

SMALLE HAV



ACN 151 420 781
COLLINS FOODS LIMITED
ANNUAL GENERAL MEETING
30 AUGUST 2024
Authorised for release by the Board

2024





CHAIR'S WELCOME

ROBERT KAYE SC

How to submit a question online

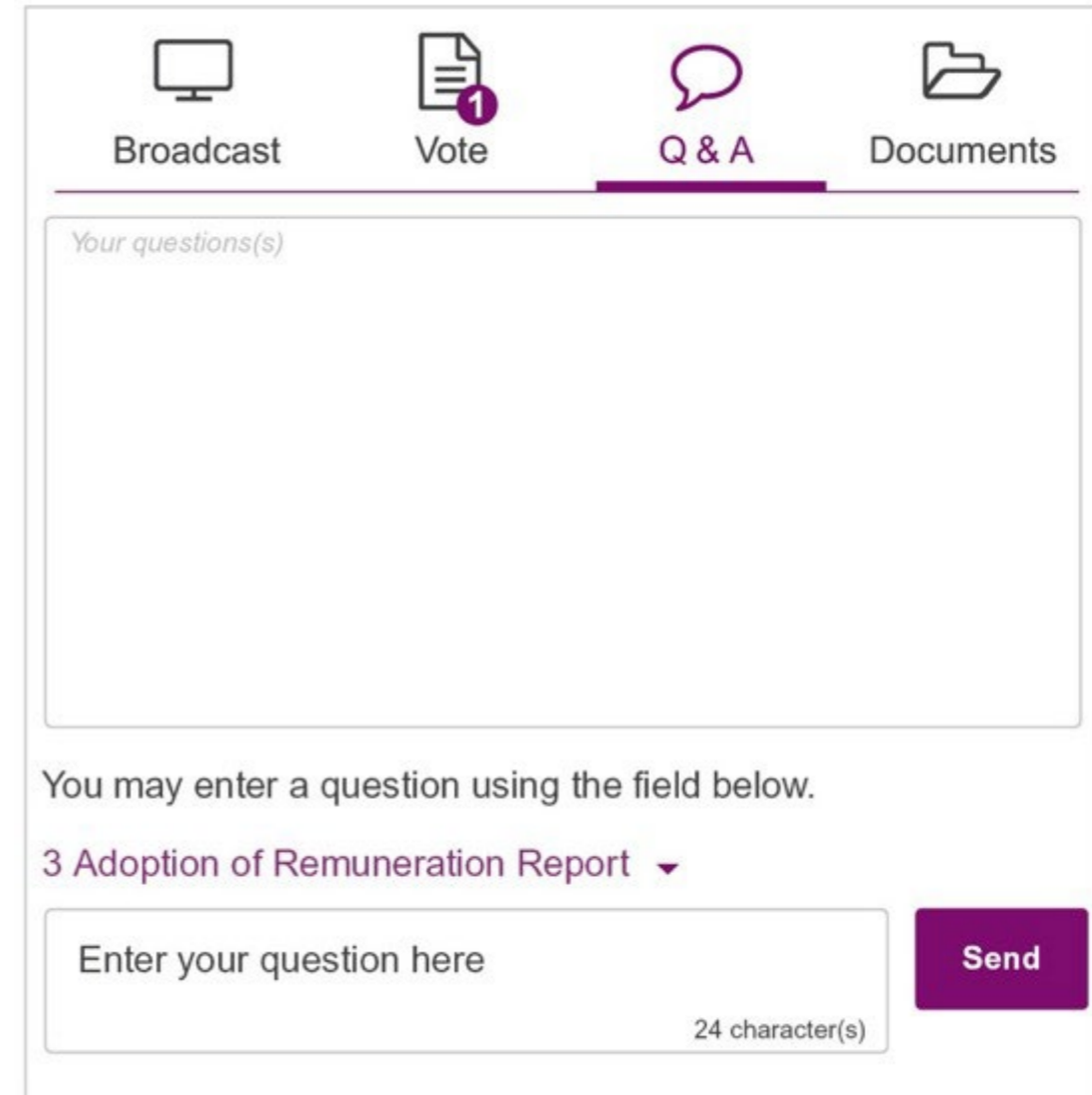


Q & A

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 red '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 instruction "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.

