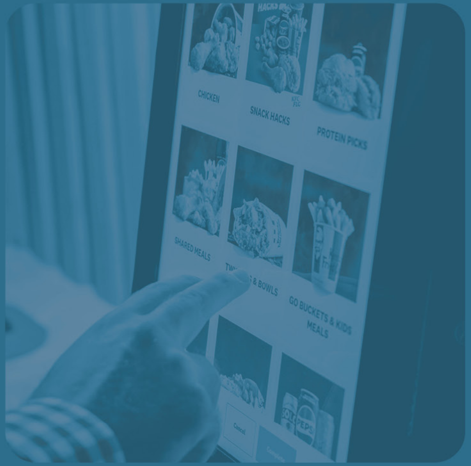
Collins Foods Limited

AGM 2026

Tuesday, 1 September 2026



COLLINS FOODS LIMITED

BOARD OF DIRECTORS

MARK HAWTHORNE

CHAIR, INDEPENDENT NON-EXECUTIVE DIRECTOR
Member: Audit & Risk Committee
Member: People, Culture & Nominations Committee

XAVIER SIMONET

MANAGING DIRECTOR & CEO

NICKI ANDERSON

INDEPENDENT NON-EXECUTIVE DIRECTOR
Chair: People, Culture & Nominations Committee

CHRISTINE HOLMAN

INDEPENDENT NON-EXECUTIVE DIRECTOR
Chair: Audit & Risk Committee

KEVIN PERKINS

NON-EXECUTIVE DIRECTOR
Member: People, Culture & Nominations Committee

NIGEL CLARK

INDEPENDENT NON-EXECUTIVE DIRECTOR
Member: Audit & Risk Committee

ROBERT KAYE SC

INDEPENDENT NON-EXECUTIVE DIRECTOR
Member: People, Culture & Nominations Committee

MEREDITH SCOTT

INDEPENDENT NON-EXECUTIVE DIRECTOR
Member: Audit & Risk Committee

COLLINS FOODS LIMITED

CHAIR'S ADDRESS

FY26: A RECORD YEAR

RECORD REVENUE*
$1,592.6M
UP 8.6% (FY25: $1,466.5M)

RECORD NPAT*#
$61.4M
UP 13.0% (FY25: $54.4M)

STATUTORY NPAT*
$47.1M
UP 280.5% (FY25: $12.4M)

EQUAL RECORD DIVIDEND
FY26 28.0 CPS VS FY25: 26.0 CPS

* Continuing operations, excluding Taco Bell results
\# Underlying, excluding the effects of non-trading items

FY26 ACHIEVEMENTS

IN ADDITION TO RECORD UNDERLYING RESULTS:

01

LIFTED PERFORMANCE IN AUSTRALIA

- Operational disciplines resulting in improved customer experiences, strong financial outcomes
- Kwench by KFC trial, moving to national roll-out
- Supercharge[1] remodels lifting capacity

02

ENABLED GROWTH PATHWAY IN GERMANY

- New development agreements
- 8 restaurant acquisition in Munich
- Development pipeline growing

03

IMPROVED PROFITABILITY IN THE NETHERLANDS

- Extended and restructured Corporate Franchise Agreement (CFA)
- Strong operational focus and execution
- Improved customer experience, reduced waste, raised labour productivity

04

TACO BELL EXIT

- 20 restaurants successfully transitioned to new ownership
- 7 restaurants closed with 4 leases assigned to third parties, remaining assignments well progressed
- Results to be reflected in the half year accounts

1 Supercharge means a large scale remodel usually including a dual lane drive-thru, t-line kitchen design and other improvements for operational efficiency.

FY26 SUSTAINABILITY PROGRESS

- Emission reduction pilots in restaurants using low-GWP refrigerants and optimised HVAC
- 22.3% of waste diverted from landfill; 100% of cooking oil upcycled, including to aviation fuel
- Reduced food waste in our operations by 9 bps to 1.91%
- 63% of Australian chicken supply supported by 100% deforestation-free soy

- Employed 22,027 people from 104 nationalities; 46.2% female leaders (up from 43.0% FY25)
- Investments in safety culture contributed to a 26.9% drop in TRIFR vs. FY25
- 5 people employed through First Nations pre-employment program, enabling unemployed youth to obtain hospitality skills, experience and job opportunities

