

COLLINS FOODS LIMITED

2019 ANNUAL GENERAL MEETING
5 September 2019



COLLINS FOODS LIMITED

ACN 151 420 781





Chairman's address

Robert Kaye SC



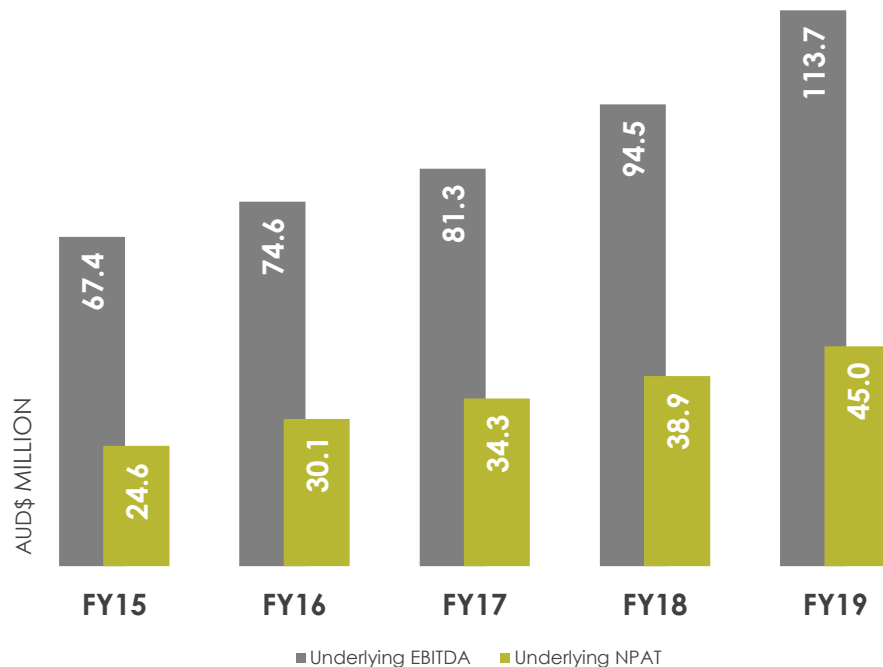
Managing Director and CEO address

Graham Maxwell

Total Collins Foods revenue



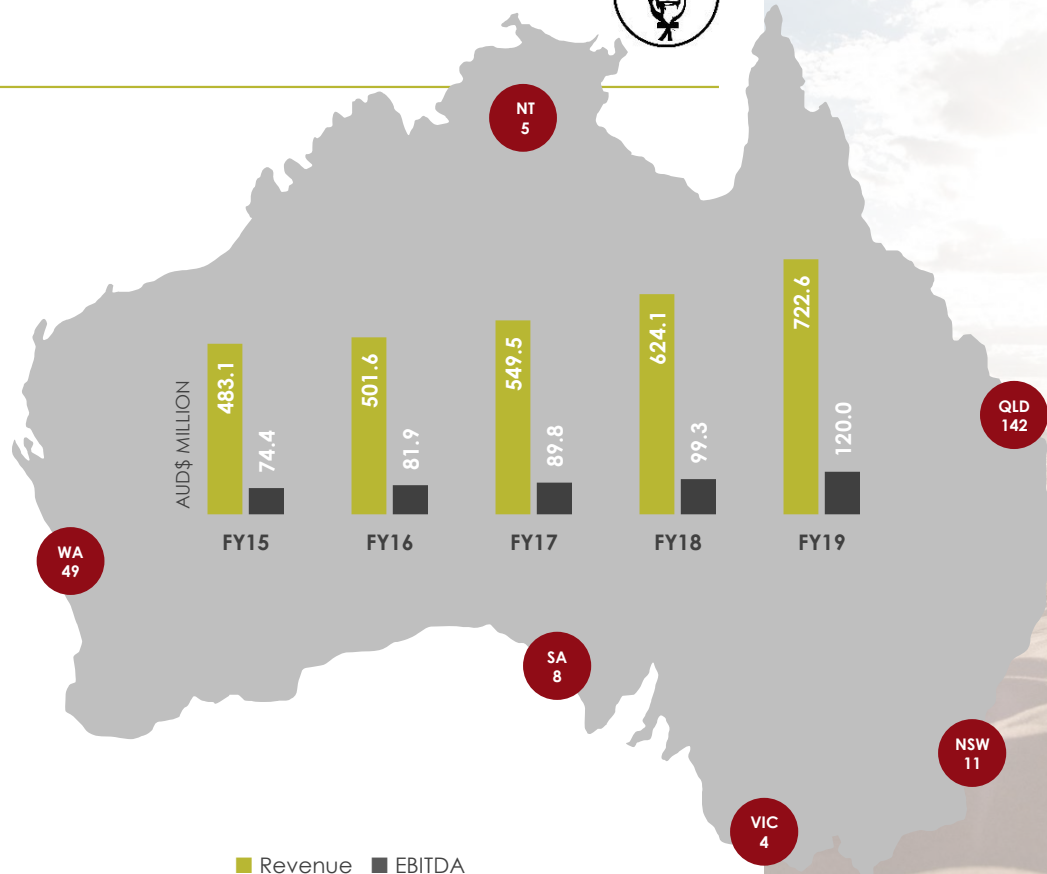
Total Collins Foods underlying EBITDA & NPAT