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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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CHAIR'S ADDRESS

ROBERT KAYE SC

FY24 - maintained growth momentum

We operated

381
RESTAURANTS

In Australia, the
Netherlands and
Germany



TEAM MEMBERS

17,555

in Australia

3,230

in Europe



17

**NET NEW
RESTAURANTS**

Record revenue, dividend growth

REVENUE

(continuing operations)

↑ 10.4%

to \$1,488.9m

(FY23: \$1,348.6m)

TOTAL FY24 FULLY FRANKED DIVIDEND

28.0cps

(FY23: 27.0cps)

NET OPERATING CASH FLOW

↑ \$30.2M

to \$176.4m

NET DEBT

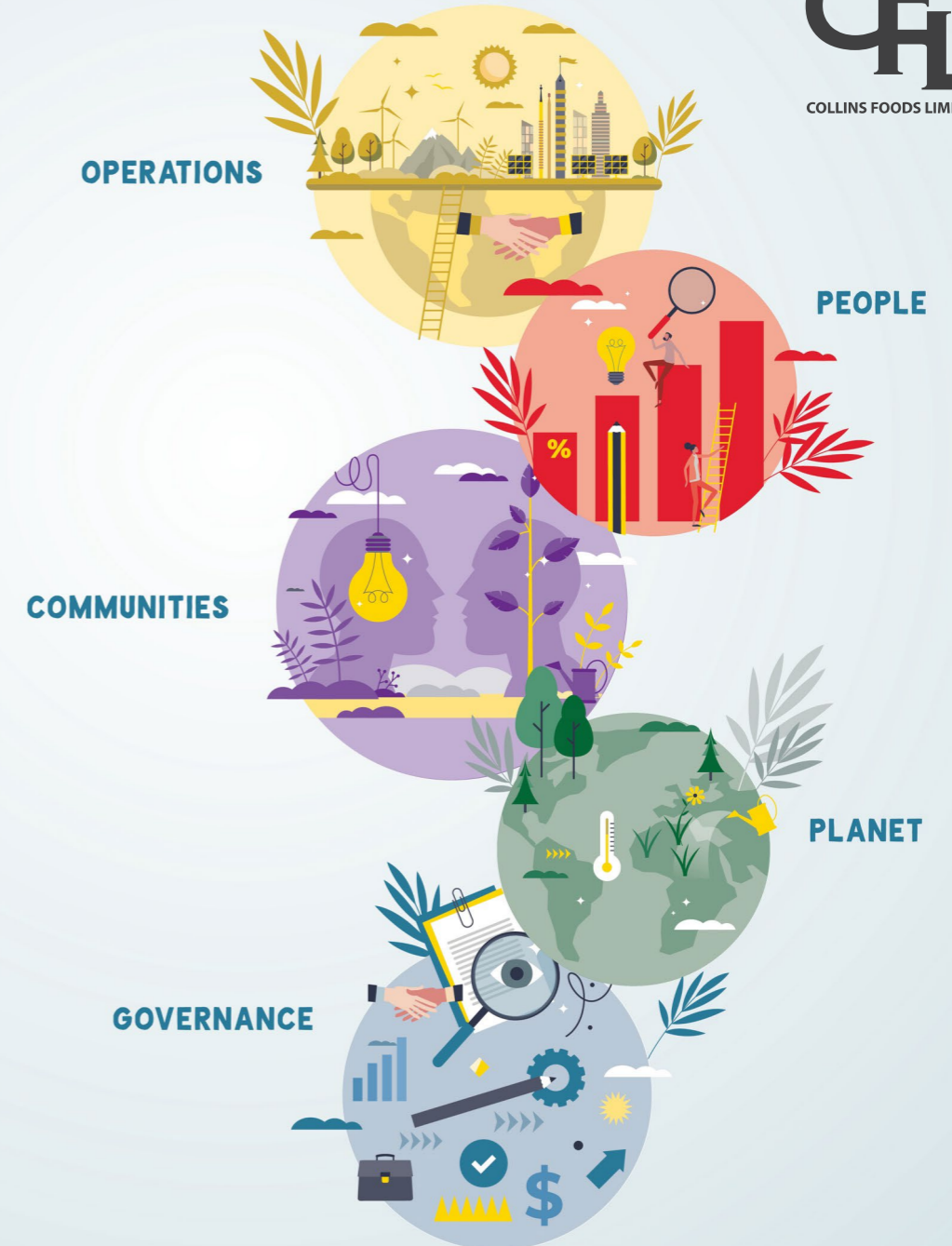
↓ \$46.7M

to \$165.5m



Positive impact strategy

CATEGORY	DESCRIPTION
<u>OPERATIONS</u>	How we embed ESG into our operations to deliver benefit and improved experiences for all
<u>PEOPLE</u>	How we ensure the health and safety of our people and provide supportive and rewarding employment
<u>COMMUNITIES</u>	How we ensure the health and safety of our customers and make a positive contribution to the communities within which we operate
<u>PLANET</u>	How we manage and minimise our impact on the environment
<u>GOVERNANCE</u>	How we conduct ourselves with ethics and integrity, manage risk and fulfil our obligations



