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.

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

ABOUT COLLINS FOODS

Collins Foods is an ASX-listed Quick Service Restaurant (QSR) operator with a legacy dating back to 1968.

At the end of the Reporting Period the Group operated **375 restaurants** across Australia, the Netherlands and Germany and employed **22,027** team members from 104 nationalities.

Collins Foods is a franchisee of Yum! Brands, Inc. (Yum!). During FY26, the Group made the strategic decision to exit the Taco Bell business. Seven Taco Bell restaurants closed on 12 April 2026, and on 17 August 2026 the remaining 20 restaurants were transferred to new ownership.

The Board of Collins Foods has ultimate accountability for oversight of risk, including modern slavery risk. This risk is managed by the Executive Leadership Team, with structured oversight from the Audit & Risk Committee and Sustainability Council.

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 values



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



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



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



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



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.



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

OUR OPERATIONS

Our restaurants are supported by Restaurant Support Centres (RSCs) in Brisbane, Amsterdam and Düsseldorf, which house our corporate functions including HR, risk management, legal, IT, procurement, finance and sustainability.

As a Yum! franchisee, we operate under franchise agreements that set the core principles for our business relationship. Yum! provides brand standards, marketing, menu and food innovation, supply chain and IT services in return for service fees. For modern slavery risk, Yum!'s role in sourcing food, packaging, equipment and other core items, and securing supply and distribution through approved partners, is particularly important. This shapes both our exposure and our ability to influence outcomes: while we cannot independently select or remove core suppliers, we can and do influence them collectively through the franchise network.

In the Netherlands, we operate under a corporate franchise agreement. In addition to operating our own KFC restaurants, we provide brand management, marketing and supply chain support to other Yum! franchisees. Those restaurants are not under our operational control, and their workforces are not included in our employee data; however, they are served by the same core supply chain addressed in this Statement.

As the largest Yum! franchisee in Australia and the Netherlands, we play a leading role in network collaboration. During the Reporting Period, the Australia Modern Slavery and Ethical Sourcing Working Group, which we helped establish in FY25, continued to meet monthly, supported by quarterly Sedex-hosted workshops. We also participated in the inaugural QSR industry roundtable on modern slavery (refer to case studies on page 9 and 10).

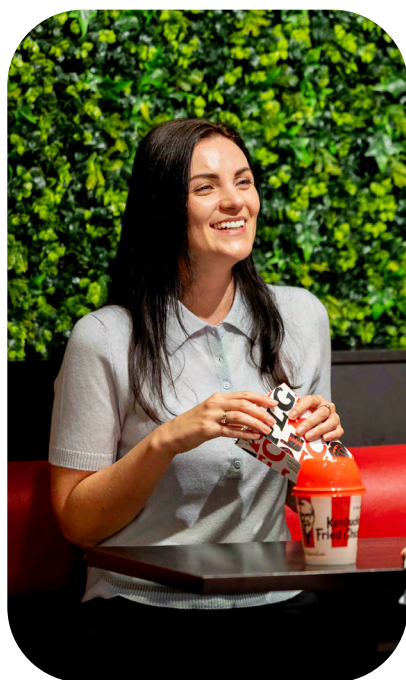


OVERVIEW OF OUR SUPPLY CHAIN

Our franchise agreements require us to use franchisor-approved goods and services in preparing, marketing and selling products in our restaurants. This ensures quality and consistency across the franchise system and means our core supply and distribution arrangements are limited to Yum!'s approved partners. We group our supply chain into two categories:

1. **Core suppliers** provide the essential goods and services used in our restaurants, including food and beverages, packaging, uniforms, distribution and delivery aggregators. Yum! coordinates sourcing and purchasing negotiations for the KFC Australia and KFC Europe core supply chains. For Taco Bell Australia, we manage core suppliers in partnership with Taco Bell International.
2. **Non-core** suppliers provide the other goods and services required to operate and grow the business, including restaurant construction and fit-out, maintenance, equipment, cleaning, waste and pest services, marketing, professional services, utilities and office supplies.

