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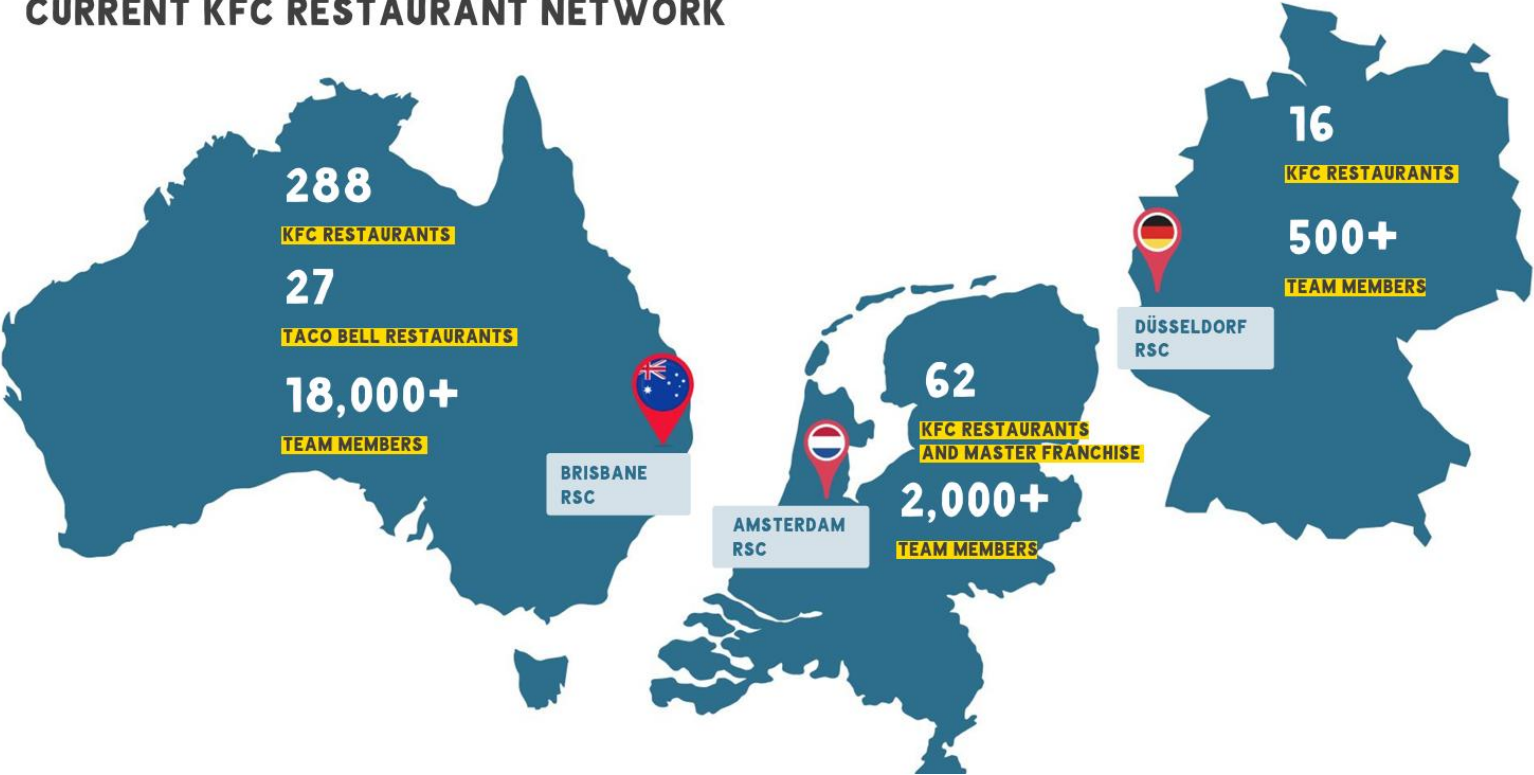
## Accurate, reliable & actionable ESG data

Emma Verheijke | 5 March 2026

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# About Collins Foods

## CURRENT KFC RESTAURANT NETWORK



REVENUE <sup>(1)</sup>  
**\$1,519.5M**  
 ↑ 2.1% vs FY24: \$1,488.9m

ASX listed (ASX 300)