- 1,596 food safety inspections in restaurants completed
- $0.7m raised for charity partners
- 11,297 meals provided to people in need
- 397 families supported with over $1m since 2020
- All tier 1 suppliers subject to annual risk assessment

PATHWAY TO 2030

- FY26 marks the first year of mandatory climate reporting under AASB S2, including release of inaugural transition plan
- FY26 was a year of consolidation and capability-building to enable Collins Foods' sustainability agenda
- Following establishment of 2030 sustainability goals last year, this year's focus was on trials, pilots and assessments to establish delivery pathways

GWP: Global Warming Potential | HVAC: Heating, Ventilation, and Air Conditioning | TRIFR: Total Recordable Injury Frequency Rate

COLLINS FOODS LIMITED

MANAGING DIRECTOR & CEO'S ADDRESS

STRATEGIC GROWTH PRIORITIES

01 ACCELERATING GROWTH IN AUSTRALIA

- Invest in product innovation to drive SSS[1] growth
- Expansion into new day parts
- Continued investment in brand equity and digital
- Profitable restaurant development
- Disciplined focus on costs and efficiencies

02 ACCELERATING SCALE IN GERMANY

- Profitable new restaurant openings
- Fill-in and bolt-on acquisitions to drive scale
- Leverage Yum! investments in brand building capability

03 OPERATIONAL EXCELLENCE

- Relentless focus on customer service and experience
- Sales performance, productivity and efficiency

1 SSS means Same Store Sales.

RECORD REVENUE AND UNDERLYING EARNINGS

REVENUE*
$1,592.6M
Up 8.6% vs FY25: $1,466.5m

UNDERLYING EBITDA*
$244.5M
Up 6.3% vs FY25: $230.1m

UNDERLYING NPAT*
$61.4M
Up 13.0% vs FY25: $54.4m

UNDERLYING NPAT
(inc. discontinued operations)
$60.1M
Up 17.6% vs FY25: $51.1m

STATUTORY NPAT* 1
$47.1M
Up 280.5% vs FY25: $12.4m

NET OPERATING CASH FLOW
$150.1M
Down $31.3m vs FY25: $181.4m

FY26 FULLY FRANKED DIVIDEND
28.0 CPS
vs FY25: 26.0 cps
Final: 15.0 cps | Interim: 13.0 cps

NET DEBT
$119.6M
Down $18.3m vs FY25: $137.9m

NET LEVERAGE RATIO[2]
0.77
Down 0.16 vs FY25 0.93

RETURN ON EQUITY (ROE)[3]
14.5%
Up 220 bps vs FY25: 12.3%

375
KFC RESTAURANTS
Up 9 vs FY25: 366

* Continuing operations, excluding Taco Bell results. FY26 was a 53 week reporting period, while FY25 was a 52 week reporting period.
1 FY26 statutory NPAT includes $6.5 million in net impairments, $1.4 million provision for wage underpayments, $7.3 million in class action settlement and related costs, $0.4 million Europe acquisition costs, $0.8 million gain on sale of land and a $0.5 million fair value gain on previous debt modification.
2 NLR is Net Leverage Ratio. Net Leverage Ratio stated on pre AASB 16 basis consistent with measurement criteria in Syndicated Facility Agreement.
3 Return on equity (ROE) - trailing 13 period underlying Net profit after tax / average total equity.