KFC Australia



- Same Store Sales growth of 3.7% with all states showing positive growth
- Innovative products and strong value offering driving transaction led growth
- 70 restaurants across our network providing a home delivery service
- Built 7 new restaurants and closed 2
- Anticipate opening a further net 9 to 10 restaurants in FY20



■ Revenue ■ EBITDA

Store numbers shown on map are as of today's date

KFC Europe



- Generated overall revenue of \$123.8m and underlying EBITDA of \$6.8m in FY19
- Built 4 restaurants in FY19 with a further 3 restaurants open post year end
- The introduction of value and snacking as permanent layers supported by a national brand refresh to drive a positive turnaround in Germany
- A renewed focus on value and elevated restaurant experience is expected to improve Netherlands trading
- Anticipate to build between 4 and 5 restaurants in FY20



Taco Bell



- Opened our fifth restaurant in Southport, Qld - 17 August
- Overall restaurants are trading in-line with expectations
- Great value products and contemporary restaurant designs continue to resonate well with customers
- Plan to rollout innovative new products that enhance the brand
- Strong pipeline of sites in place, 10 restaurants expected to open before year end
- Planning on expanding out of Queensland with opening of Taco Bell restaurants in Victoria in early 2020



Sizzler

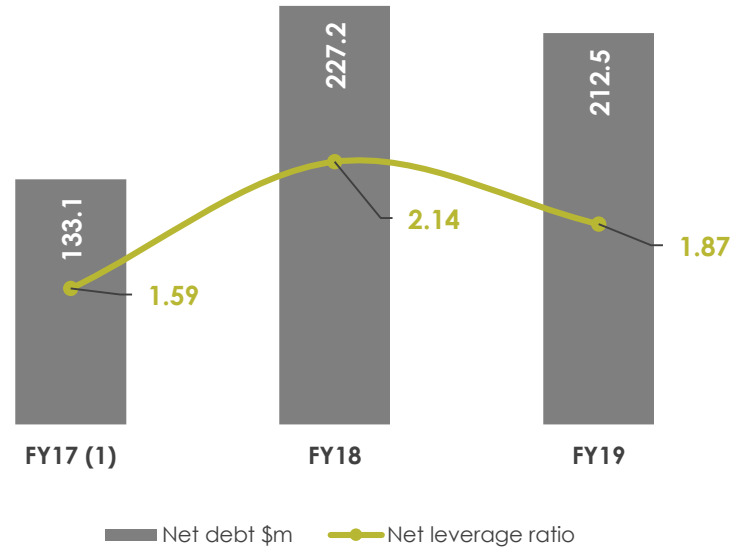


- Same Store Sales growth in Australia of 4.4%
- Overall revenue down 8% driven by fewer restaurants in Australia
- Royalty revenue up 12.2% in Sizzler Asia due to 5 new restaurant openings and strong value offer
- EBITDA of \$4.9m for the year at a margin of 10.5%, ~ 150 bps on prior year
- Sizzler Australia continues to be managed as non-core



Net leverage ratio reduced due to strong operating cash flows

- Net leverage ratio at 1.87
- Net leverage ratio covenant maximum of 2.75
- Net debt of \$212.5m⁽²⁾
- Current facility circa \$365m⁽³⁾



(1) At FY17 the net proceeds of \$53m raised from the share placement to partially fund the acquisition of KFC restaurants in the Netherlands was excluded from net debt and net leverage ratio.