Yum! brands franchisee

- Yum!:
- 1500 franchisees
  - 155 countries
  - 62000 restaurants



# Agenda & disclaimer

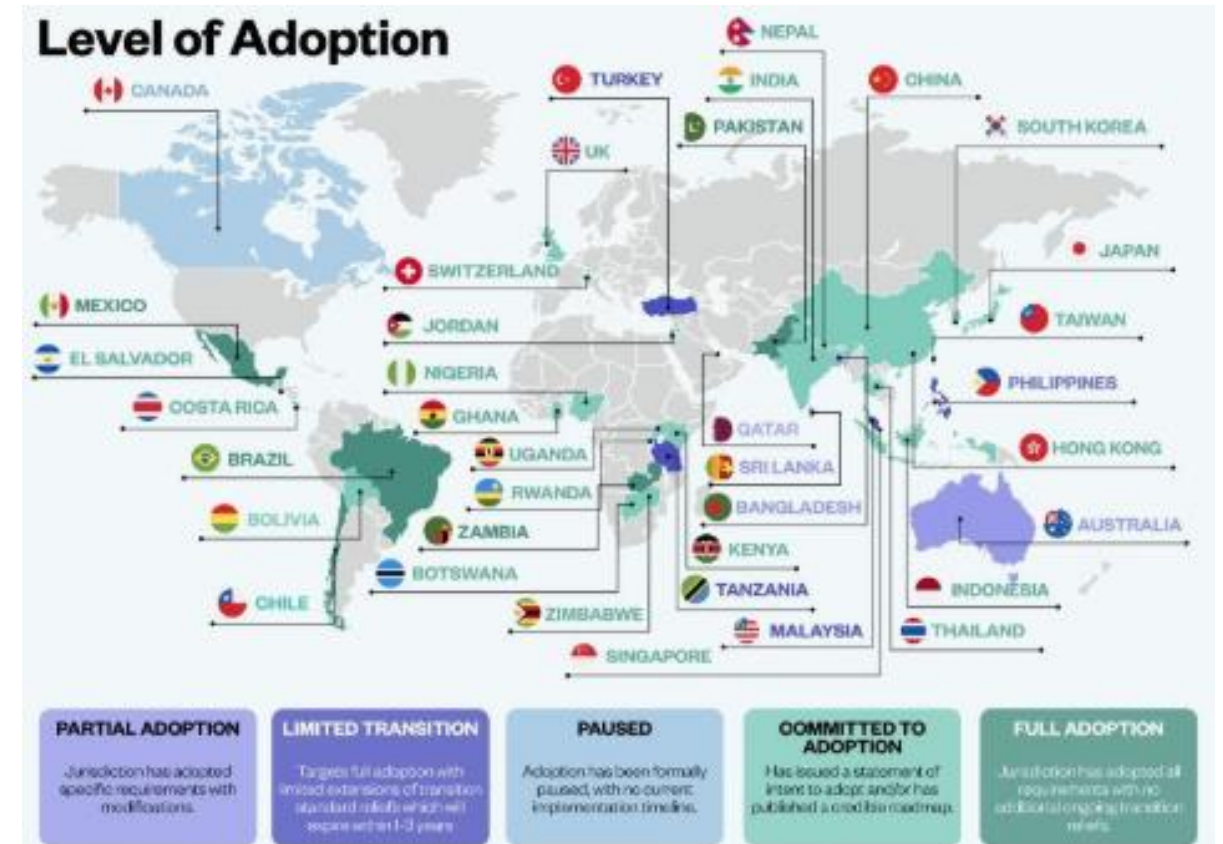
## Topics

- Ensuring data quality contributes to **credible sustainability reporting** and **effective decision-making**
- Cleaning, validating, and governing data to ensure **accuracy and reliability**
- Creating & utilising high-quality data to improve reporting outcomes and support **board- and investor-ready disclosures**



# Enough precision for the decision?

- Mandatory reporting now in 36+ jurisdictions, covering 60% of GDP
- IFRS as dominant framework, but varying & moving requirements incl. assurance
- Reporting (regulation) help drive sustainable **action** (!)
- **AND:** Balance & proportionality matters



# Material topics, KPIs & reports

## Material topics



- **Climate change**
- **Waste & resource use**
- **Biodiversity**
- **Animal welfare**



- **Working conditions**
- **Talent & development**
- **Equity, inclusion & belonging**
- **Workplace Health & Safety**



- **Consumer health & safety**
- **Affected communities**
- **Ethical value chain**

## KPIs

- **Scope 1, 2** and 3 emissions
- **Diversion %**, Food waste %
- Deforestation-free soy %
- Animal welfare KPIs

- Great place to work score
- Development opportunities score
- Gender balance sr leaders, GPG
- TRIFR, LTIFR

- Food safety score
- Nutrition & choice score
- Charity contributions
- Supplier screening score