For our Australian restaurants, most Tier 1 food supplies are sourced locally, including chicken, fresh produce, bread and beverages. In Europe, our core suppliers are more geographically dispersed across the EU and UK, with a small number of packaging suppliers sourcing from higher-risk countries, including China.



COUNTRY OF ORIGIN - EUROPEAN CORE SUPPLIERS AND INHERENT COUNTRY RISK

Country	Supply category	Sedex inherent risk rating
Belgium	Food & beverage	Medium
China	Packaging, equipment, merchandise	High
Czech Republic	Packaging	Medium
France	Food & beverage, packaging	Medium
Germany	Food & beverage, packaging	Medium
Italy	Food & beverage, packaging, equipment	Medium
Netherlands	Food & beverage	Medium
Poland	Food & beverage, packaging	Medium
Spain	Food & beverage	Medium
United Kingdom	Food & beverage, packaging	Medium

Based on the location of suppliers' operations/production facilities.

EXTENDING VISIBILITY BEYOND TIER 1

Our visibility is currently strongest at Tier 1, where we have direct supplier relationships and established due diligence processes. However, some of the highest inherent modern slavery risks in our supply chain are likely to sit further upstream, including in agriculture, poultry processing, manufacturing and other labour-intensive activities that support our core food and packaging supply chains.

Higher-risk workers are often outside our direct contractual relationships. This includes farm and abattoir workers, workers in manufacturing locations with elevated country or sector risk, subcontracted cleaners, security and construction workers, and delivery platform drivers and riders whose engagement models we do not control.

Working with the KFC Franchisee Working Group and Sedex, we commenced planning for a Tier 2 supply chain mapping pilot in FY26, with the aim of mapping suppliers that feed into our Tier 1 supply chain. The pilot is expected to commence in FY27 and will start with one priority category to keep the approach focused.

Our European Deforestation Regulation (EUDR) readiness work in Europe is expected to strengthen supply chain traceability. In preparing for the EUDR with our franchisor, Yum!, we are working to improve supplier and product-level data, clarify supply chain responsibilities, and develop traceability infrastructure that can also support human rights due diligence, including Tier 2 and Tier 3 mapping by Yum!.

What we did: In FY26, we worked with our largest KFC franchise partners and Sedex to scope a Tier 2 pilot, identify a suitable priority category and determine the information required from participating Tier 1 suppliers. The practical mapping work is expected to commence in FY27. This work will be supported through the Sedex platform.

Why we are starting narrow: We have deliberately focused on one priority category and a small number of Tier 1 partners, rather than attempting a network-wide exercise. This will allow us to test whether Tier 2 data can be obtained, whether it is reliable enough to support risk rating, and whether it changes our response.

What we expect to learn: The pilot will help us understand the extent to which Tier 2 visibility depends on active Tier 1 sponsorship, the practical barriers to obtaining upstream supplier data, and whether the approach can be scaled to further categories. Our FY27 target is to complete a Tier 2 assessment for at least one core food or packaging supplier, in partnership with our franchisors and Sedex.

RISKS OF MODERN SLAVERY IN OUR OPERATIONS

We recognise that the food industry carries heightened forced labour risk. Given our operations and the importance of wage compliance, we also acknowledge the potential for workforce characteristics, including age and casual employment, to increase exposure to labour-related risks. We require all team members in our restaurants and Restaurant Support Centres to be:

- a) treated fairly and with respect;
- b) of legal 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**'. We support cultural diversity, positive mental health and workplaces that are safe, welcoming and inclusive. Each year, we assess measurable diversity objectives, including gender diversity and the gender pay gap, with a focus on advancing women's rights and gender equality. These efforts include closing the gender pay gap and promoting equal opportunity for women at all levels of the organisation and 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 women's empowerment are available in our **2026 Sustainability Report**¹ and **WGEA report**², both published on our website.

