



# ANNUAL RESULTS TO 31 DECEMBER 2024 (FY24)

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27 February 2025



# Presentation Outline



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**2** FY24 Financial Performance

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**FY24 Overview**

# Key Points



	FY22	FY23	FY24	FY24 vs. FY23
• Group Store Sales	\$1,239.0m	\$1,322.2m	\$1,393.6m	+5.4%
• Reported NPAT	\$32.1m	\$16.3m	\$26.5m	+62.6%
• Store EBITDA	\$180.0m	\$178.4m	\$194.3m	+8.9%

- Store sales hit record high of \$1,394m, up \$71m (5.4%) on FY23.
- NPAT of \$26.5m, up \$10.2m (62.6%) on FY23.
- Store EBITDA up 8.9% at \$194m on margin recovery programme.

## FY24 in review



- Despite challenging retail environment, sales reached another record high.
- Solid uplift in New Zealand and Hawaii sales from innovative new products and promotions.
- Australia recovery slowed by significant cost of living pressures on consumers.
- California margins impacted by a 29% increase in the minimum wage.
- Continued progress delivered against business improvement and innovation workstreams to ensure our systems and customer offering place the Group in a strong position for sustainable future growth.



**FY24 Financial  
Performance**

# NPAT increases on higher sales and margin initiatives



\$NZm	FY23	FY24	Change B/(W)
Store EBITDA *	178	194	16
Net G&A Expenses	58	56	2
	120	138	18
Other Expenses	6	8	(2)
Depreciation & Amortisation	58	61	(3)
<b>Operating Profit Pre IFRS 16</b>	<b>56</b>	<b>69</b>	<b>13</b>
IFRS 16 Adjustment	22	25	3
<b>Operating Profit</b>	<b>78</b>	<b>94</b>	<b>16</b>
Financing Expenses	56	57	(1)
<b>Net Profit Before Tax</b>	<b>22</b>	<b>37</b>	<b>15</b>
Taxation	6	10	(4)
<b>Net Profit After Tax</b>	<b>16</b>	<b>27</b>	<b>11</b>

\* Pre-G&A, NZ IFRS 16 and Other (Income)/Expenses

# Growth constrained in second half with consumers under cost of living pressures



<i>\$NZm</i>	FY24 1st Half	FY24 2nd Half	Change B/(W)
Store EBITDA *	95	99	4
Net G&A Expenses	29	27	2
	66	72	6
Other Expenses	3	5	(2)
Depreciation & Amortisation	30	31	(1)
<b>Operating Profit Pre IFRS 16</b>	<b>33</b>	<b>36</b>	<b>3</b>
IFRS 16 Adjustment	12	13	1
<b>Operating Profit</b>	<b>45</b>	<b>49</b>	<b>4</b>
Financing Expenses	28	29	(1)
<b>Net Profit Before Tax</b>	<b>17</b>	<b>20</b>	<b>3</b>
Taxation	4	6	(2)
<b>Net Profit After Tax</b>	<b>13</b>	<b>14</b>	<b>1</b>