TRADING UPDATE

AUSTRALIA

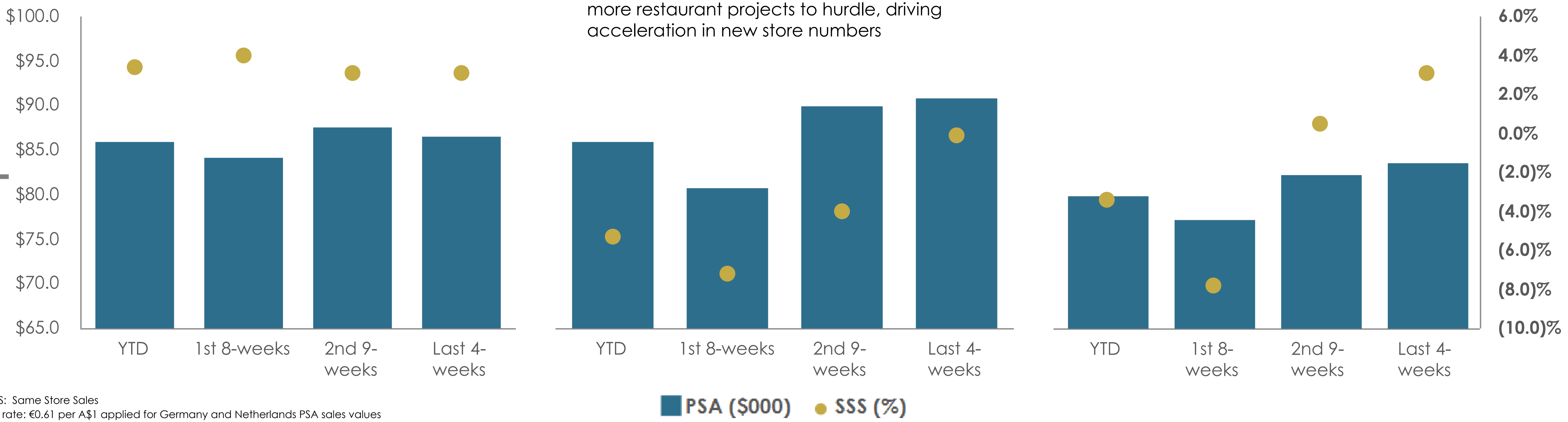
- Last 4-weeks SSS +3.1%, vs first 8-weeks +4.0% rolling a strong value offering in Christmas in July campaign last year, but posting multiple record sales weeks in current year
- Total sales last 4-weeks +5.0% vs +6.7% first 8-weeks
- Initiatives to strengthen core further in train
- Kwench national rollout commenced, on target for major launch before summer
- Late night trade rollout close to complete
- Breakfast trial launching September

GERMANY

- Material improvement in sales in recent weeks. SSS last 4-weeks (0.1)% vs first 8-weeks (7.2)%
- Total sales last 4-weeks +58.8% vs +26.4% for first 8-weeks, reflecting JJ acquisition from week 5
- Bavarian acquisition delivering higher average store sales vs. existing portfolio
- Continuing to partner with YUM! Brands to lift performance now and in the longer term
- Will remain disciplined with investments in new restaurants, ensuring return hurdles are met
- Resumption of sustainable SSS growth will enable more restaurant projects to hurdle, driving acceleration in new store numbers

NETHERLANDS

- Netherlands SSS materially improved in recent weeks.
- Last 4-weeks +3.1% vs. first 8-weeks (7.8)%
- Total sales last 4-weeks +4.9% vs (5.2)% first 8-weeks
- Halal-certified range recently launched in several restaurants and showing significant positive impact
- Priority remains network profitability



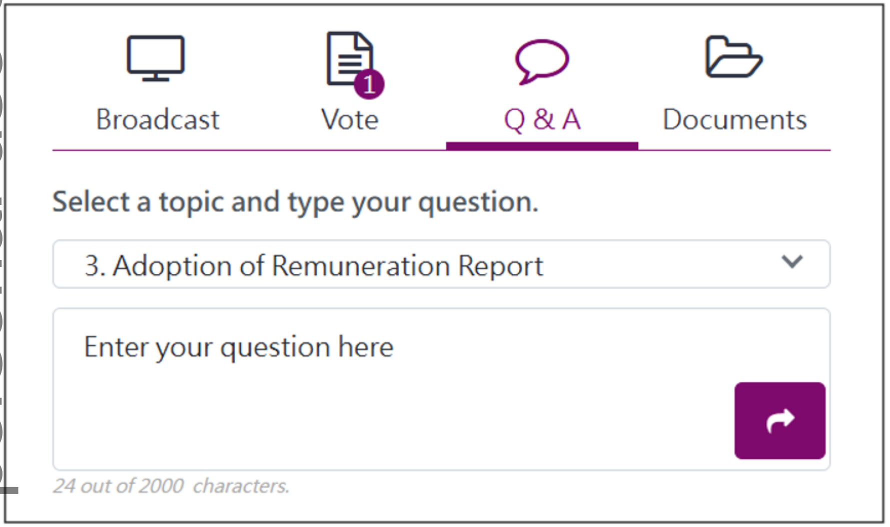
SSS: Same Store Sales
FX rate: €0.61 per A$1 applied for Germany and Netherlands PSA sales values