## 2030 goals

- 30% reduction S1 + 2
- >30% waste diversion
- Food waste <2%

- > industry benchmark
- >70% of staff state we have great dev. opps
- F: >40%, M>40%

- 100% suppliers certified
- Healthier menu options
- > 1M donated annually

## Reports



# Data quality & challenges – gHG emissions

Scope 1 + 2 emission categories	% of total
Fuel	1%
<b>Electricity</b>	<b>92%</b>
LNG	1%
LPG	0%
<b>Refrigerants</b>	<b>6%</b>

- Electricity bills & Meter data
- Accuracy and completeness **high** (>90%)

- Refill invoice data for ~50 AU restaurants, extrapolated to all 400 stores based on store asset set-up
- Accuracy and completeness **low**

**Potential improvements:**

- Actual refill data for all stores
- Refrigerant 'bank'
- Better decision-making! (natural / lower-GWP vs energy use)
- Challenging to realise



# Data quality & challenges – waste diversion

## KPI = waste diversion %

- Weights per waste stream from 8 waste collection companies
- Partly actual weights, partly estimated
- Organics = driver for diversion
- FY25 NL organics estimates



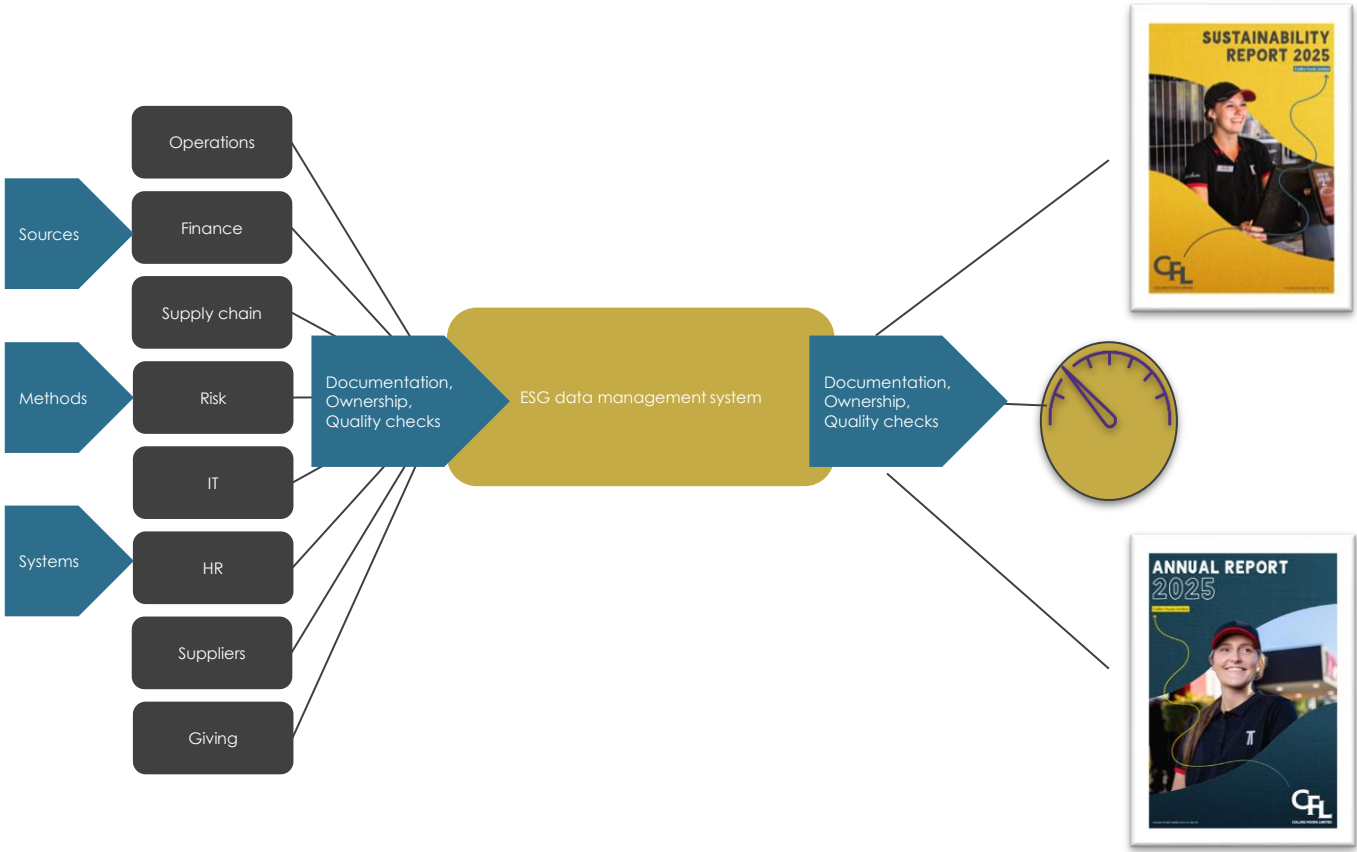
### WASTE DIVERSION FY25 AND TREND INFORMATION