Board and Executive changes



Thank you





INTERIM MANAGING DIRECTOR & CEO'S ADDRESS

KEVIN PERKINS

In FY24, Collins Foods delivered another solid performance, leveraging the inherent resilience of our world-class brands to drive growth despite the combined impacts of cost inflation and cost-of-living pressures.



FY24 financial performance

REVENUE

(continuing operations)

↑ **10.4%**

to \$1,488.9m

(FY23: \$1,348.6m)

UNDERLYING EBITDA

(continuing operations)

↑ **12.0%**

to \$229.8m

(FY23: \$205.1m)

NET OPERATING CASH FLOW

↑ **\$30.2M**

to \$176.4m

NET DEBT

↓ **\$46.7M**

to \$165.5m

STATUTORY NPAT

(continuing operations)

↑ **501.9%**

to \$76.7m

(FY23: \$12.7m)



KFC Australia



279
RESTAURANTS

\$1.12B
REVENUE

↑ 3.8%
SAME STORE
SALES GROWTH

\$221.4M
STATUTORY &
UNDERLYING EBITDA

19.8%
STATUTORY &
UNDERLYING
EBITDA MARGIN

Thanks!

Drive thru open
Mon - Sun 10am - 10pm

We care for you
Thank you for not smoking.

FEEDBACK has its REWARDS!*
www.kfcfeedback.com.au

This location has a monitored alarm & 24 hr video surveillance & may include audio recording. Time delay locks are fitted to our safes & a second key is held off-site by a security company.



KFC Europe



75
RESTAURANTS

\$313.5M
REVENUE

↑ 4.9%
SAME STORE
SALES GROWTH

\$41.4M
STATUTORY EBITDA

\$42.5M
UNDERLYING EBITDA

13.2%
STATUTORY EBITDA
MARGIN

13.6%
UNDERLYING EBITDA
MARGIN



Taco Bell



27
RESTAURANTS

\$54.4M
REVENUE

↑ 3.5%
SAME STORE
SALES GROWTH

\$0.9M
STATUTORY EBITDA

\$(0.7)M
UNDERLYING
EBITDA

1.7%
STATUTORY
EBITDA MARGIN

(1.3)%
UNDERLYING
EBITDA MARGIN



Sustainability

OPERATIONS

- Sustainability Strategy
- Strengthened ESG leadership and governance
- Improved ESG data collection
- Restaurants providing for communities

PLANET

- Sustainability Strategy
- Strengthened ESG leadership and governance
- Improved ESG data collection
- Restaurants providing for communities

