



13 NOVEMBER 2025

CHAIR'S ADDRESS AND CO-CEOS' ADDRESS – GUZMAN Y GOMEZ ANNUAL GENERAL MEETING

In accordance with Listing Rule 3.13.3, attached is a copy of the Chair's Address (Guy Russo) and Co-CEOs' Address (Steven Marks) to be delivered today at the 2025 Annual General Meeting.

Trading and outlook summary

The Co-CEOs' Address provides shareholders with an overview of trading performance and the FY26 outlook. The extract below is drawn from pages 3-4 of the attached materials.

"We maintain our guidance issued at the FY25 results and expect to deliver strong sales growth in FY26 through menu innovation, daypart expansion, operational excellence, marketing and digital initiatives. Consistent with what we shared in August, Australia Segment underlying EBITDA as a percentage of network sales is expected to expand to 5.9%-6.3% in FY26, compared to 5.7% in FY25.

Since the release of our quarterly results in October, our new Caesar menu items have performed well to date and have contributed to an improvement in Australian comp sales growth relative to the first quarter.

We're on track to open 32 new restaurants in Australia this financial year, including 23 drive thrus. With nine new restaurant openings completed in FY26 to date we're on track to open 15 new restaurants on a gross basis in the first half of FY26."

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Authorised for release by the Board.



CHAIR'S ADDRESS

The 2025 financial year, GYG's first full year as a listed company, was another record year of performance – a year where we not only delivered strong results and outperformed our prospectus forecasts, but continued investing in the foundations that will continue to carry GYG into its next phase of growth.

GYG surpassed \$1 billion in network sales for the first time and delivered our first statutory net profit after tax of \$14.5 million, reflecting the continued strength of our operating model and disciplined execution. The Board and I were also pleased to declare GYG's maiden dividend of 12.6 cents per share, marking an important step in returning value to shareholders over the long term.

Operationally, we continued to scale both in Australia and internationally, supported by the performance of our company-owned restaurants and the commitment of our franchisees. We evolved our *Clean* food strategy, enhanced our restaurant technology, extended our trading hours and continued developing our digital platforms. Our systems, teams and culture have absorbed this growth well, and our execution continues to raise the bar. An example in Victoria, our new Clyde North drive thru restaurant, set a GYG record in June, serving over 8,500 burritos and bowls on its opening day, the most successful opening in GYG history. This wasn't just a volume story – it was a showcase of GYG at its best: exceptional food, people and real estate.

FY25 was also another year of progress in operations and strategy. We remain deliberate about what we serve our guests, who we grow with and where we open. During FY25 we built on our strategic foundations, setting our focuses for the next five years. We also enhanced our sustainability strategy, translating our values into a clear roadmap with defined priorities, measurement tools and targets. We understand that our success depends not just on what we deliver, but how we deliver it: for our people, partners, communities, and the planet, now and for future generations. We enhanced our risk management and governance frameworks, and invested further in people, systems and leadership development. These are the building blocks that will enable GYG to become the best and biggest restaurant company in the world.

As part of our planned governance rotations, we welcomed Jacqui Coombes to the Audit and Risk Committee, while Tom Cowan stepped off the Committee and continues to play an important role on the Board.

We are more confident than ever on our long-term strategy, which has held steadfast since day one. This is why the Board was pleased to announce at our first quarter results an on-market share buyback of up to \$100 million. The buyback reflects our robust balance sheet position and significant cash generation, while preserving capacity to fund the ongoing expansion of the restaurant network. The Board has determined this buyback represents an efficient use of capital and provides the opportunity to enhance shareholder returns, while maintaining capacity to fund GYG's significant growth ambitions and future dividends. Looking ahead, I am pleased to confirm that from the 2026 financial year, the Board intends to pay dividends on an interim and full year basis.

GYG enters FY26 with strategic clarity and strong momentum. We will continue to focus on food and the guest experience, scale responsibly, reinvest in our brand and people, and deliver value to shareholders through growth, dividends, and disciplined capital management.