Waste stream	FY22 AU	FY3 AU	FY24 AU	FY24 EU	FY24 Group	FY25 AU	FY25 EU	FY25 Group
<b>Solid waste</b>								
Total Solid Waste (tonnes)	12,626	13,297	14,027	4,292	18,319	14,621	4,259	18,880
Waste diversion <sup>2</sup> (tonnes)	2,315	2,596	2,807	1,312	4,119	2,793	1,526	4,319
Waste diversion rate (%)	18,34%	19,52%	20,01%	30,56%	22,48%	19,10%	35,83%	22,88%
No. of restaurants	239	252	264	75	339	267 <sup>3</sup>	73 <sup>3</sup>	340 <sup>3</sup>
<b>Liquid waste</b>								
Grease traps (lt)	8,937,160	9,350,228	9,997,065	1,185,064	11,182,129	10,898,998	1,286,408	12,300,803
Used cooking oil (lt)	665,390	610,225	672,461	282,373	955,134	728,513	309,767	1,043,105
No. of restaurants	281	300	305	75	380	314 <sup>4</sup>	78	392 <sup>4</sup>



# this year's data journey

- **People**
- **Process**
- **Platform**
- *Specific focus area: climate risks*



# Metrics, definitions & sources

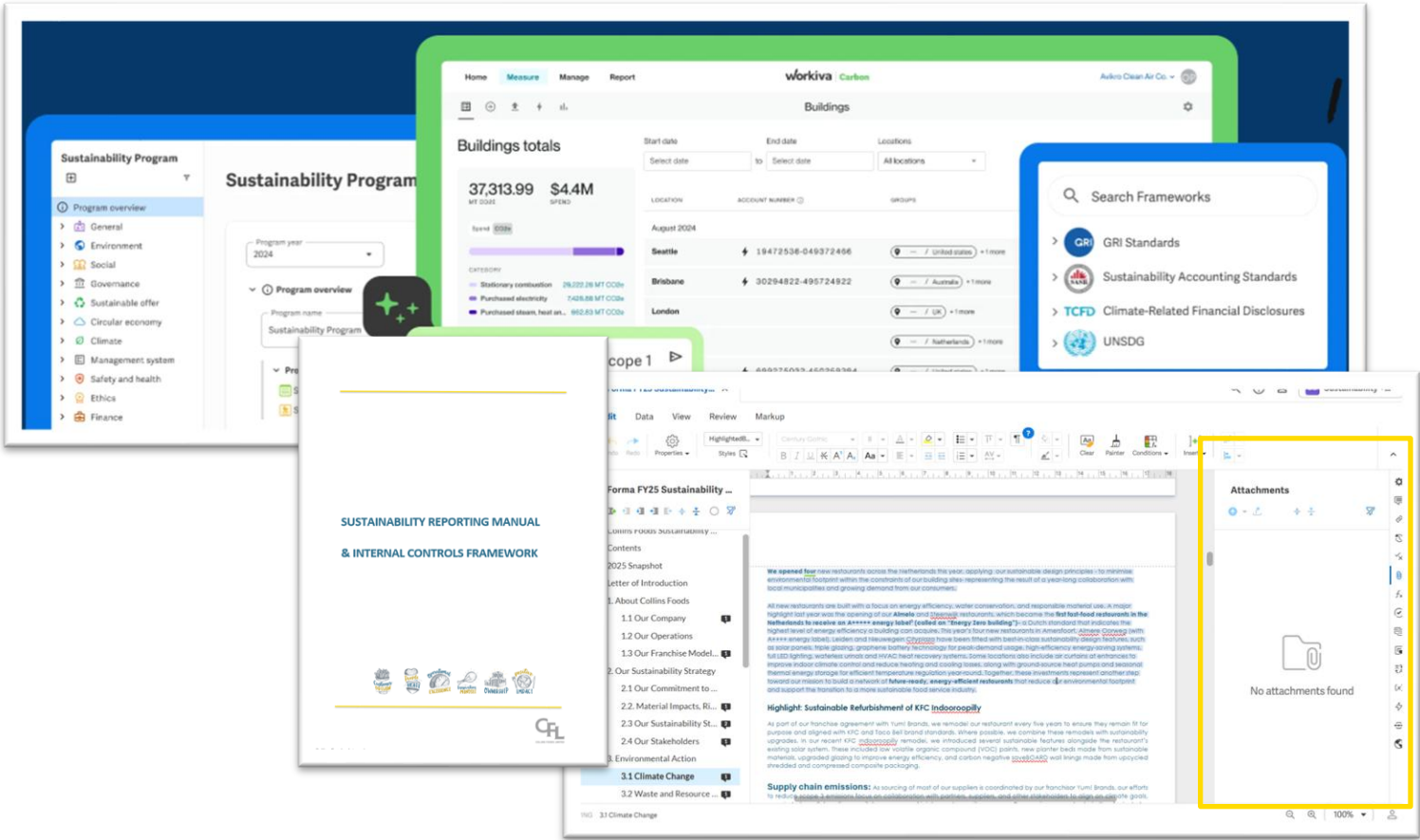
- Reviewed all metrics, definitions, sources and data flows
- Clearer definitions, e.g. promotions, KG of protein, food waste
- Focus on **meaningful** metrics  
 → Training completion rate? TRIFR? Vs. packaging data, food waste