Collins Foods 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



1. <https://www.collinsfoods.com/wp-content/uploads/2026/06/CKF-Sustainability-Report-2026.pdf>

2. <https://www.collinsfoods.com/wp-content/uploads/2026/06/WGEA-2025-2026-Gender-Equality-Reporting.pdf>

RISKS OF MODERN SLAVERY IN OUR SUPPLY CHAIN

CORE SUPPLIERS

Our core suppliers include the major food, packaging and distribution providers essential to operating our restaurants. These categories carry elevated inherent modern slavery risk due to the sectors involved, including agriculture, poultry processing, manufacturing and transport, and, in some cases, the country of production.

Yum! performs risk assessments of food and paper suppliers and requires all food and paper suppliers to register on Sedex.¹

NON-CORE SUPPLIERS

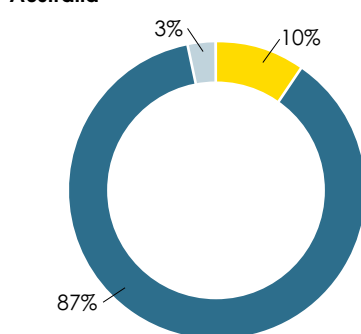
Non-core suppliers provide goods and services outside cost of sales. Because we contract with them directly, this is where we have the greatest leverage. We initially assess inherent modern slavery risk by considering each supplier's sector, country of domicile, goods or services provided and annual procurement spend. Where a supplier is, or becomes, a Sedex member, we also use relevant forced labour and labour standards data from the Sedex platform to determine its risk rating.

During FY26, we embedded ethical requirements into tender documentation, ensuring modern slavery expectations are assessed during supplier selection rather than added after award.

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:

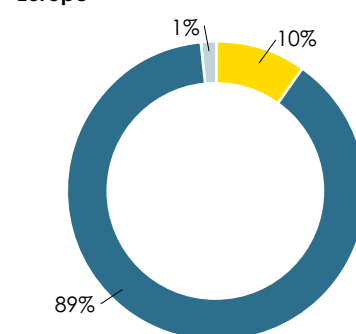
SEDEX RISK PROFILE – CORE SUPPLIERS

Australia



● Low ● Medium ● High

Europe



● Low ● Medium ● High

AUSTRALIAN 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%

EUROPEAN NON-CORE SUPPLIERS

Supply chain category	High	Medium	Low
Construction and Maintenance	–	95%	5%
Corporate and Other Services	–	5%	95%
Equipment	–	100%	–
Payroll and HR Services	–	–	100%
Rental and Utilities	–	29%	71%
Royalties and Marketing	–	–	100%
Waste, Pest, Cleaning and Landscaping	–	88%	13%

Percentages may not total 100% due to rounding.

A significant proportion of our non-core suppliers have been assessed as Medium risk. This does not indicate identified modern slavery concerns; rather, it reflects that these suppliers operate in sectors where modern slavery risk is inherently present, including equipment production, construction and cleaning.

In our sector, a Medium rating is expected for well-managed suppliers in risk-exposed industries and reflects the nature of the industry, not a failure by the supplier. Low-rated suppliers are generally concentrated in professional, corporate, payroll and financial services, which generally have lower inherent exposure to recognised modern slavery risk indicators. We continue to work with suppliers and the franchisee working group to better understand potential risk indicators and ensure suppliers understand our expectations for managing modern slavery risk.

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>.

ACTIONS TAKEN TO ASSESS AND ADDRESS MODERN SLAVERY RISKS

GOVERNANCE AND POLICY

Modern slavery risk is managed within the **Group Risk Management Framework**, which is underpinned by the Group Risk Management Policy and aligns with the ASX Corporate Governance Principles and Recommendations (Principle 7) and ISO 31000:2018.

The Board has ultimate responsibility for risk oversight and approval of this Statement. Human rights violations in the supply chain are recognised as a key risk in the 2026 Annual Report and are managed through Modern Slavery Act reporting, supplier due diligence, the Supplier Code of Conduct and targeted monitoring of higher-risk areas.

The Board's Audit & Risk Committee is regularly briefed on material sustainability impacts, risks and opportunities, including ethical supply chain matters.

The Sustainability Council comprises senior representatives from across business units and geographic markets. During FY26, it met quarterly against a standing agenda of forward-planned focus areas and provided regular updates to the Executive Team, the Board's Audit & Risk Committee and the Board.

