

Burger Fuel Group Limited Preliminary Full Year Results For The Year Ended 31 March 2025

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For The Year Ended 31 March 2025

Chairman and Chief Executives' Review

Burger Fuel Group Limited Preliminary Full Year Results for the 12 months ended 31st March 2025

Overview - FY25

The Directors of Burger Fuel Group Limited (**BFG**) present the results for the 12 months to 31 March 2025. (The audit of these results is in the process of being finalised).

Net Profit after tax for the period was \$1,026,779 representing a 22.6% decrease on the previous year.

The FY25 profit result is down on the previous year due to a decline in sales, increased costs and a general downturn in the economy. Given the lower revenue in FY25 the Group posted a solid result. The FY25 Group results were reduced by legal costs of \$221,687 incurred within the period to respond to the single shareholder opposition that was filed in relation to the proposed return of capital.

BFG (unaudited) Total System Sales (all three brands, all regions) decreased by 7.59% to \$108.2M on the same period last year.

Regarding sales, it is worth noting that last financial year (FY24), we achieved our best sales year, with over \$100M in sales for the New Zealand BurgerFuel system alone. This was partly due to the introduction of delivery services in New Zealand. We are now benchmarking against those higher introductory delivery sales for the same period last year. As we predicted, delivery sales spiked in the early months of introduction but ultimately resulted in many existing customers simply transferring from collecting orders themselves to using a delivery service.

Total income for the Group was down 8.45% to \$24.97M.

BFG RESULTS FOR THE PERIOD 1 APRIL 2024 TO 31 March 2025

	31 March 2025	31 March 2024
	\$000	\$000
Operating Revenue *	24,056	26,248
Interest Income – IFRS 16 non-occupied leases	918	1,031
Total Income	24,974	27,279
Operating Expenses **	(21,259)	(22,948)
Depreciation Expense – IFRS 16 occupied leases	(866)	(982)
Interest Expense - IFRS 16 non-occupied leases	(918)	(1,031)
Interest Expense - IFRS 16 occupied leases	(396)	(432)
Total Expenses	(23,439)	(25,393)
Net Profit (Loss) Before Tax	1,535	1,886
Net Profit (Loss) After Tax ***	1,027	1,327

^{*} Revenue includes: Operating revenue and interest income.

As of 31 March 2025, 61 BurgerFuel restaurants were operating in New Zealand and 3 were operating in the Middle East (one fewer than last year), excluding some third-party "dark" kitchens operating in the UAE.

As of 31 March 2025, there were 4 Shake Out and 2 Winner Winner restaurants operating in NZ. The Shake Out Hamilton East store, however, closed on 31 March 2025, bringing the number of physical Shake Out locations to three.

^{**} Expenses include: Operating expenses, depreciation, amortisation and interest expense.

^{***} The New Zealand entities had taxable income and were unable to utilise the foreign tax losses. The overseas entities had minimal tax.

Return of Capital occurring in June 2024 – more costs incurred to respond

FY25 Group results would have been further improved to circa \$1.25M (Net profit after tax) if BFG had not been required to incur ongoing costs to respond to the single shareholder's opposition that was filed against the proposed return of capital to all shareholders. The Company incurred legal fees of approximately \$205,500 in FY24 and an additional \$221,687 in FY25, (Total impact \$427,187 or 18.15% of profit for the two years) specifically to address and respond to the opposition. This amount excludes the many months of management time that were also incurred throughout the opposition process. The net result of the defence ultimately cost shareholders two years of reduced profits and likely had an adverse effect on the BFG share price.

The return of capital by way of a scheme of arrangement was approved by 92% of the votes of shareholders cast at a special shareholders' meeting held on 14 December 2023. Following opposition by one shareholder, a full-day hearing in the High Court of Auckland was held, and on 8 May 2024, the scheme was approved. The capital distribution to shareholders was made on 12 June 2024. Information on the scheme of arrangement, shareholder vote, notice of opposition and approval of the scheme by the High Court may be found on the NZX or at https://www.burgerfuel.com/nz/investor-relations#shareholder-information.

The Year's Results and Group Outlook

New Zealand

Total systemwide sales across New Zealand (67 restaurants, all three brands) decreased by 6.6% on the previous year to \$104 M. We opened BurgerFuel Whanganui in July 2024, and this franchised store has been well received. We are also scheduled to open the franchised BurgerFuel Royal Oak store, in Auckland, in June 2025. The franchised BurgerFuel Hereford Street store in Christchurch closed in April 2024. This site never recovered from ongoing roadworks, and a new food precinct nearby didn't help. The franchised BurgerFuel store at The Base shopping centre in Hamilton has closed, however a replacement store 100 metres down the road on Te Rapa Straight is scheduled to open in late 2025.