CFL sustainability metric framework 2025								
KPI Overview						Data management		
1.4.2	KPI FY26	KPI unit of measure	KPI definition	Calculation method	Internal or external	Data owner	Data source	Suggested input method for Workiva
<b>2 Waste &amp; resource use</b>								
<b>EW1 Waste diversion - solid waste</b>								
EW1.1	Group - Total solid waste	tonnes			External	Sustainability DA	Manual	Calculated from EW1.1.1, EW1.1.2 & EW1.1.3
EW1.1.1	AU - Total solid waste	tonnes		Use the information of waste providers to estimate the remaining share for which we don't	External	Sustainability DA	Cleanaway, JJs and Veolia	1. Waste Provider export Cleanaway 2. Waste provider export JJs 3. Waste provider export Veolia
EW1.1.2	NL - Total solid waste	tonnes			External	Arno van Dam	Renewi + Prezero	1. Waste Providers Export Renewi (CSV) 2. Waste Provider export Prezero (CSV)
EW1.1.3	DE - Total solid waste	tonnes			External	Arno van Dam	Interzero	Waste Provider Export InterZero(CSV)
EW1.2	Group - Waste diversion	tonnes			External	Sustainability DA	Manual	Calculate in Workiva
EW1.2.1	AU - Waste diversion	tonnes			External	Sustainability DA	Cleanaway, JJs and Veolia	Calculate in Workiva
EW1.2.2	EU - Waste diversion	tonnes			External	Arno van Dam	Manual	Calculate in Workiva
EW1.3	Group - Waste diversion rate	%	Group - Amount (tonnes) waste diverted / Amount (tonnes) waste		External	Sustainability DA	Manual	Calculate in Workiva
EW1.3.1	AU - Waste diversion rate	%	AU - Amount (tonnes) waste diverted / Amount (tonnes) waste		External	Sustainability DA	Cleanaway, JJs and Veolia	Calculate in Workiva
EW1.3.2	EU - Waste diversion rate	%	EU - Amount (tonnes) waste diverted / Amount (tonnes) waste		External	Arno van Dam	Renewi	NL waste spreadsheet Prezero + Renewi
EW1.4	Group - Solid Waste - No. of restaurants	each			External	Sustainability DA	Manual	Calculated from EW1.1.1, EW1.1.2 & EW1.1.3
EW1.4.1	AU - Solid Waste - No. of restaurants	each	Excludes food court rest	tbd	External	Sustainability DA	Cleanaway, JJs and Veolia	tbd, pull from spreadsheet
EW1.4.2	NL - Solid Waste - No. of restaurants	each			External	Arno van Dam	Renewi + Prezero	Renewi + Prezero data extract - (spreadsheet)
EW1.4.3	DE - Solid Waste - No. of restaurants	each			External	Arno van Dam	Interzero	calc from DE Waste spreadsheet (Interzero)
EW1.5	Group - (Packaged) organic waste collection - Number of restaurants	each			External	Sustainability DA	Manual	Calc (sum) based on inputs EW3.3.1 - EW3.3.3
EW1.5.1	AU - (Packaged) organic waste collection - Number of restaurants	each			External	Hayley Hunter	Cleanaway	Manual?
EW1.5.2	NL - (Packaged) organic waste collection - Number of restaurants	each			External	Arno van Dam	Renewi	NL waste spreadsheet
EW1.5.3	DE - (Packaged) organic waste collection - Number of restaurants	each			External	Arno van Dam	Renewi	DE waste spreadsheet
EW1.6	Group - (Packaged) organic waste collection - Amount diverted	tonnes			External	Sustainability DA	Manual	Calc based on inputs EW3.4.1 - EW3.4.3
EW1.6.1	AU - (Packaged) organic waste collection - Amount diverted	tonnes			External	Sustainability DA	Manual	AU Waste spreadsheets
EW1.6.2	NL - (Packaged) organic waste collection - Amount diverted	tonnes			External	Arno van Dam	Renewi	NL waste spreadsheets
EW1.6.3	DE - (Packaged) organic waste collection - Amount diverted	tonnes			External	Arno van Dam	DE Waste provider	DE waste spreadsheet
<b>EW2 Waste diversion - liquid waste</b>								