In closing, on behalf of the Board, I want to express my gratitude to our leadership team, extraordinary franchisees, crew, Hola Central team, suppliers, partners, and above all, our guests. Your commitment and support drive everything we do. We also want to thank you, our shareholders, for your belief in our vision to reinvent fast food and change the way the masses eat. We are building something special: a company that always puts food and people first, delivers with consistency and scales with purpose.



CO-CEOS' ADDRESS

Good afternoon everyone, and thank you for joining us for our 2025 Annual General Meeting.

It's an incredible feeling to be here after an exceptional FY25. This is a huge milestone for GYG, and it's one we're proud to share with all of you.

When I first founded GYG, the mission was simple but ambitious: to reinvent fast food and change the way the masses eat. To prove that food served fast could still be fresh, clean, and delicious, made to order, using great quality ingredients. That mission still drives everything we do today at GYG.

FY25 was a record year, outperforming our prospectus forecasts. We delivered strong growth across every part of the company while staying true to our values and maintaining a relentless focus on food and the guest experience.

Global network sales grew 23 per cent to \$1.2 billion, crossing the billion-dollar mark for the first time in our history. Revenue rose 27 per cent to \$436 million, and EBITDA grew 45 per cent to \$65 million.

We ended the year with 256 restaurants globally, up 39 from the prior year, and we maintained strong momentum in comparable sales growth, reporting 9.6 per cent in the Australia Segment. These results showcase GYG's exceptional fresh fast food platform and that GYG's mission continues to resonate with more and more guests, both here in Australia and overseas. Comp sales growth continued during the first quarter of FY26, reporting 4.0% in the Australia segment.

Australia remains our engine room and FY25 demonstrated the strength of that foundation. We opened 32 new restaurants, and both our corporate and franchise restaurants continue to perform exceptionally well. Our franchisees delivered a median ROI of around 50 per cent, which I'm incredibly proud of, because when our franchisees win, we all win.

Our corporate restaurant network continues to grow, and we're seeing great success from our drive thru format, which now represents the majority of new openings. We've also expanded 24/7 trading to 23 restaurants as at 30 September this year, with more planned in FY26.

Outside Australia, we continue to take a long-term view. In Singapore and Japan, we're supporting our master franchisees and deepening our brand presence. Both markets delivered strong growth in FY25, and we're confident in their trajectory.

In the US, we're still early in our journey, but we're starting to see encouraging signs as guest experience metrics have improved and comp sales growth has started to build. We now have seven restaurants in the suburbs of Chicago. We've been investing deliberately in our people, training and culture to ensure that we are set up for success. It's a long game, but it's one worth playing. We've proven that GYG can scale profitably in Australia, and we know we can do this in the US too.

FY25 was a defining year for GYG. Our first full year as a public company, and our strongest year yet. We grew, we invested and we stayed true to who we are. We're still only scratching the surface of what's possible, both in Australia and around the world.

As we look to FY26, our strategic focuses remain: to keep delivering delicious food and exceptional guest experiences, driving new restaurant roll out and comp sales growth, and building long-term value for shareholders.

We maintain our guidance issued at the FY25 results and expect to deliver strong sales growth in FY26 through menu innovation, daypart expansion, operational excellence, marketing and digital initiatives. Consistent with what we shared in August, Australia Segment underlying EBITDA as a percentage of network sales is expected to expand to 5.9%-6.3% in FY26, compared to 5.7% in FY25.



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We'll also continue to invest in digital innovation, improving our app, personalisation and frequency through our GOMEX loyalty program. We're working to make the GYG experience faster, smarter and more convenient, without ever compromising on quality.

It is also important to share our success and give back to a country from which we have received so much inspiration. Our annual Misión Posible fundraising event raised over \$1.6 million to support our community partners, the Misión México Foundation and The Hunger Project, funding food and education-based programs in Mexico.

None of this happens without our people. To our crew in restaurants, our franchisees, our suppliers, and everyone in Hola Central, thank you. Your passion, energy and commitment to excellence are what make GYG special. We've always said GYG is about people who care and that's as true today as it was on day one. We've built a culture that celebrates hard work, integrity and doing the right thing. That's our edge.

To our shareholders – thank you for your trust and belief in our mission. We're building this company for the long term and we're only getting started.