Shake Out's total sales decreased by 10.5% in FY25. Our company-owned Smales Farm and Commercial Bay stores have been impacted by a decline in foot traffic, particularly Commercial Bay in the CBD and the franchised Hamilton East store, due to increased competition and a shift in customer traffic to a new food precinct nearby. The franchisee for the Shake Out Hamilton East store decided to close the location. The franchisee has instead set up a Shake Out virtual delivery-only kitchen within his BurgerFuel store, located nearby.

The Group now has 14 virtual (delivery-only) Shake Out kitchens operating out of existing BurgerFuel sites, which cover most of Auckland and Hamilton. Further virtual stores will be rolled out in the Bay of Plenty and Christchurch in the next few months. By the end of the financial year, we are scheduled to have over 32 Shake Out virtual (delivery-only) stores operating throughout New Zealand.

These new virtual stores increase system sales, provide franchisees with additional profit for little to no additional labour costs and increase brand awareness. Once we have New Zealand covered, the sales data collected will give some insights into the possibility of opening Shake Out physical locations in New Zealand.

Shake Out investment has been reduced for FY26, and the focus for this brand will remain on operating the three current stores (two of which are company-owned) as well as the ongoing development of the remaining virtual kitchen roll-out via select BurgerFuel outlets. Shake Out provides us with a tool to help combat lower-priced competition that erodes BurgerFuel sales. It also provides a valuable testing environment for experimenting with both food and technology, for example, our IT development at BurgerFuel stems from the cashless Shake Out point-of-sale system developed by BFG.

Winner Winner total sales decreased by 41% mainly due to the closure of the Pukekohe store and our Takapuna company-owned store in FY24. In FY25, the Winner Winner and Shake Out brands represented 5.6% of the Group's total sales (5.8% of total New Zealand sales). As previously advised, we have parked any further development of Winner Winner.

The Middle East

Operation of BurgerFuel in the UAE remains under the DA (Development Agent) agreement. BFG generated modest royalties from the region. Costs are now negligible, and a small profit is anticipated in FY26. Dubai remains an expensive location for store development, and rents are very high, making expansion unattractive at this point. We do not anticipate any further growth in Dubai for FY26. However, we will continue to maintain a presence in the region, as it is not costing us, and a small profit is being generated. Most importantly, it is an opportunity to keep the BurgerFuel brand alive for both exposure and potential future development, if at any stage that looks feasible for the DA.

The Saudi region closed their Nakhla store in Riyadh in September 2024, leaving two stores remaining. Dubai still has one store in the World Trade Centre, three "Dark" delivery kitchens and a food truck for events and promotional purposes.

The Middle East system sales were down 26% in FY25. This is due to Saudi Arabia closing the two underperforming stores in the last 15 months. Saudi Arabia is facing similar high costs of development and rents, and it remains to be seen if any new stores will open; however, we are not counting on any in FY26.

Sales from this region represent 4.12% of total BurgerFuel sales.

Continued Investment in Information Technology (IT) Development

In FY24, the Group launched its online ordering platform, which features an integrated loyalty app. This online ordering platform generated \$497K of revenue in FY25. We have also experienced a significant customer uptake of the loyalty app, allowing us to engage directly with our customers and update them on new specials, promotions, and targeted loyalty perks.

We view investment in technology as an ongoing necessity for the business, as well as a potential area for generating additional revenue. In FY25, we invested further in the online ordering platform, creating Version 2. Building on the learnings from our current in-house online ordering platform, we have upgraded the functionality and architecture to enhance customer interaction.

In FY26, we intend to further develop the IT capability of Version 2 which is currently in the Beta testing stage. We expect to commence integration of Version 2 within the BurgerFuel system in the second half of FY26.

Our goal is to generate additional income from this platform, both within and eventually outside the BurgerFuel system. The new platform will have the capability to be scaled across external third-party brands, offering the ability to create a generic "white label" online ordering platform. Our ongoing and considerable investment in IT is of a capital nature; thus, it hasn't impacted our Group Income Statement results in FY25.