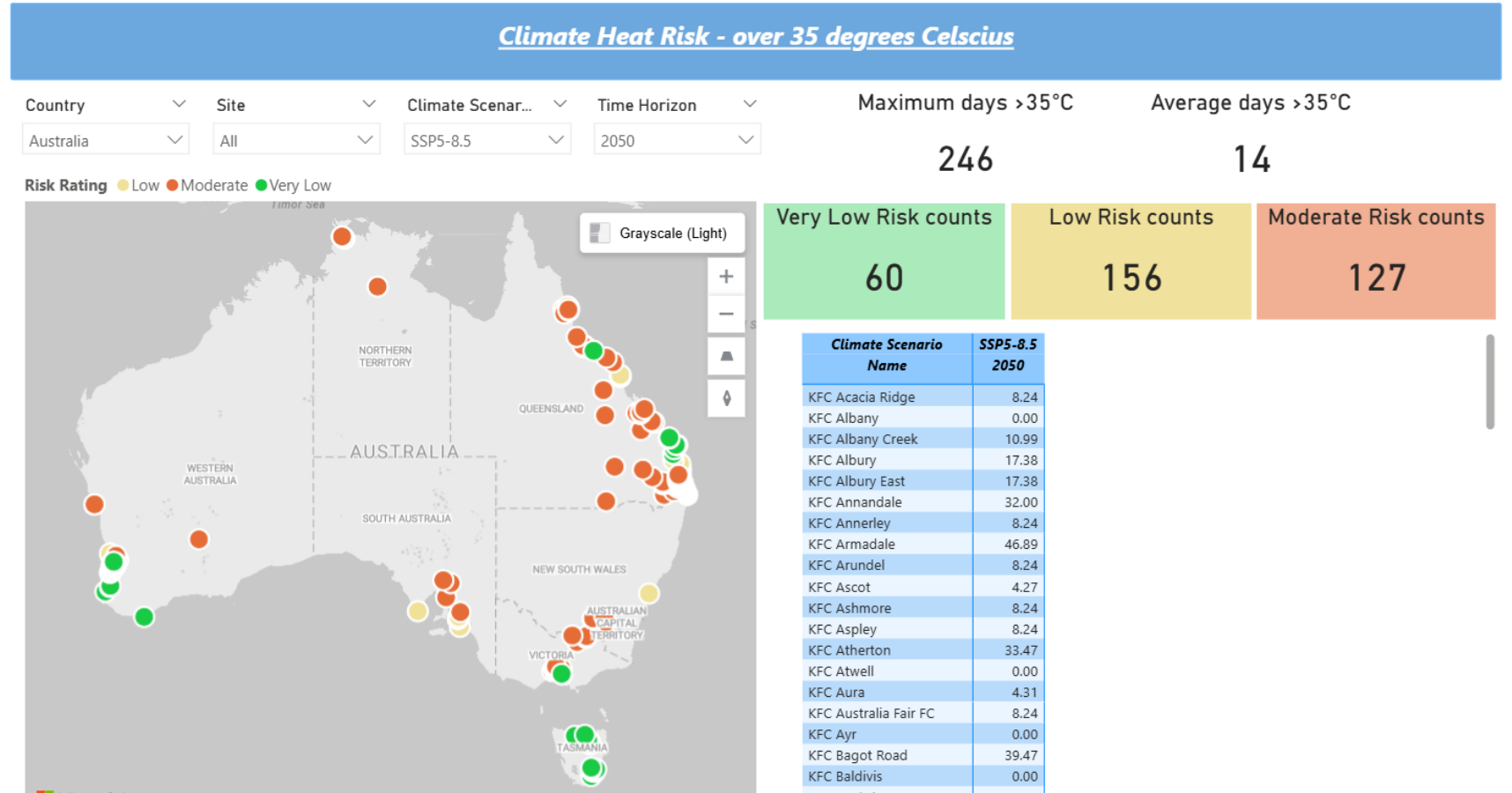
# System implementation, data governance & reporting frequency