\* Pre-G&A, NZ IFRS 16 and Other (Income)/Expenses



# Quarterly Trends – Recovery rate slowed with consumer's cost of living pressures



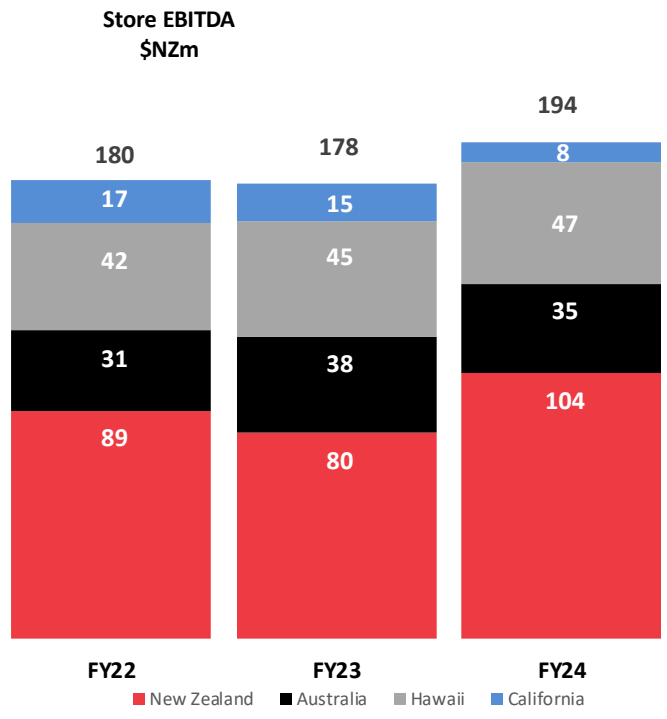
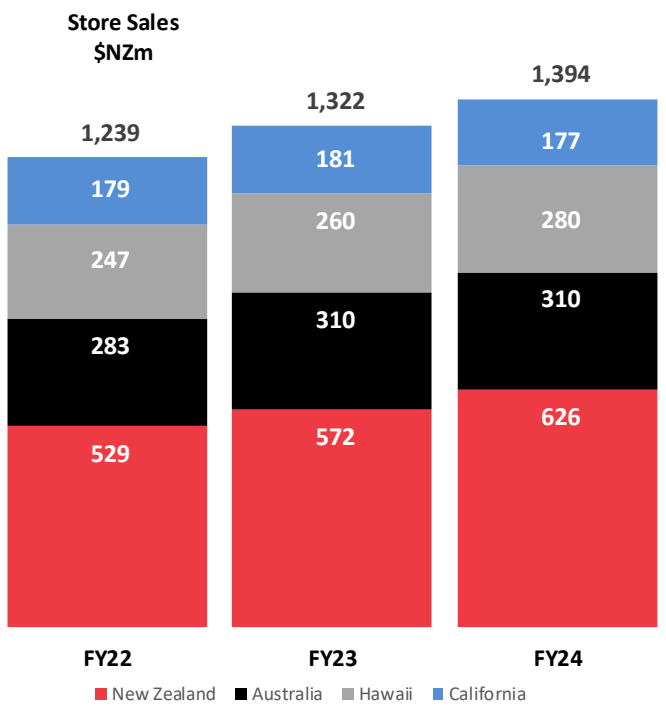
FY24 Store EBITDA %



FY23 Store EBITDA %



# Sales lift with margins growing strongly in New Zealand



## Other Income and Expenses – Store impairment costs partly offset by insurance recoveries



### *\$NZm Pre-tax (Other Income)/Expenses*

	FY23	FY24
Insurance recoveries	(4.7)	(0.9)
Legal settlement	1.2	0.3
Store impairments & closures	9.6	8.6
Net Other (Income)/Expenses	6.1	8.0

# Investing cash flows reduced with focus on portfolio optimisation



**\$NZm**

	FY22	FY23	FY24
Operating Cash Flow ( NZ IFRS 16 adjusted)	95 *	98 *	103 *
Investing Cash Flow	(92)	(85)	(53)
Free Cash Flow	3	13	50

\* Adjusted for lease principal payments of \$32.0m (FY23 \$29.5m, FY22 \$27.0m) classified as financing activities under NZ IFRS 16

**Net borrowings constant with debt repayments offset by FX movements.  
Healthy Debt:EBITDA ratio**



**Net Bank Debt \$NZm**



Ratios	FY22	FY23	FY24	Facility (3-4 years)
Net Bank Debt: EBITDA*	2.0:1	2.2:1	1.8:1	
Gearing (NBD:NBD+E)	46%	47%	45%	

\* EBITDA excluding right of use asset lease costs (pre-NZ IFRS 16)