Summary and Outlook

The summary and outlook stated in FY24 has largely occurred. Trading in FY25 has been one of the toughest on record for the hospitality industry. Although there is talk of economic improvement, we have not seen this translate to sales; the economy remains in recession. The slow reduction of interest rates and general economic uncertainty has led to consumers keeping their wallets in their pockets. People are spending less and most certainly eating out less. We do not anticipate significant positive changes in the economic environment over the next 12 months. It is not possible to accurately predict the year ahead, but at this stage, we anticipate sales will be relatively flat, depending on both local economic conditions and the global implications of ongoing wars, tariffs and high overseas demand for NZ produce, particularly beef. These factors directly affect our costs as well as consumer confidence and spending, resulting in reduced sales and ultimately reduced revenue. It remains to be seen how the economic recovery will play out this year.

Costs continue to rise, including both ingredients and labour. Main ingredient staples, such as beef, are increasing in cost due to overseas demand, and this trend is likely to continue in FY26. Other ingredients are also affected by the war in Ukraine. Throughout FY25, we have experienced constant cost pressures, and although we have been able to absorb some of these, the reality is that consumers are now paying more for take-out and restaurant food. We anticipate that costs will continue to rise in FY26. All of this leads to ongoing margin pressure for franchisees and for the Group, as well as higher prices for consumers who are well aware of this growing industry trend.

Other factors that we think have and will continue to affect sales and that we would like to draw shareholders' attention to include;

Wider Food Competition: Proliferation of supermarket ready to eat meals and online food delivery options either prepared at home or purchased hot and ready to eat on the growing number of delivery provider apps such as Uber Eats and Deliver easy. Consumers now have a lot of choice, so competition for "share of stomach" continues to grow.

Bigger Discounts in QSR and Online: There is considerable discounting occurring every day in both the major chains and smaller operators as well as in online service apps such as Uber Eats, where food is regularly sold by a range of vendors at well below cost. We do not intend to compete at such high discounting levels to gain business, as we view this trend as merely the beginning of a steep and slippery slope of discounting, which is almost impossible to recover from. Instead BurgerFuel continues to focus on high-quality product and providing value for money at a more premium level.

Target market decline: As we expressed in earlier commentary, there has been a significant exodus of home-grown, hardcore BurgerFuel customers to Australia and other overseas destinations. These younger BurgerFuel customers are not being replaced by incoming migrants, who are unlikely to purchase from BurgerFuel for some years.

Countering the Headwinds

Overall, our strength is our brand. BurgerFuel continues to innovate and find ways to bring customers back to our brand and product, based on our renowned in-store experience, innovative marketing, high-quality ingredients, strict standards, and the environmental and other pillars on which we stand, rather than offering cheap processed food at discounted prices.

An excellent example of an initiative designed to address growing market discounting has been the launch of our lightweight burgers. This range maintains our high standards for taste and ingredients while reintroducing more affordable burgers known as our "Lightweight" range, which is now available in-store. The Lightweight range is all about offering consumers a product that is "kind to your belly and even kinder to your wallet."

Other initiatives include trialling extended trading hours designed to capture both later night walk-in customers as well as the delivery market in those areas where we think a market may exist after 10.00PM. We have also introduced new store designs which will gradually roll-out throughout the system over the next few years as economic circumstances allow. In FY25 we undertook a significant franchisee refresh programme with a number of stores changing hands to bring in fresh operators, this programme continues as required into FY26.

The further development of our loyalty programme (VIB Club) designed to incentivise customers to increase purchase frequency through the accumulation of loyalty points, also remains a key focus. Menu innovation has always been a strength of BurgerFuel, and this is something which we continue to invest in. This includes keeping the menu fresh with the development of interesting gourmet flavours and combinations, which are a big part of bringing customers back to stores.

Despite the challenges posed throughout FY25, the Group achieved a strong result. The economy remains tough, and hospitality in general remains challenging. However, we expect to remain in profit in FY26 and continue investing in areas of the business that are generating reasonable returns, aiming to achieve some growth. This includes our commitment to opening new outlets where possible, reviewing new opportunities and income streams, currently through ongoing investment in IT and managing our supply chain costs as efficiently as possible, given the current environment.

We remain aware of potential opportunities in the food sector and continue to review them; however, at this stage, the Board would not be comfortable with further investment in food, unless a unique and manageable opportunity presents itself, at least until we can see an end to rising costs and economic uncertainty.

The Group intends to continue strategic investment in IT and other areas, and to maintain its "no material debt" policy, ensuring that we retain ample cash reserves available at any time if required for system investment or new opportunities. Having just undertaken a significant return of capital to shareholders, BFG does not intend to offer dividends in the next 24 months, at which time the dividend policy will be reviewed.

We would like to thank all our shareholders, staff, franchisees, suppliers, and, of course, our valued customers for their continued support.