- Implementation underway for go-live EOFY
- Uplift and embed data processes and methodologies
- Embedded data governance (RACI)
- Simplified verification & audit trail
- Sustainability “Reporting Manual” + Q internal reporting



# physical risks model & dashboard

- Climate hazards on a per-restaurant level
- Risk bands (very low to very high)
- \$ potential damage & loss costs
- Scenarios and time horizon filters
- Current stores as well as pipeline sites



## take aways?

- Make strategy leading
- Leverage existing data
- Focus data improvements on most material risks / impacts first
- Build ownership
- Document relentlessly
- Bring auditors in early



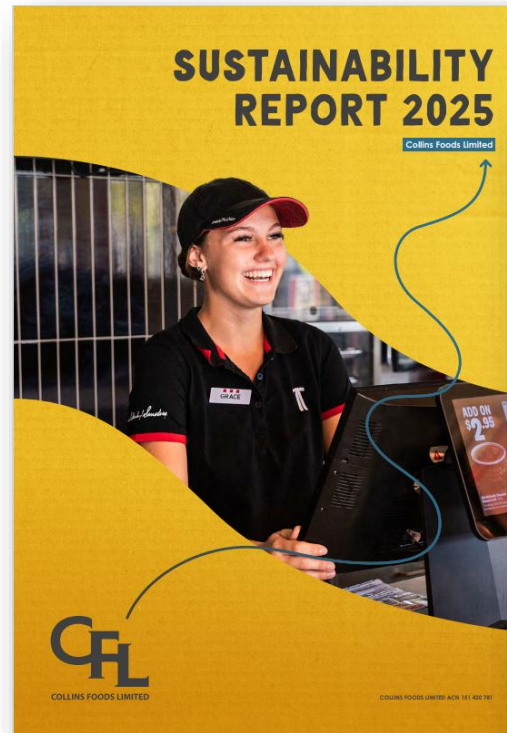


**THANK YOU!**

↪ A PLACE WHERE *you* BELONG ↪

# FY25 Sustainability Report + some highlights

Published June '25



## 2025 SNAPSHOT

THIS PAGE OUTLINES OUR KEY SUSTAINABILITY RESULTS ACHIEVED IN OUR FISCAL YEAR 2025 (FY25). UNLESS OTHERWISE STATED, THESE ARE CONSOLIDATED GROUP RESULTS.

**Environmental action**

**RESTAURANTS**  
196  
Generating solar power

**REDUCTION**  
21%  
In our relative per-restaurant emissions since 2019

**23%**  
Waste diverted from landfill  
(up from 22% last year)

**37%'**  
decrease in single-use plastics<sup>1</sup>

**10,432**  
trees planted

**Social catalyst**

**PEOPLE EMPLOYED**  
21,688  
with 91 nationalities

**43%**  
female leadership

**(1.7%)**  
gender paygap

**258,902**  
training courses delivered

**EMPLOYEES SUPPORTED**  
94  
With over \$250,000 by our Collins Family Fund

**Building communities**

**FOOD SAFETY INSPECTIONS**  
380  
Passed with 95% compliance

**1 QSR**  
Healthier Food Manifesto

**DONATED**  
\$909,600  
to our charity partners

**100%**  
of our Tier 1 suppliers onboarded for ethical risk screening

**TRAINED**  
2,134  
Food Safety Supervisors

1. Percentage shows the reduction in calendar year 2024 compared to calendar year 2023.  
2. Results aligned to our European operations.



## 3.1 CLIMATE CHANGE CONTINUED

**Our results**

The tables show our FY25 total Scope 1 and (location-based) Scope 2 emissions, average per restaurant (ORE) emissions, energy use and number of restaurants with solar panels, in comparison to previous year. We have updated our Scope 2 methodology this year to align with AISC requirements, which we need to comply with per FY24, as well as the Greenhouse Gas Protocol. This still includes switching to a location-based approach and including our KFCs and offices in our calculations which were excluded in prior years. For clarity and in support of comparability with last year's results, the emissions inventory table shows both a restated Scope 2 number applying the location-based method for FY24, as well as the number reported last year with our FY24 methodology. Further details on methodology, calculations, estimates and emission factors used are outlined in the Book of preparation in Appendix 1. We estimate Scope 3 emissions to represent the largest part of our total footprint. Scope 2 emissions from electricity use remain our most significant source of emissions in our direct operations. While our total energy consumption has increased compared to last year, primarily offsetted by the opening of 14 new restaurants, our total Scope 1 and location-based Scope 2 emissions have slightly decreased. This decrease is largely caused by the gradual greening of power grids in the countries in which we operate, which is reflected in lower location-based emission factors compared to last year. Since 2019, this has resulted in a relative emission reduction of 21% per restaurant, decreasing from 24% tonnes in 2019 to 19% this year, as well as a decrease in our revenue intensity, decreasing from 51.2 tCO2e per million dollars in FY24 to 49.4 tCO2e per million dollars this year.