COLLINS FOODS LIMITED

AGM BUSINESS

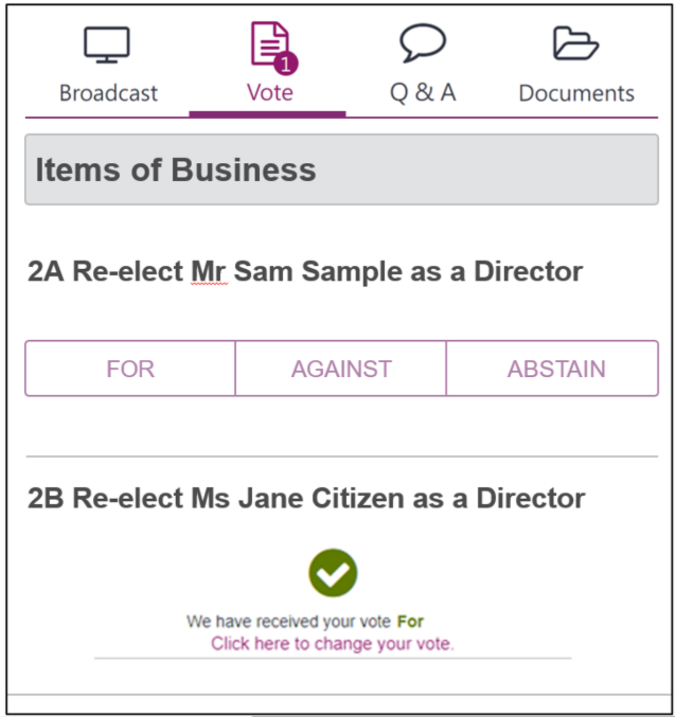
HOW TO ASK A QUESTION

- Select the Q & A icon
- Select the topic your question relates to from the drop-down list
- Type your question in the text box and press the send icon
- To ask a verbal question follow the instructions below the broadcast window



HOW TO VOTE

- When the poll is open, select the Vote icon at the top of the screen
- Select either For, Against or Abstain
- You will see a vote confirmation
- To change or cancel your vote "click here to change your vote" at any time until the poll is closed



PROXY RESULTS - ALL RESOLUTIONS

RESOLUTIONS	FOR	OPEN	AGAINST	ABSTAIN
ITEM 1: FINANCIAL AND OTHER REPORTS	Shareholder approval not required.			
ITEM 2: *WITHDRAWN*				
ITEM 3: ELECTION OF DIRECTOR — MEREDITH SCOTT	**81,562,687** 99.38%	**151,704** 0.19%	**351,306** 0.43%	43,254
ITEM 4: ADOPTION OF REMUNERATION REPORT	**70,478,398** 94.18%	**149,342** 0.20%	**4,207,107** 5.62%	59,806
ITEM 5: SHAREHOLDER APPROVAL FOR AMENDED LTIP	**74,550,014** 99.63%	**149,342** 0.20%	**127,498** 0.17%	7,238,283
ITEM 6: APPROVE GRANT OF PERFORMANCE RIGHTS TO XAVIER SIMONET	**74,261,471** 99.26%	**149,342** 0.20%	**405,768** 0.54%	7,219,556