Best regards,

Alan Gourdie Chairman

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Josef Roberts Group CEO

Burger Fuel Group Limited Consolidated Statement of Comprehensive Income For The Year Ended 31 March 2025

	2025	2024
	\$	\$
Revenue	23,860,756	25,949,980
Operating Expenses	(20,538,033)	(22,356,343)
Profit before Interest, Taxation, Depreciation and Amortisation	3,322,723	3,593,637
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Depreciation on Property, Plant and Equipment	(431,590)	(361,020)
Depreciation on Right of Use Assets	(865,847)	(982,435)
Amortisation	(289,153)	(229,793)
	(1,586,590)	(1,573,248)
Profit before Interest and Taxation	1,736,133	2,020,389
Interest Income	195,118	297,754
Interest Income leases non-occupied	918,461	1,030,566
Interest Expense	-	-
Interest Expense leases occupied	(395,786)	(432,457)
Interest Expense leases non-occupied	(918,461)	(1,030,566)
	(200,668)	(134,703)
Profit before Taxation	1,535,465	1,885,686
Income Tax Expense	(508,686)	(558,609)
Net Profit attributable to shareholders	1,026,779	1,327,077
Other comprehensive income:		
Items that may be reclassified subsequently to profit or loss:		
Movement in Foreign Currency Translation Reserve	(486)	(5,425)
Total comprehensive income	1,026,293	1,321,652
Basic Earnings per Share (cents)	2.68	2.64
Diluted Earnings per Share (cents)	2.68	2.64

Burger Fuel Group Limited Consolidated Statement of Financial Position As at 31 March 2025

	2025	2024
Shareholders' equity	\$	\$
Contributed equity	7,838,395	11,913,499
Retained earnings	2,566,319	1,536,329
Capital Return Costs	(252,698)	-
Foreign currency translation reserve	(289,679)	(289,193)
	9,862,337	13,160,635
Current assets	· · · · · · · · · · · · · · · · · · ·	· · · · · · · · · · · · · · · · · · ·
Cash and cash equivalents	4,826,098	9,571,160
Trade and other receivables	2,036,521	2,156,732
Prepaid licence fee	22,500	-
Prepaid legal expenses	_	215,548
Tax receivable	21,157	-
Lease Receivable: non-occupied	1,122,746	1,499,901
Contract Asset	64,095	35,374
Inventories	621,088	657,211
Loans	28,229	18,440
	8,742,434	14,154,366
Non-current assets		
Property, plant and equipment	2,083,969	2,242,482
Right of use asset - leases	5,674,107	5,864,168
Contract Asset	578,693	384,100
Lease receivable non-occupied	11,551,757	14,214,413
Deferred tax asset	493,818	566,380
Loans	61,607	-
Prepaid licence fee	277,500	-
Intangible assets	2,806,665	2,048,342
	23,528,116	25,319,885
Total assets	32,270,550	39,474,251
Current liabilities		
Trade and other payables	1,456,484	1,888,605
Contract Liability	181,359	250,958
Lease Liability	784,205	691,690
Lease Liability: non-occupied	1,122,746	1,499,901
Income tax payable	-	320,095
Provisions	400,802	472,386
	3,945,596	5,123,635
Non-current liabilities		
Contract Liability	905,128	807,740
Lease Liability	5,956,240	6,121,086
Lease Liability non-occupied	11,551,757	14,214,413
Provisions	49,492	46,742
	18,462,617	21,189,981
Total liabilities	22,408,213	26,313,616
Net assets	9,862,337	13,160,635

Burger Fuel Group Limited Consolidated Statement of Financial Position As at 31 March 2025

	2025	2024
Net tangible assets per share (\$ per share – non-GAAP measure)	0.19	0.21

For and on behalf of the Board who approved these financial statements for issue on 30th May 2025.

Director

Maynd.

Director

Burger Fuel Group Limited Consolidated Statement of Changes in Equity For The Year Ended 31 March 2025

2025	Contributed Equity	Foreign currency translation reserve	Return of Capital Cost	Retained earnings	Total equity
	\$	\$	\$	\$	\$
Balance as at 1 April 2024	11,913,499	(289,193)	-	1,536,329	13,160,635
Return of Capital	(4,077,291)	-	(252,698)	-	(4,329,989)
Australian entity prior period adjustment *	2,187	-	-	3,211	5,398
Movement in foreign currency translation reserve recognised in other comprehensive income	-	(486)	-	-	(486)
Net Profit for the period ended 31 March 2025	-	-	-	1,026,779	1,026,779
Total comprehensive income	-	(486)	-	1,026,779	1,026,293
Balance as at 31 March 2025	7,838,395	(289,679)	(252,698)	2,566,319	9,862,337

^{*} Recognising initial equity and an historic intercompany loan between Australian entities.