(2) Net debt including \$1.0m unamortised bank fees.

(3) Exchange rate of AUD \$1 : EURO €0.6323 as at 28 April 2019.



Making a difference

- Collins Foods employs around 13,500 people, of which over 70% are below 20 years of age
- We recognise that we are well positioned to positively influence our young employees and we take this seriously by investing in building their life skills and confidence as we work to foster Australia's future leaders
- We have a commitment towards Zero Harm in the workplace. Lost time injury rate for FY19 fell by 11.5% to 18.41



Collins Foods Giving



- Collins Foods strives to build strong links in the communities by supporting local charity groups and organisations
- Donated over \$660k to charities:
 - \$477k through our employee selected charities
 - \$183k through the recently launched KFC Youth Foundation

Our charity partners:





AGM business

ITEM 1.

Financial and other reports

To receive and consider the Financial Report, Directors' Report and Auditor's Report of the Company and its controlled entities for the financial period ended 28 April 2019.

ITEM 2.

Re-election of Director – Bronwyn Morris AM

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

“To re-elect as a Director of the Company Bronwyn Morris AM who, being a Director of the Company, retires and, being eligible, offers herself for re-election”

PROXIES: In respect of this item of business, the following proxies have been received:

	NUMBER	PERCENTAGE %
For	62,967,328	92.18
Open	666,091	0.97
Against	4,682,030	6.85
Total available	68,315,449	100
Abstain	696,997	

The Chair intends to vote all available proxies in favour of this resolution.

ITEM 3.

Adoption of Remuneration Report

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

“That the Remuneration Report (which forms part of the Directors’ Report) in respect of the period ended 28 April 2019 be adopted.”

Note: This resolution is advisory only and does not bind the Directors or the Company.

PROXIES: In respect of this item of business, the following proxies have been received:

	NUMBER	PERCENTAGE %
For	50,927,667	75.29
Open	648,762	0.96
Against	16,071,132	23.75
Total available	67,647,561	100
Abstain	1,351,430	

The Chair intends to vote all available proxies in favour of the adoption of the Remuneration Report.

ITEM 4.

Renewal of Shareholder Approval for 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 9 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 and are hereby re-approved.”

PROXIES: In respect of this item of business, the following proxies have been received:

	NUMBER	PERCENTAGE %
For	67,003,782	98.15
Open	646,300	0.95
Against	612,555	0.90
Total available	68,262,637	100
Abstain	736,354	

The Chair intends to vote all available proxies in favour of this resolution.

ITEM 5.

Proposed grant of Performance Rights to Graham Maxwell under the LTIP

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

“That for the purpose of Listing Rule 10.14 and for all other purposes, approval is given for the grant, to the Managing Director & CEO of the Company, Graham Maxwell, of Performance Rights under the LTIP as a long-term incentive on the terms set out in the Explanatory Notes, and for the issue of Shares upon exercise of those Performance Rights.”

PROXIES: In respect of this item of business, the following proxies have been received:

	NUMBER	PERCENTAGE %
For	51,438,663	75.69
Open	643,048	0.95
Against	15,874,390	23.36
Total available	67,956,101	100
Abstain	1,042,890	

The Chair intends to vote all available proxies in favour of this resolution.

ITEM 6.

Increase in the maximum aggregate annual remuneration of Non-executive Directors

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

“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 \$900,000 to \$1,200,000 with effect on and from 5 September 2019.”

PROXIES: In respect of this item of business, the following proxies have been received:

	NUMBER	PERCENTAGE %
For	58,585,431	85.87
Open	635,311	0.93
Against	8,999,044	13.20
Total available	68,219,786	100
Abstain	792,660	

The Chair intends to vote all available proxies in favour of this resolution.

Disclaimer

- This presentation contains forward looking statements which may be subject to significant uncertainties beyond CKF's control.
- No representation is made as to the accuracy or reliability of forward looking statements or the assumptions on which they are based.
- Circumstances may change and the forward looking statements may become outdated as a result so you are cautioned not to place undue reliance on any forward looking statement.
- The Company is of a kind referred to in ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191, issued by the Australian Securities and Investments Commission, relating to the 'rounding off' of amounts in the presentation. Amounts in the presentation have been rounded off in accordance with that Instrument to the nearest thousand dollars, or in certain cases, to the nearest dollar.
- Any discrepancies between totals, sums of components and differences in tables and percentage variances calculated contained in this presentation are due to rounding.