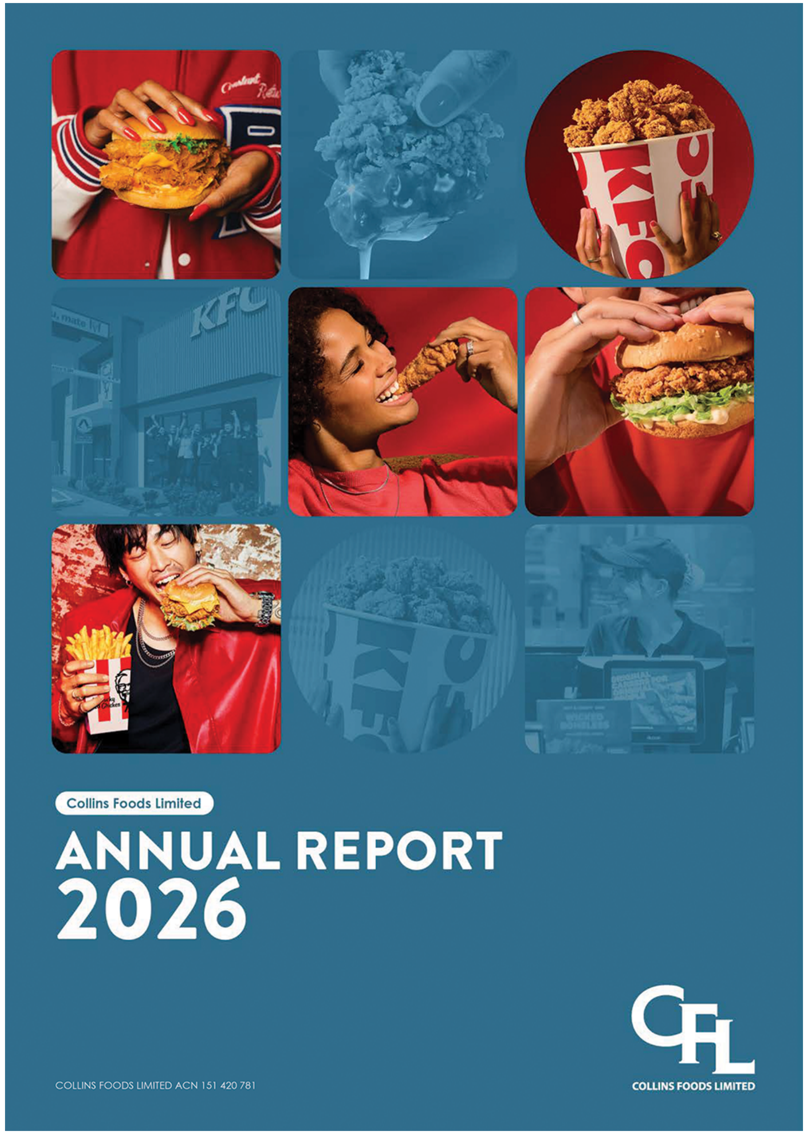
The Chair intends to vote all available proxies for each resolution in favour of the relevant resolution

ITEM 1 & 2: QUESTIONS

ITEM 1:

FINANCIAL AND OTHER REPORTS

To receive and consider the Financial Report, Directors' Report, Sustainability (Climate) Report and Auditor's Report of the Company and its controlled entities for the financial period ended 3 May 2026.



ITEM 2:

WITHDRAWN

Resolution 2 was withdrawn prior to the meeting.

ITEM 3:

ELECTION OF DIRECTOR – MEREDITH SCOTT

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

That Meredith Scott who, having been appointed on 1 June 2026 as a Director in accordance with the Company's constitution, retires as a Director of the Company and being eligible for election, be elected as a Director of the Company.

MEREDITH SCOTT

INDEPENDENT NON-EXECUTIVE DIRECTOR
Member: Audit & Risk Committee

APPOINTED

1 June 2026

SPECIAL RESPONSIBILITIES

Audit and Risk Committee member

PROFESSIONAL BACKGROUND

Meredith is a highly experienced director and senior executive with more than 30 years' experience in professional services, governance, financial oversight and strategic transformation.
Her appointment strengthens the Board's capabilities across consumer-facing businesses, digital commerce, risk management and financial governance.

Meredith spent more than three decades with Ernst & Young (EY), including as a Partner, where she held several senior leadership roles advising boards and executive teams across the consumer, retail, hospitality and financial services sectors. During this time, she worked extensively with large consumer brands and multi-site operators on matters including financial reporting, operational performance, supply chain resilience, digital transformation and regulatory compliance. Through her advisory and board career, Meredith has developed deep expertise in customer focused businesses with complex operating footprints, including businesses operating franchise and multi-location models similar to those in the quick service restaurant sector.

Ms Scott also serves as a non-executive director of Zip Co Limited, an ASX-listed digital payments and consumer finance platform, where she contributes to board oversight of strategy, financial performance, audit and risk management in a regulated and technology-enabled consumer environment. Her experience provides valuable insight into digital payments, data-driven customer engagement and evolving consumer behaviour, all of which are increasingly important to modern quick service restaurant businesses.

QUALIFICATIONS

Fellow, Chartered Accountants Australia & New Zealand (CA ANZ)
Graduate of the Australian Institute of Company Directors (GAICD)

ITEM 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 3 May 2026 be adopted.*

ITEM 5:
SHAREHOLDER APPROVAL FOR AMENDED LTIP

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

- *That for the purpose of Listing Rule 7.2, Exception 13 and for all other purposes, the Collins Foods Limited Executive and Employee Incentive Plan (LTIP), the terms of which are summarised in the Explanatory Notes, be approved.*

ITEM 6:
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 157,555 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.

FOR FURTHER INFORMATION PLEASE CONTACT

COLLINS FOODS LIMITED

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