

CHAIRMAN'S ADDRESS

Ted van Arkel





Pizza Hut Profitable Growth Award

Presented to Restaurant BrandsNZ
Limited at the Yum! International
Franchise Convention, June 2016



Total Net Profit After Tax

Reported NPAT (\$NZm)



NPAT

24.6c
per share

Adjusted Net Profit After Tax

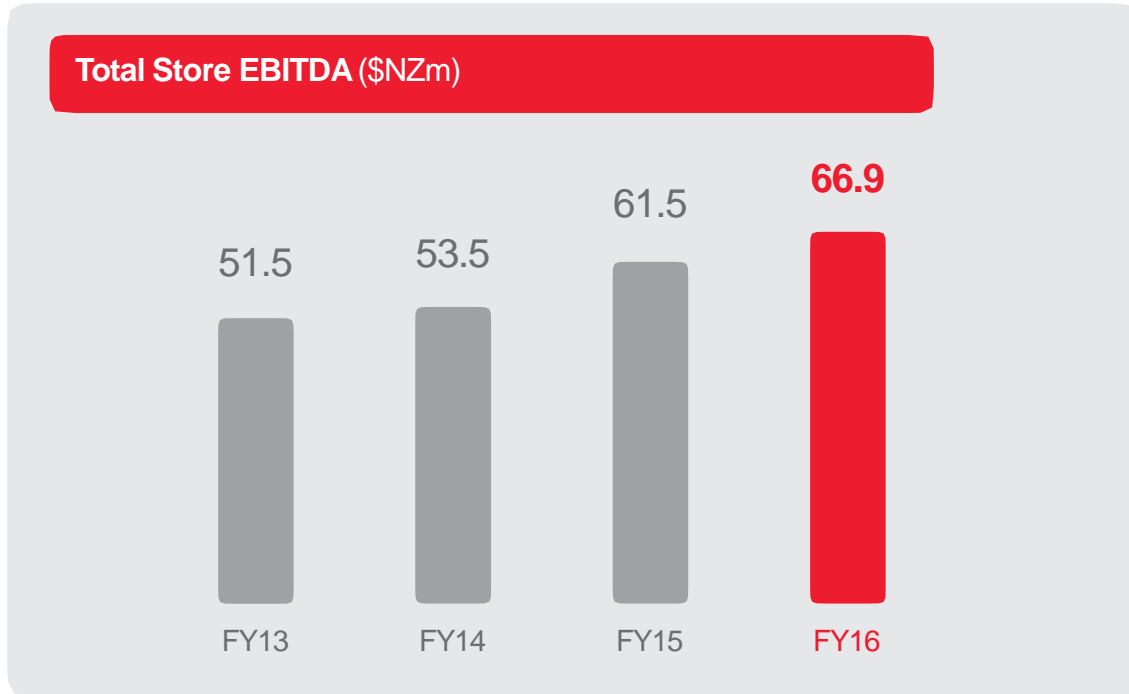
\$NZm	FY15	FY16	\$Δ
Reported NPAT	23.8	24.1	+0.3
Non-trading items (after tax)	(1.3)	0.1	+1.4
NPAT excluding non-trading	22.5	24.2	+1.7
52/53 week adjustment (after tax)	(0.4)	-	+0.4
Adjusted NPAT	22.1	24.2	+2.1
LTI (after tax)	0.2	0.9	+0.7
Adjusted NPAT	22.3	25.1	+2.8