In the coming years, we plan to strengthen our focus on energy efficiency and sustainable design to further reduce our per-restaurant energy use and related Scope 2 emissions. Commencing Scope 3 measurements next year will also help us identify opportunities to reduce emissions in our supply chain together with our franchisor and network partners.

**INVENTORY OF SCOPE 1 + 2 EMISSIONS**

	FY24		FY25		Group
	Australia	Europe	Australia	Europe	
No. of Restaurants (ORE)	306	79	381	314 <sup>2</sup>	78
Total Scope 1 emissions (tonnes CO2-e)	4,425	1,561	5,786	4,262	1,587
FY24 methodology total Scope 2 emissions (tonnes CO2-e)	60,731	9,356	70,088	n/a	n/a
Total location-based Scope 2 emissions (tonnes CO2-e)	62,153 <sup>1</sup>	7,977 <sup>1</sup>	70,130 <sup>1</sup>	62,506	6,813
Total Scope 1 and 2 emissions (tonnes CO2-e)	64,578 <sup>1</sup>	9,538 <sup>1</sup>	76,116 <sup>1</sup>	66,770	8,400
Average emissions per ORE <sup>3</sup> (tonnes CO2-e) <sup>4</sup>	211 <sup>1</sup>	131 <sup>1</sup>	203 <sup>1</sup>	215	111
Total energy consumption (GJ)	372,438 <sup>5</sup>	93,875 <sup>5</sup>	463,313 <sup>5</sup>	383,627	50,022
Average energy consumption per ORE (GJ) <sup>6</sup>	1,235 <sup>5</sup>	1,272 <sup>5</sup>	1,242 <sup>5</sup>	1,235	1,260

**RENEWABLE ENERGY**

We have increased the number of restaurants with solar panels to 194 this year, generating 10,261 GJ (2,855,736 kWh) of energy during the year. This accounts for approximately 2.4% of our total energy use. As we intend to continue growing our business and opening new restaurants, we realise our energy efficiency measures will only take us so far in reducing emissions, as our absolute energy consumption will continue to rise. While we will continue to roll out solar panels on new restaurants we open, we also plan to explore other avenues of green and renewable energy in the coming years as a potential solution to reduce our absolute emissions.

**NGER REPORT**

KFC Australia reports carbon emissions for both Australian based company-owned and franchised restaurants to the National Greenhouse and Energy Reporting (NGER) scheme (established by the NGER Act 2007). Our KFC Australia franchise, Yumi Brands Inc, reports and lodges the NGER Report with the Clean Energy Regulator on behalf of all Australian KFC franchisees, as they are considered to have operational control as defined under the NGER Act.

1. Operating restaurants equivalent (ORE) is considered a more representative measure of consumption than "average energy consumption per restaurant opening of year end".  
2. Total GRI emissions divided by the total number of ORE during the reporting period.  
3. Total Energy Consumption divided by the total number of ORE during the reporting period.  
4. The number of restaurants in Australia excludes 2 new restaurants that opened in April, but include KFC Capalaba that had trading the entire year but closed in March.  
5. Data calculated as per the methodology associated to the FY24 data.  
6. Data intended to align with location-based reporting for clarity operated by Collins Food Limited and its subsidiaries during the financial year FY24 has been restated for comparability purposes.  
7. The total used to calculate the average includes the emissions generated by our KFCs.

## 5 THRIVING COMMUNITIES

We aim to make a positive impact on the communities in which we operate as well as those affected throughout our value chain. We do this by taking ownership and showing responsibility around relevant topics such as public health, by striving to be the best neighbour we can be and supporting those in need.

This section outlines our progress towards achieving our ambitions for the following material issues:

- Consumer Health and Safety
- Affected Communities
- Ethical Value Chain

**Key figures**

- Consumer health & safety:
  - 380 food safety inspections passed with 95% compliance rate (FY24: 92%)
  - 17% staff reduction in Original Breeding in Europe
- Affected communities:
  - Over \$909,000 donated to charities
- Ethical supply chain:
  - 100% of our Tier 1 suppliers onboarded for ethical risk screening