PEOPLE

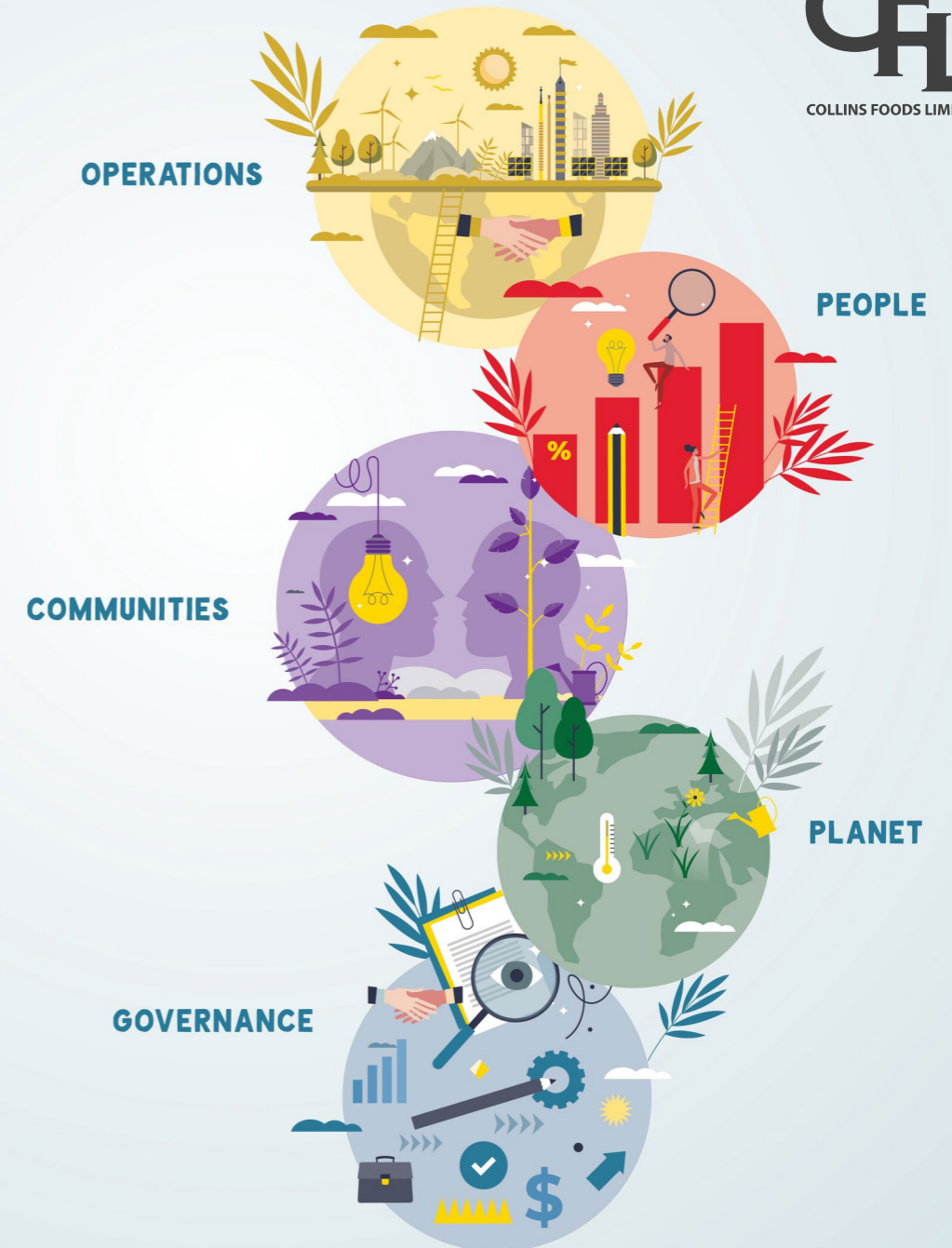
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GOVERNANCE

- Sustainability Strategy
- Strengthened ESG leadership and governance
- Improved ESG data collection
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COMMUNITIES

- Sustainability Strategy
- Strengthened ESG leadership and governance
- Improved ESG data collection
- Restaurants providing for communities



Outlook

- leveraging strength of world class brands
- prioritising long term performance & consumer trust
- proven growth strategy based on everyday value, product innovation & accessibility
- first-half margins and SSS impacted by persistent inflation on cost of sales, labour and energy
- operational, supply chain & energy initiatives to drive efficiency
- continued network expansion via new builds and M&A
- specialisation in resilient QSR sector
- strong balance sheet & cash generation



