



MEET COLLINS FOODS LIMITED





ABOUT US

COLLINS FOODS LIMITED

Collins Foods is an ASX-listed entity proudly employing over 17,000 employees globally. With a vision to be the World's Top Restaurant Operator, we operate Taco Bell and KFC restaurants in Australia, and KFC restaurants Germany and the Netherlands.

Collins Foods also operates the KFC business in the Netherlands through our Corporate Franchise Agreement with Yum!, introducing and managing existing and future franchisees.

» Our Vision »

THE WORLD'S **TOP**
Restaurant
OPERATOR.

WE CREATE UNMATCHED EXPERIENCES
FOR OUR CUSTOMERS & PEOPLE.

» Our Mission »

RESTAURANTS
done **BETTER.**

WE HAVE AN OBSESSION FOR RAISING THE BAR ON
WHAT PEOPLE THINK A RESTAURANT EXPERIENCE
SHOULD BE.

» MORE HUMAN » MORE SUSTAINABLE »

» MORE DIGITAL » MORE FUN »

WE WILL LEAD THE WAY.

OUR HISTORY

Our COLLINS Journey

1968/69

Jim Collins COMES TO AUS!
COLLINS FOODS INTERNATIONAL FOUNDED

WE OPEN our first KFC RESTAURANT AT KEDRON IN '69



1984


WE ACQUIRE LINK FOODS & Welcome...BONAZA, TACO DEN, OLD SPAGHETTI FACTORY & GINO'S EAST OF CHICAGO




1988

LOOK AT US GO...
20 years OF COLLINS FOODS International

57 KFC
6 TACO DEN
10 SIZZLER



1991

PARTNERSHIP OPPORTUNITY WITH JARDINE MATHESON

SIZZLER Asia HERE WE COME!



+26 SIZZLER AUSTRALIA



1999


OUR GROWTH CONTINUES...
30 YEARS OF Collins

101 KFC & 30 SIZZLER



2005

JOINT OWNERSHIP WITH MANAGEMENT/EMPLOYEES & Pacific Equity



2011

A MAJOR MILESTONE!
Collins LISTS ON THE ASX
first share price \$2.46



2016


WHAT a year! DOWN SOUTH HERE WE COME!
13 KFC RESTAURANTS IN ALBURY/WODONGA REGION

€ **Europe** IS ON OUR RADAR...
WELCOME TO 11 KFC RESTAURANTS IN GERMANY



2019

THE BIG ONE!
50 YEARS of Collins Foods



& NOW ASX TOP 200!

2021

Our COLLINS

COLLINS FOODS SIGNS Corporate Franchise Agreement (CFA) IN THE Netherlands



1969 — 1971 — 1972 — 1976 — 1976 — 1978 — 1978 — 1982 — 1985 — 1985 —
HERB TURETZKY SAM SIBERT DAVID YOUNG MATT JANKOWSKI BOB HENKEL

KEVIN PERKINS
MANAGING DIRECTOR/CEO TIMELINE

2013 & 2013

GRAHAM MAXWELL

2020 & 2020 — DREW O'MALLEY

2020 — DREW O'MALLEY
MANAGING DIRECTOR/CEO TIMELINE

1978/79

OFF TO A great start
10 YEARS OF COLLINS

30 KFC RESTAURANTS
FIRST KFC Drive Thru — WARWICK




1985

WE GET ADVENTUROUS...
WITH A NEW BRAND Sizzler — ANNERLEY
1st SELF-SERVE SALAD BAR



1989

OPEN 2 Gulliver's — SUNNYBANK & STRATHPINE
First KFC Food Court LOGANHOLME




1997

'new look' SIZZLER WITH THE FLAMING LOGO & STRIPED UNIFORMS TO BOOT!



2000

COLLINS FOODS INTERNATIONAL RENAMED
Collins FOODS GROUP & MANAGEMENT BUY IN OPPORTUNITY

2009

LET'S CELEBRATE **40 years**

116 KFC & 26 SIZZLER



2014

A RENEWED FOCUS ON GROWTH
We head WEST!
43 KFC RESTAURANTS FROM COMPETITIVE FOODS & WELCOME NEW BRAND Snag Stand



2017

BACK IT UP WITH ANOTHER big year!
COLLINS WELL AND TRULY largest AUS Franchisee
ADDITIONAL 29 KFC's — TAS, SA & WA
EUROPE EXPANSION continues 16 KFC RESTAURANTS IN THE NETHERLANDS



2017

And why not? LET'S LAUNCH A NEW BRAND TACO BELL ANNERLEY OPENS IT'S DOORS



2020

AN AMAZING JOURNEY SO FAR...
248 KFC AUS 15 TACO BELL 44 KFC EUROPE
9 SIZZLER AUSTRALIA Share price ~\$10




2022

Welcome TO OUR 350th RESTAURANT: QUEEN STREET MALL
OUR first eco-friendly KFC FLAGSHIP