The Management Audit, Risk & Compliance Committee meets quarterly and provides management-level oversight of compliance risk.



WORKING CONDITIONS AND WAGE COMPLIANCE

At Collins, our expectation is that every team member working in our restaurants and Restaurant Support Centres is treated fairly and with respect, is of legal working age, working of their own free will, and is paid in accordance with the relevant award, agreement and applicable legislation. We recognise that setting expectations is only the first step. The review activities and controls described below help us test whether those expectations are being met in practice.

WAGE COMPLIANCE REVIEWS

During FY26 we continued our review of historical employment and wage records in Australia for the period 1 May 2017 to 3 May 2026. The review, supported by external consultants, examined whether team members received the entitlements owed to them across the roles and periods within its scope.

We began remediation payments to affected team members in November 2025 and paid \$3.5 million during FY26. At the end of the Reporting Period a further \$8.3 million provision remained for team member remediation, and we continue to engage constructively with the Fair Work Ombudsman.

Our work in this space is not complete, and further matters may be identified as this work progresses. We will continue to report on our progress in our annual Modern Slavery Statement.

Separately, on 15 April 2026 the Collins Group entered into a no-admissions settlement deed to resolve consolidated Federal Court class action proceedings concerning 10-minute rest break entitlements at KFC restaurants. The settlement amount payable by Collins Foods is for up to \$9.0 million and is subject to Federal Court approval.

STRENGTHENING PAY COMPLIANCE

During FY26 we progressed the following to strengthen pay compliance:

Control	Action
Integrated HR and payroll platform	We consolidated our Australian HR and payroll capabilities into a single integrated platform. The consolidation is intended to improve data quality, simplify processes and support our compliance obligations.
Rostering practices	We use rostering and time and attendance systems which are supported by compliance alerts and reporting. During FY26 we commenced a structured review of how those systems are configured and what other processes are used or required to support ongoing improvements to rostering and time and attendance processes.
Group Speak Up program	Launched across Australia, the Netherlands and Germany in FY26, providing all employees with a confidential, independently managed and anonymous Speak Up channel.
Workforce voice	We ran a global employee engagement survey during FY26, with a second survey scheduled for the beginning of FY27.

Our comprehensive review of wage compliance across our operations in Australia, the Netherlands and Germany is progressing with a view to further strengthening our governance, processes and controls. In parallel, we are continuing to build payroll compliance capability and enhance training for leaders involved in pay-related decision-making to support sustained compliance outcomes.



SUPPLY CHAIN DUE DILIGENCE

Modern slavery cannot be managed through policy alone. Those who select suppliers, negotiate contracts, manage restaurants and roster team members must be able to identify warning signs and know how to respond.

Restaurant Support Centre teams:

targeted training is provided when required to procurement, supply chain, development, marketing and finance teams to help them identify and respond to modern slavery risks.

Restaurant leadership: our people leaders are the first line of defence for the vulnerability of young workers. Training reinforces working-age verification, rostering and rest break compliance, and the Speak Up channels.

Suppliers: through the KFC Franchisee Working Group, and with Sedex support, we participated in joint supplier engagement, sharing insights and resources to build supplier capability and awareness of modern slavery risks and our expectations. In FY27, we aim to coordinate up to two joint supplier engagement sessions, subject to supplier participation, focused on our highest-risk sectors: delivery aggregators, logistics and poultry processing.

Board and Executive: modern slavery risk is reported to the Sustainability Council quarterly and, through it, to the Board's Audit & Risk Committee and the Board.

GRIEVANCE MECHANISMS AND REMEDIATION

If our business caused or contributed to modern slavery, we would be guided by the UNGPs and remediate the impact through a person-centred approach that protects the affected person's safety, privacy and wellbeing:

Step	Action
1	Gather evidence, physical and written, and assess the extent and the verified or unverified nature of the instance.
2	Escalate to the relevant bodies within the organisation and to authorities such as police, if necessary, prioritising the safety and wishes of the affected worker.
3	Undertake a full investigation, reviewing all evidence.
4	Implement an appropriate corrective action plan, which may include worker compensation and/or contract termination. Termination will be considered carefully, as disengagement without appropriate consideration of worker outcomes may displace rather than address the risk.
5	Review the effectiveness of our process and actions to ensure risks are proactively mitigated and prevented where possible.