Adjusted NPAT up

+12.6%

On an
equivalent basis
'normalised'
NPAT up \$2.8m

Total Store EBITDA



Store EBITDA up
+8.7%

Highlights



Total sales
new high **\$387.6m**

Dividend
21.0c per share

Acquisition
of QSR Pty Limited



Sales
record **\$282.5m**

Margins
new high **\$57.2m**

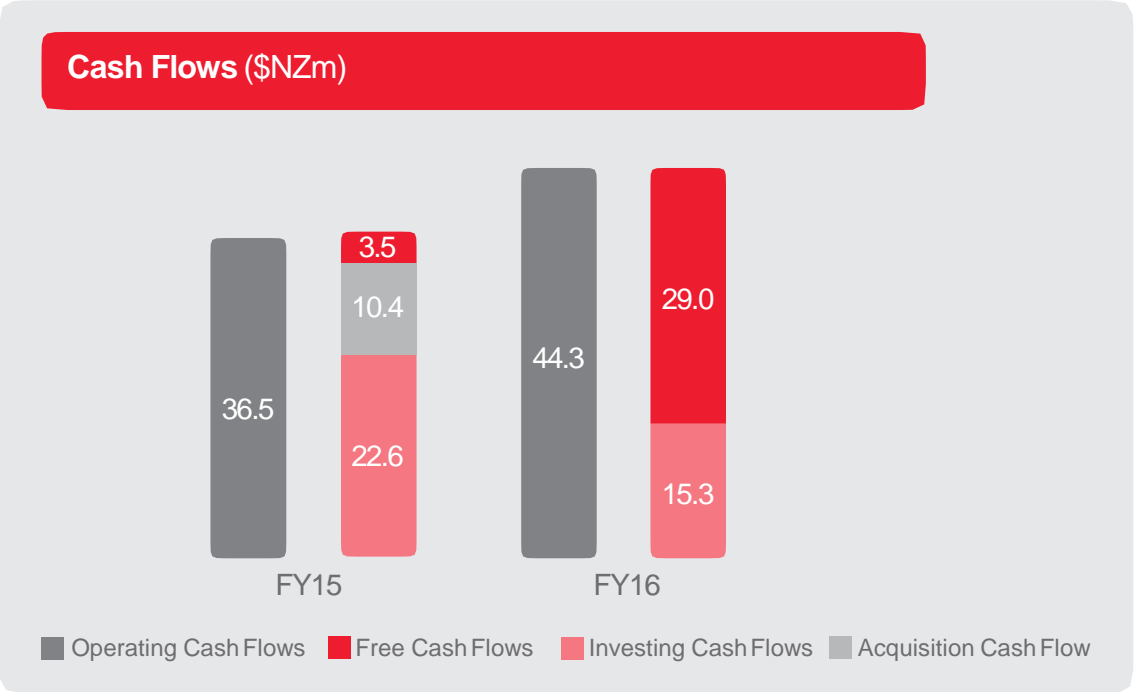


Earnings
new peak of
\$4.4m



Sales
up to **\$33.4m**

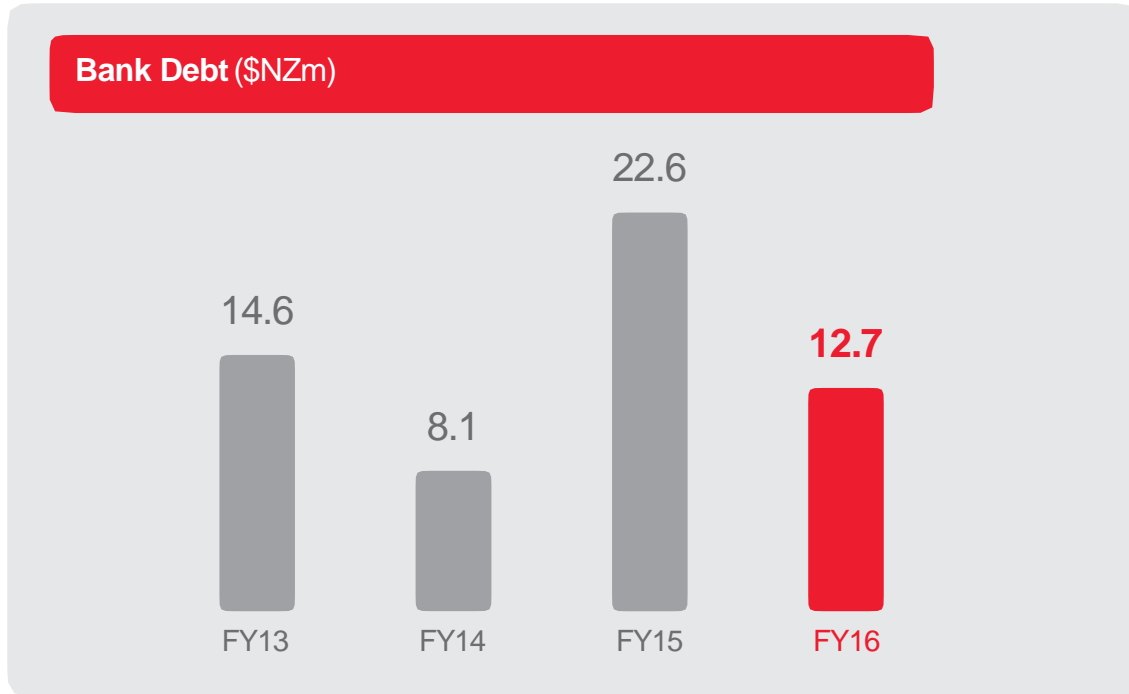
Cash Flows



Operating Cash Flows up to

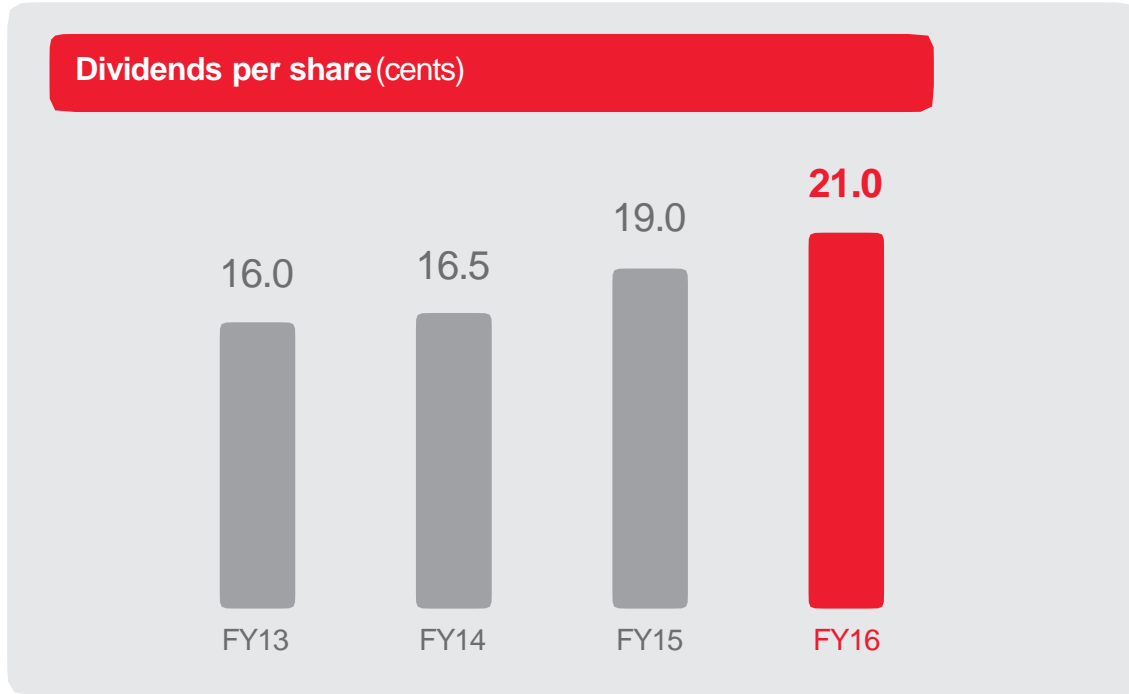
\$44.3m

Bank Debt



Borrowings repaid
\$10m

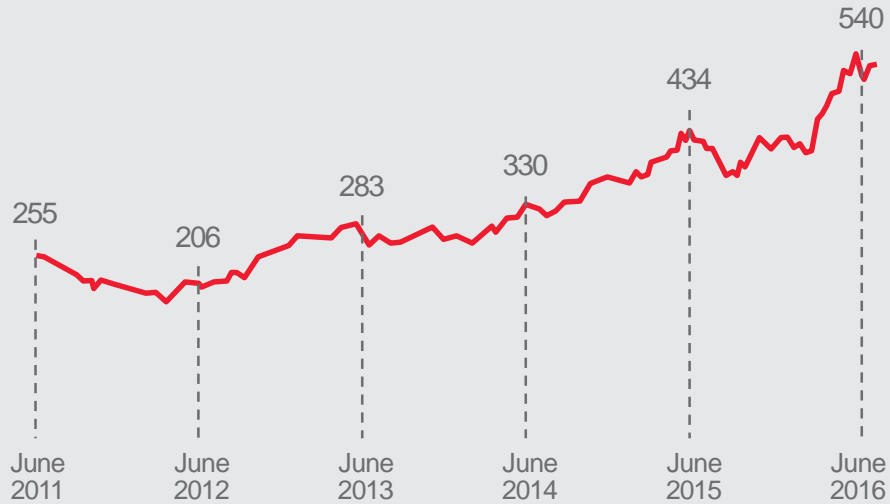
Dividends



Dividend up
+10.5%

Company Share Price

Share Price (\$NZ cents)



Gross return

30%

Directors



Ted
van Arkel



Sue
Suckling



Danny
Diab



Hamish
Stevens



Stephen
Copulos



Vicky
Taylor





First Quarter Sales

- Up 8.5% to \$96.6 million
- First (partial) quarter of Australian business
- New Zealand same store sales growth +0.4%
- Strong weekly sales performance from established brands

Weekly Sales per Restaurant

\$000	FY15	FY16
KFC	58.7	59.9
Pizza Hut	19.6	20.6
Starbucks Coffee	19.6	19.9
Carl's Jr.	37.2	34.4

Outlook



- Sales momentum continues at more measured level than FY16.
- Margin % maintained.
- Major transformation programme complete.



- Sell down continues at a slower rate – target 25% company stores.
- Some new store builds.
- Average sales up on FY16 with similar margins.



- Consistent Q1 sales performance.
- Similar margins to FY16.



- Target \$40,000 weekly per store sales by year end
- Significant increase on FY16 margins.



- On target for (annualised) \$A100 million sales and 15% EBITDA.

NPAT (excluding non-trading)
for FY17 of \$28–\$30 million