**FY24 Regional  
Performance**

# New Zealand Operations



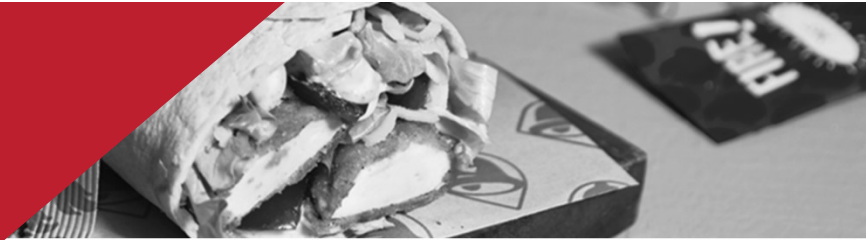
**KFC**

 *Pizza Hut*

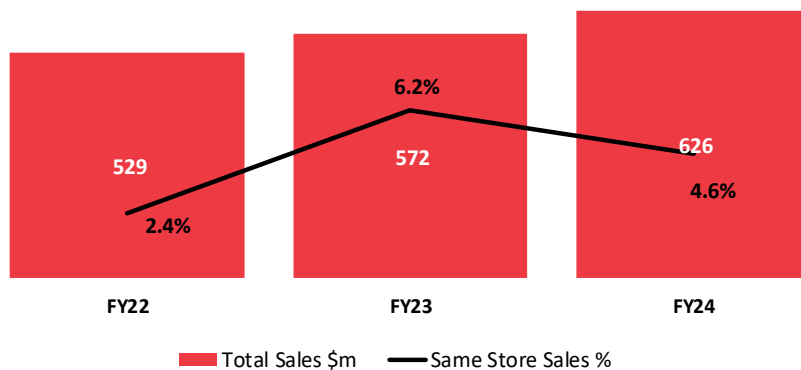
 **TACO BELL**

 *Carl's Jr.*

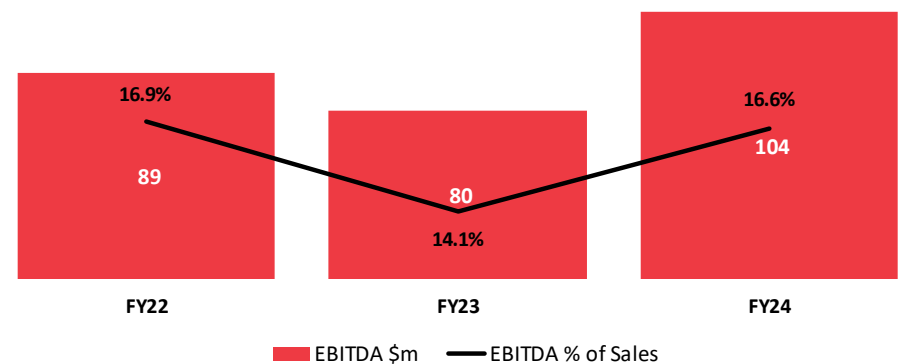
# NZ sales grow to record levels with KFC and Taco Bell same store sales growth and new stores. Margins improve on cost saving initiatives



### NZ Store Sales



### NZ Store EBITDA





# Australian Operations



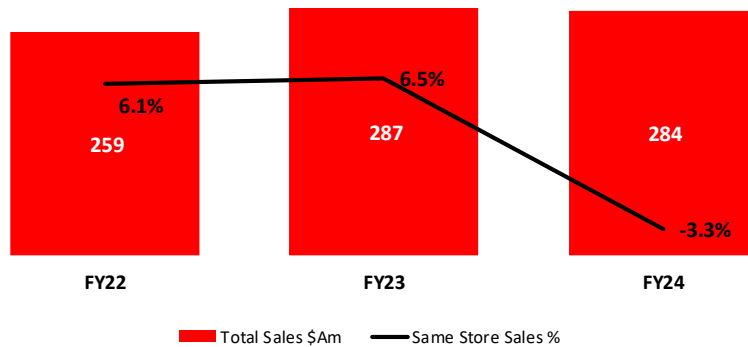
**KFC**

 **TACO BELL**

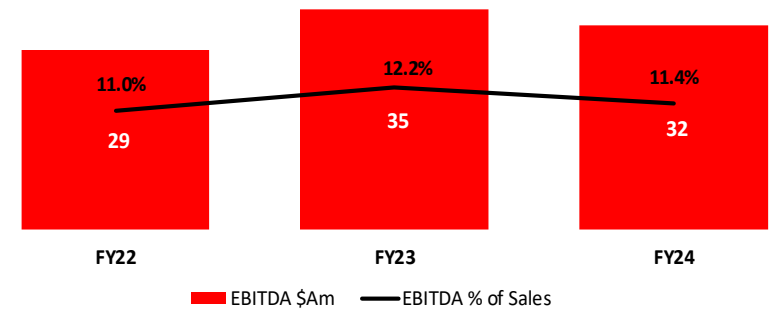
# Australian sales and margin impacted by continued cost of living pressures on consumers