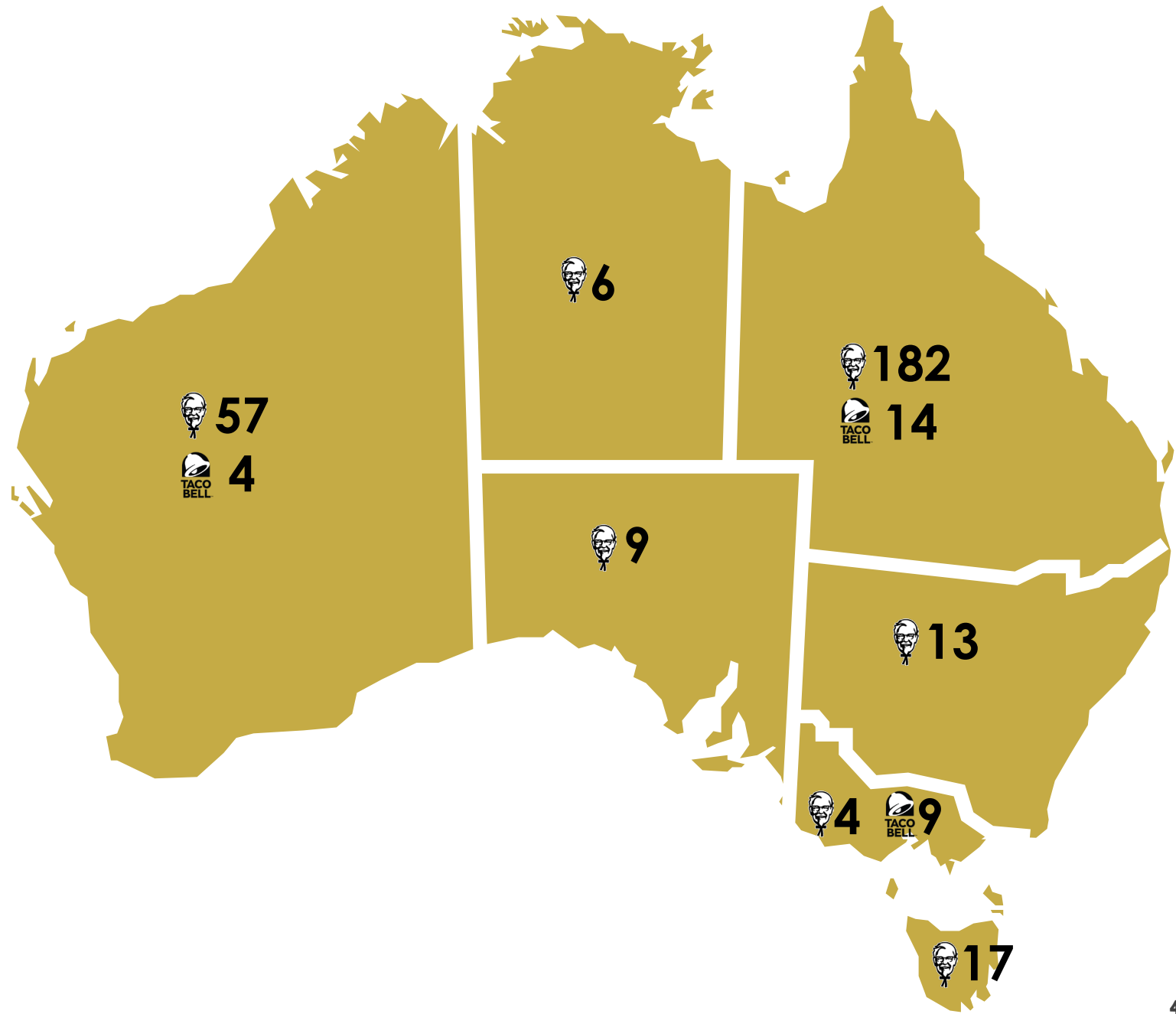
RESTAURANTS

288

KFC

27

Taco Bell



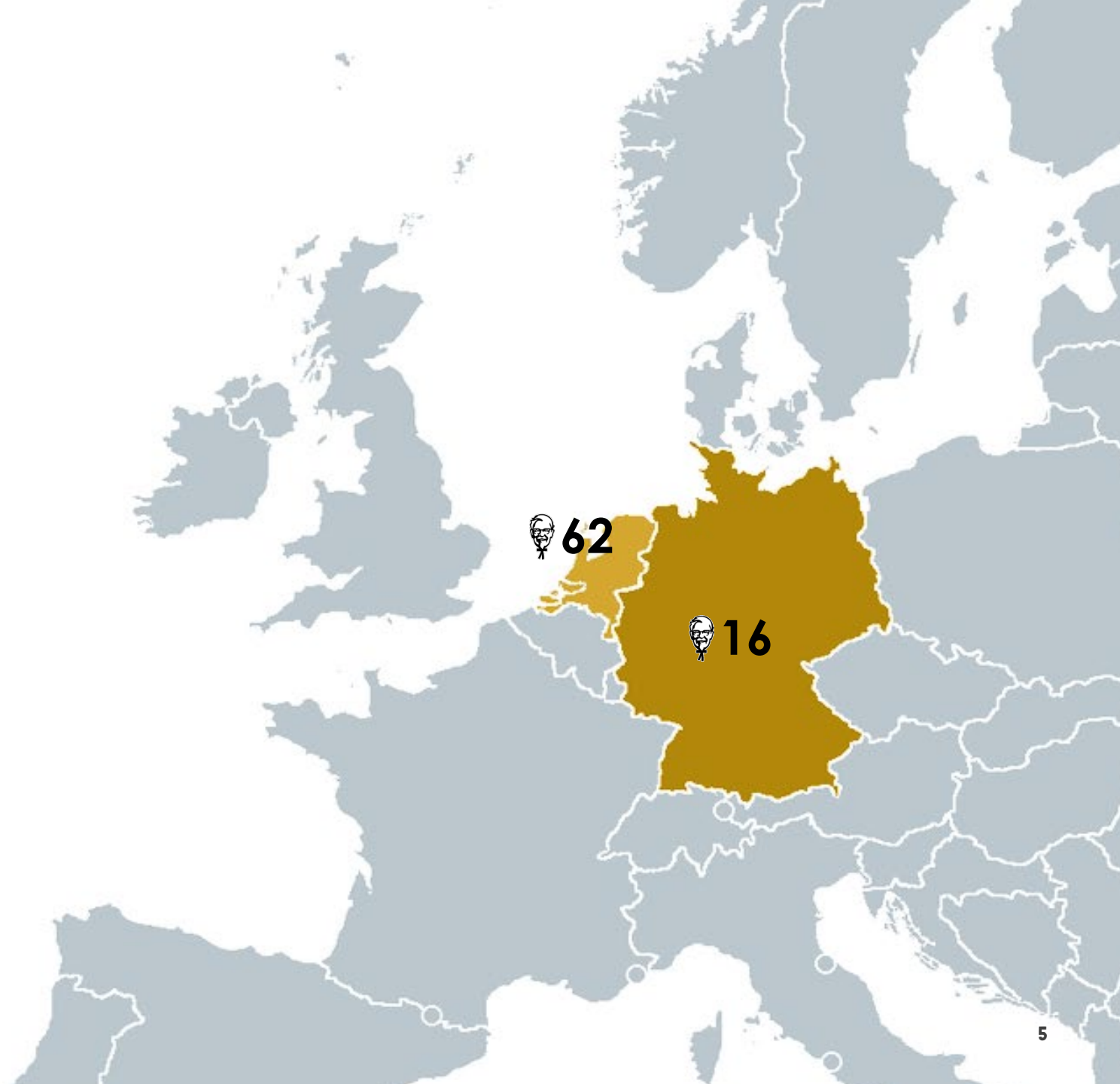
KFC RESTAURANTS

62

The Netherlands

16

Germany



STRONG FUNDAMENTALS AND PROFITABLE GROWTH OPPORTUNITIES

- **Proven strong** and **resilient** business
- **Long term** relationship with Yum!
- Operating **world-class** QSR brands in **attractive markets**
- **Well positioned** to benefit as consumer confidence returns
- Laser-focus on **operational excellence** to drive organic **growth** and **margins**
- Creating **greater scale** via profitable new restaurant development complemented by disciplined M&A
- **Strong cash generation** enabling capacity to invest in profitable growth
- Commodity outlook more favourable, **expect cost of sales to see slight deflation in 2025** while labour and energy remain elevated
- Strategy to deliver **growth in shareholder value**



STRATEGIC INITIATIVES: IN SUMMARY



AUSTRALIA CORE GROWTH MARKET

- Drive SSS* growth through innovation, operational execution and focus on cost management
- Highly profitable market
- Profitable restaurant development



GERMANY ACCELERATING EXPANSION

- Binding agreement signed with Yum! Brands, Inc. to accelerate growth in Germany
- New restaurant openings and potential acquisitions
- Expected to become second strategic growth pillar



THE NETHERLANDS OPERATIONAL REALIGNMENT

- Focus on operational excellence to lift SSS* performance and drive cost efficiencies
- Review and optimise the existing restaurant portfolio
- Aim to deliver sustainable profitability



TACO BELL EXIT

- Decision to exit Taco Bell business
- Discussions with Taco Bell International on potential transition to new ownership
- Intention to complete transition within next 12 months or alternate options to be explored



OPERATIONAL EXCELLENCE

- New European and Australian operational leaders
- Laser focus on SSS* growth and margin improvement
- Provide great customer service and experiences

* SSS: Same Store Sales