AGM BUSINESS

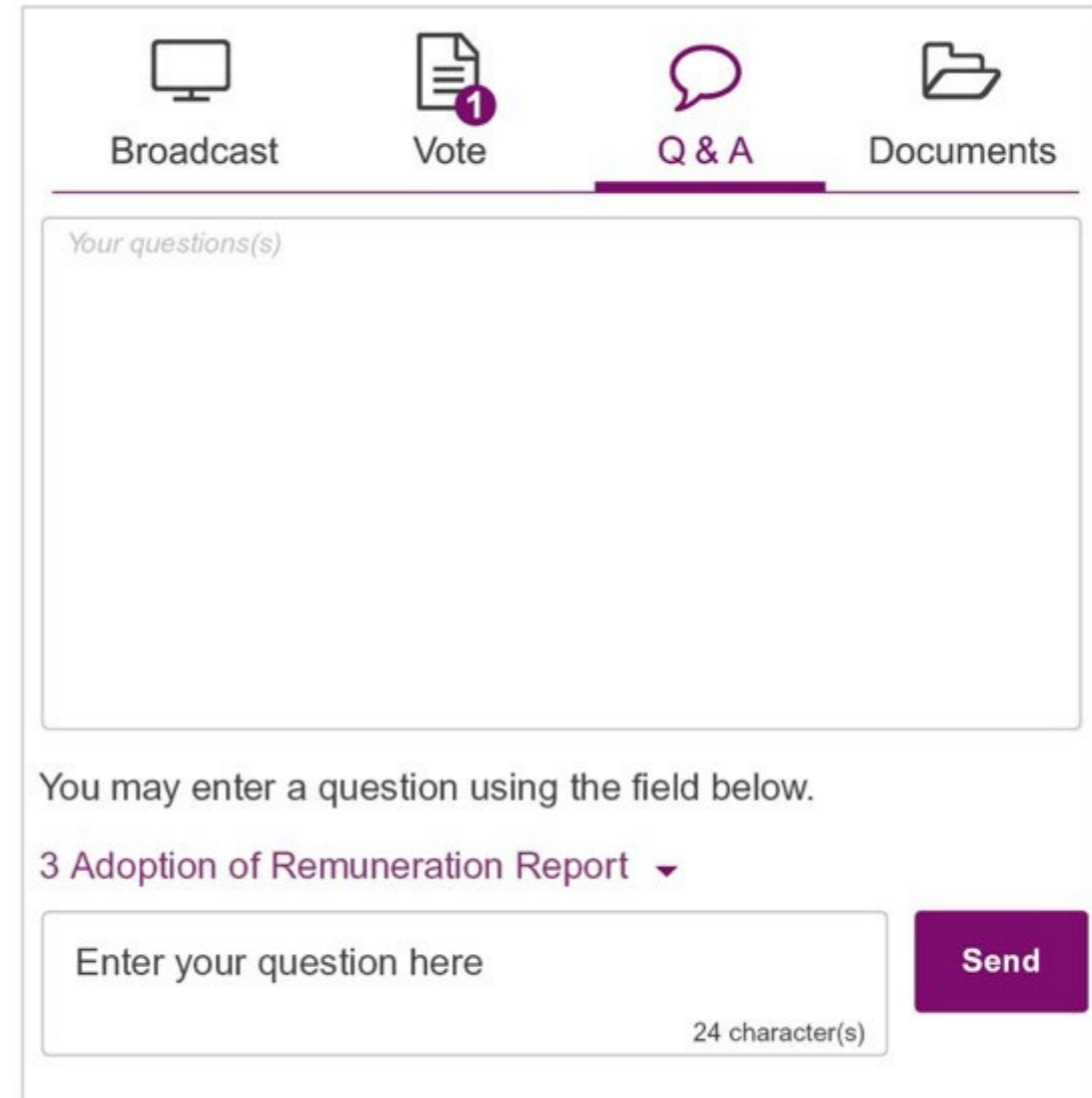
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FOR	AGAINST	ABSTAIN
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Proxy results – resolutions 2 and 3



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 — Nigel Clark To elect as a Director of the Company Nigel Clark who was appointed as a Director by the Board on 1 September 2023.	75,944,172 97.66%	189,911 0.24%	1,630,215 2.10%	50,305
3	Re-election of Director — Robert Kaye SC To re-elect as a Director of the Company Robert Kaye SC who, being a Director of the Company, retires and being eligible, offers himself for re-election.	75,150,188 96.62%	189,911 0.24%	2,440,149 3.14%	34,355

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

Proxy results – resolutions 4 and 5



RESOLUTION		FOR	OPEN	AGAINST	ABSTAIN
4	<p>Increase in the maximum aggregate annual remuneration of Non-executive Directors</p> <p>That, for the purpose of ASX Listing Rule 10.17, clause 50 of the Company's Constitution and all other purposes, the maximum aggregate annual remuneration that may be paid by the Company as remuneration for the services of the Company's Non-executive Directors be increased by \$300,000 from \$1,200,000 to \$1,500,000 with effect on and from 2 September 2024.</p>	<p>70,364,902 99.25%</p>	<p>186,696 0.26%</p>	<p>353,237 0.49%</p>	<p>77,540</p>
5	<p>Adoption of Remuneration Report</p> <p>That the Remuneration Report (which forms part of the Directors' Report) in respect of the period ended 28 April 2024 be adopted.</p> <p><i>Note: This resolution is advisory only and does not bind the Directors or the Company.</i></p>	<p>70,377,869 99.25%</p>	<p>188,496 0.26%</p>	<p>346,339 0.49%</p>	<p>69,671</p>

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

FOR FURTHER INFORMATION PLEASE CONTACT

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