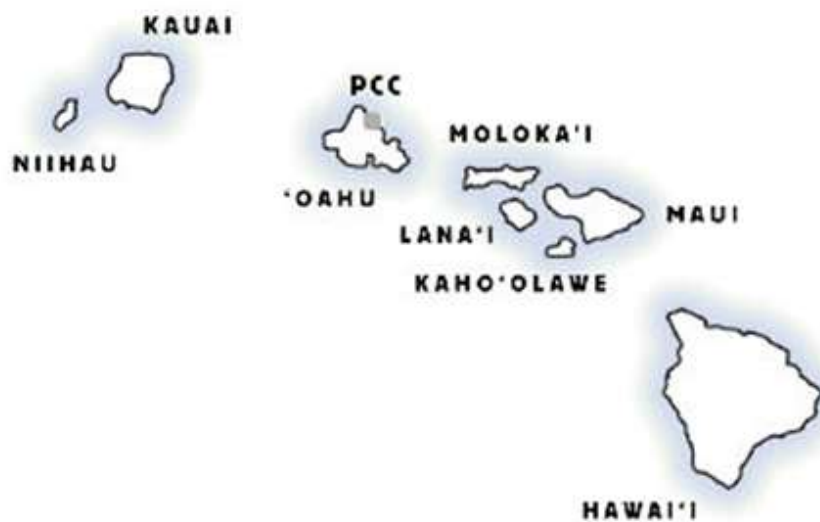
### Australia Store Sales



### Australia Store EBITDA



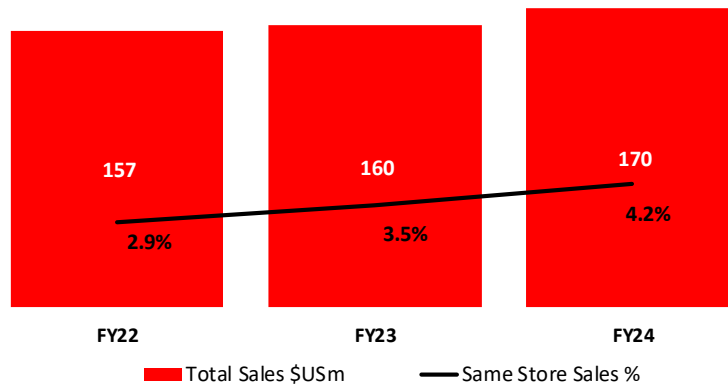
# Hawaiian Operations



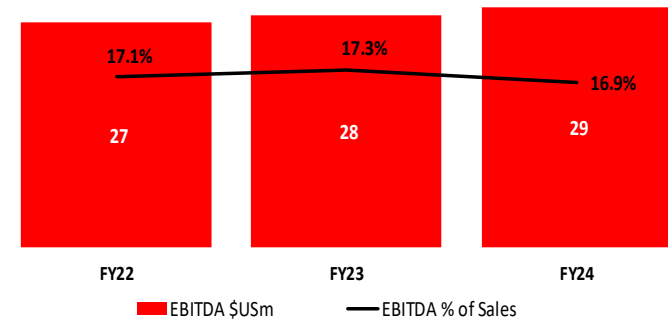
# Hawaii sales and margins continue to be strong



### Hawaii Store Sales



### Hawaii Store EBITDA



# Californian Operations



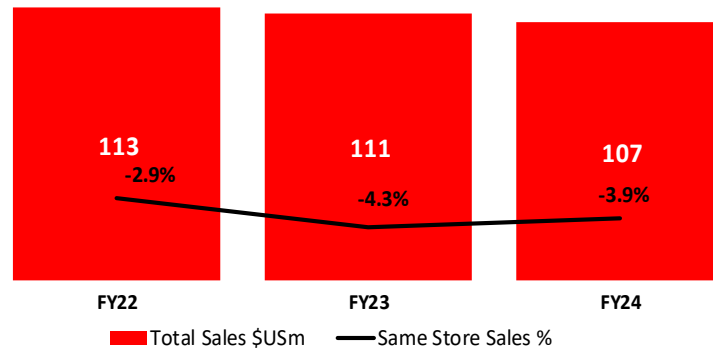
**KFC**

 **TACO BELL**

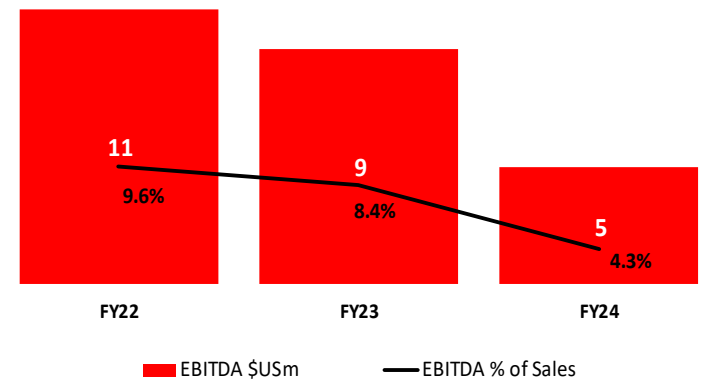
# California adversely impacted by inflationary impacts on consumers and higher minimum wage



### California Store Sales



### California Store EBITDA



# FY25 Expectations



- New Zealand to continue growing with similar new store builds. Hawaii to maintain strong position.
- Australia positioned to recover during second half of FY25 as inflationary pressures ease.
- California recovering with new innovation, digital channel growth and margin initiatives.
- Capex spend expected to continue at FY24 levels on mix of new stores, refurbishments and technology.





**FY25 Outlook**



# FY25 Outlook



## **Dividend update**

- Given the demands of the store development programme on the Group's capital resources and ongoing cost of living pressures on consumer's spending Directors believe it is in the best interests of the Group to retain cash in order to support growth and maintain funding flexibility, therefore the Directors have not deemed it appropriate to declare a final dividend payment for FY24.

## **Profit guidance**

- No guidance at present given ongoing economic volatility in the markets.



# Questions

# Questions



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