INCIDENTS REPORTED DURING THE REPORTING PERIOD

During the Reporting Period, no modern slavery incidents were identified or reported in our operations or supply chain, and no modern slavery reports were received through our grievance channels.

We do not treat this as evidence that modern slavery is absent from our value chain. Given the depth of our upstream supply chain and the limited reach of grievance mechanisms to the workers most at risk, the absence of reports does not, by itself, provide assurance that risk is absent, particularly in deeper tiers where visibility and access to grievance mechanisms may be more limited.

Strengthening detection is therefore a key reason supplier-facing grievance channels and second-tier visibility are FY27 priorities.

CASE STUDY 1

INAUGURAL QSR INDUSTRY ROUNDTABLE ON MODERN SLAVERY

During FY26, Collins Foods participated in the **inaugural QSR industry roundtable on modern slavery**, bringing together fellow KFC franchisees, our franchisor Yum!, industry peers from across the Quick Service Restaurant sector, and Sedex.



Why an industry forum. The QSR sector relies on many of the same suppliers, including poultry processors, packaging manufacturers, cleaning contractors and delivery aggregator platforms. One franchisee, even the largest Yum! franchisee in Australia, has limited leverage to influence a global delivery platform's rider engagement model. Acting together as a sector creates materially greater influence.

What the roundtable addressed. Participants shared approaches to supplier risk assessment, Sedex supplier onboarding experience and discussed categories where coordinated engagement may be more effective than individual action. Delivery aggregators and subcontracted cleaning services featured prominently in those discussions.

What we take from it. Industry collaboration does not replace company accountability, and we recognise that industry collaboration is most valuable when supported by measurable outcomes and clear accountability. We will assess the value of the roundtable by reference to practical outcomes, including progress in supplier onboarding, audit access and remediation. We aim to support a further roundtable in FY27.

CASE STUDY 2

KFC AUSTRALIA MODERN SLAVERY AND ETHICAL SOURCING WORKING GROUP

The Working Group we helped establish in FY25 with fellow KFC franchisees and Yum! continued throughout FY26. It met monthly to discuss emerging risks, share learnings and align priorities, supported by quarterly Sedex-hosted working sessions. During FY26, the Working Group enabled us to:

- collaborate on strategies to engage shared suppliers and support their onboarding to Sedex;
- share insights and resources to strengthen supplier capability and awareness of modern slavery risks and expectations; and
- begin planning for Tier 2 and Tier 3 supplier mapping, recognising the heightened risks deeper in the supply chain; and
- work closely with Yum!, which has supported supplier onboarding to Sedex and introduced a global policy requiring high-risk suppliers to register on the platform.

Quarterly catch-ups have also been formalised with Yum!'s Product Integrity Team, which manages ethical sourcing compliance and the Sedex process at franchisor level. This is our most important escalation pathway because it enables core-supplier issues we cannot resolve alone to be acted on.



ASSESSING THE EFFECTIVENESS OF OUR ACTIONS

We assess the effectiveness of our modern slavery approach through our embedded governance and risk management processes and remain committed to continuous improvement. The table below reports against the commitments made in our 2025 Statement:

Action	2025 Statement Target	Progress made
'Tier 2' & 'Tier 3' Supplier Visibility	Complete assessment of 25% of "Core Suppliers"	Partially Met We commenced planning a Tier 2 mapping pilot with a Tier 1 food supplier, our largest franchise partners and Sedex, but did not meet the 25% assessment target during the Reporting Period. Progress was slower than planned because Tier 2 engagement depends on Tier 1 sponsorship rather than contractual rights. The action has been carried forward to FY27 with a revised approach.
Supplier Grievance and Complaint Enhancement	Implement across 50% of our Australian and European suppliers	Not completed - revised approach adopted The Group Speak Up program launched in FY26 for employees in Australia, the Netherlands and Germany. However, the supplier-facing grievance channel was not implemented during the Reporting Period and has been carried forward under a staged FY27 delivery approach.
Engage and Support Suppliers	Deliver 2 supplier webinars	Partially Met Supplier screening and engagement were undertaken with Yum!, franchisees and Sedex through the Working Group and Sedex-hosted sessions. The two standalone supplier webinars were not delivered during the Reporting Period and have been carried forward to FY27, with a revised delivery approach focused on named priority sectors.
Further Industry Collaboration	Quarterly KFC Australia Franchisee Workshops & support arranging a "QSR Modern Slavery Round Table"	Achieved The KFC Australia Franchisee Working Group met monthly, supported by quarterly Sedex-hosted workshops. Collins Foods also participated in the inaugural QSR industry roundtable on modern slavery, and formalised quarterly catch-ups with Yum!'s Product Integrity Team.



FOCUS AREAS FOR THE NEXT 12 MONTHS



CFL is committed to continuously improving how we identify and address modern slavery risks across our operations and supply chains. Our FY27 commitments are deliberately fewer, more focused and more specific than in prior years.

Action	Details
Supplier grievance channel	Design and implement a grievance and reporting channel for suppliers and, where feasible, supplier workers, enabling anonymous reporting of modern slavery risks or non-compliance in Australia and Europe. Delivery will be staged: design, pilot with high-risk categories, then scale, rather than relying on a single end-state percentage target. Target: Offer the supplier grievance channel to all active suppliers in our highest-risk non-core categories (waste/pest/cleaning, construction and maintenance) and track supplier access and uptake.
Tier 2 and Tier 3 supplier visibility	Commence and complete the Tier 2 mapping pilot, starting with key food and packaging vendors, in partnership with our franchisor and Sedex. Target: Our FY27 target is to complete a Tier 2 assessment covering at least one key core supplier, starting with food and packaging suppliers, in partnership with our franchise network and Sedex.
Delivery aggregators	Escalate delivery aggregator engagement to franchisor and industry level. Pursue Sedex onboarding, contractual modern slavery provisions and visibility of rider engagement models through the QSR industry roundtable and Yum!'s Product Integrity Team. Target: Seek to have each delivery aggregator serving our restaurants either onboarded to Sedex or subject to a documented, agreed alternative assurance arrangement
Engage and support suppliers	With the support of Sedex, deliver joint supplier webinars and materials tailored to our highest-risk sectors. Continue sharing knowledge and case examples through the Franchisee Working Group. Target: Coordinate up to two supplier engagement sessions, subject to supplier participation, focused on delivery aggregators, logistics and poultry processing.

CONSULTATION AND APPROVAL

This Statement was prepared in consultation with each reporting entity listed on page 1. Collins Foods Limited is the Group's ultimate holding company, and all reporting entities share common directors, group-level functions, systems, policies and processes.



Group-level executives from Risk and Legal, People and Culture, Supply Chain, Procurement, Sustainability and Finance contributed input on our operations, procurement and supply chains. The Group's Executive Leadership Team was consulted in preparing the Statement, which was then reviewed by the Sustainability Council and the Audit & Risk Committee.

We consulted with Yum! in Australia, Kentucky Fried Chicken Pty Ltd, which is also a reporting entity under the Modern Slavery Act 2018 (Cth), and with Yum! in Europe, which is required to comply with UK modern slavery legislation. Consultation occurred through the KFC Australia Modern Slavery and Ethical Sourcing Working Group, monthly meetings, quarterly Sedex-hosted workshops, and formalised quarterly catch-ups with Yum!'s Product Integrity Team.

We also engaged with Sedex, fellow KFC franchisees and industry peers through the inaugural QSR industry roundtable on modern slavery.

The Board of Collins Foods Limited approved this Statement on behalf of Collins Foods Limited, as parent entity, and each reporting entity. A Collins Foods Limited Board member has signed the Statement on behalf of all reporting entities.

Mark Hawthorne
Chair

8th October 2026