2024	Contributed Equity	Foreign Currency Translation Reserve	Retained earnings	Total Equity
	\$	\$	\$	\$
Balance as at 1 April 2023	11,913,499	(283,768)	209,252	11,838,983
Movement in foreign currency translation reserve recognised in other comprehensive income	-	(5,425)	-	(5,425)
Net Profit for the year ended 31 March 2024	-	-	1,327,077	1,327,077
Total comprehensive income	-	(5,425)	1,327,077	1,321,652
Balance as at 31 March 2024	11,913,499	(289,193)	1,536,329	13,160,635

Burger Fuel Group Limited Consolidated Statement of Cash Flows For The Year Ended 31 March 2025

	2025	2024
	\$	\$
Cash flows from operating activities		
Receipts from customers	23,611,463	25,903,530
Interest received	195,118	260,251
Goods and services tax	45,823	(54,920)
Payments to suppliers & employees	(21,019,282)	(22,300,320)
Interest Paid	-	-
Interest on leases	(395,786)	(432,457)
Taxes paid	(777,377)	(453,536)
Net cash flows provided from operating activities	1,659,959	2,922,548
Cash flows from investing activities		
Repayments of loans	75,603	27,060
Loans to staff and franchisees	(147,000)	-
Sale of property, plant and equipment	62,765	128,147
Acquisition of intangible assets	(1,047,476)	(221,880)
Acquisition of property, plant & equipment	(286,152)	(536,584)
Net cash flows applied to investing activities	(1,342,260)	(603,257)
Cash flows from financing activities		
Return Of Capital	(4,329,989)	-
Acquisition of subsidiary (Australia)	2,187	-
Lease Liability Principal Component	(736,472)	(955,937)
Net cash flows applied to financing activities	(5,064,274)	(955,937)
Net movement in cash and cash equivalents	(4,746,575)	1,363,354
Exchange gains / (loss) on cash and cash equivalents	1,513	5,782
Opening cash and cash equivalents	9,571,160	8,202,024
Closing cash and cash equivalents	4,826,098	9,571,160
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Burger Fuel Group Limited

SEGMENT REPORTING

Operating Segments

The Group operates in two operating segments; these operating segments have been divided into the following geographical regions, New Zealand and International markets. All the segment's operations are made up of franchising fees, royalties and sales to franchisees. The segments are in the business of Franchise Systems - Gourmet Burger Restaurants.

The amounts provided to the Board with respect to total liabilities are measured in a manner consistent with that of the fina ncial statements. These liabilities are allocated based on the operations of the segment.

2025	New Zealand	International	Consolidated
	\$	\$	\$
Revenue			
Sales	10,350,969	-	10,350,969
Royalties	6,147,087	126,856	6,273,943
Franchising fees	370,109	24,991	395,100
Training fees	37,500	-	37,500
Property management fees	60,000	-	60,000
Advertising fees	4,198,525	-	4,198,525
Foreign exchange gain	-	1,999	1,999
Sundry income	2,045,396	-	2,045,396
Online Ordering	497,324	-	497,324
Interest received	195,077	41	195,118
Interest Leases	918,461	-	918,461
Total Revenue	24,820,448	153,887	24,974,335
Interest Expense	-	-	-
Interest Expense Leases Occupied	395,786	-	395,786
Interest Expense Leases non occupied	918,461	-	918,461
Depreciation	431,590	-	431,590
Depreciation Leases	865,847	-	865,847
Amortisation & impairment	289,153	-	289,153
Segment Result before Income Tax	1,590,787	(55,322)	1,535,465
Income Tax Expense	508,686	-	508,686
Segment Assets	31,682,258	588,292	32,270,550
Segment Liabilities	22,395,960	12,253	22,408,213
Acquisition of Property, Plant & Equipm	ent & Intangible Asset	<u>s</u>	
Other	1,333,628	-	1,333,628

Burger Fuel Group Limited

SEGMENT REPORTING (CONTINUED)

2024	New Zealand	International	Consolidated	
	\$	\$	\$	
Revenue				
Sales	11,151,620	-	11,151,620	
Royalties	6,781,499	-	6,781,499	
Franchising fees	228,717	24,991	253,708	
Training fees	-	-	-	
Property management fees	62,000	-	62,000	
Advertising fees	4,863,227	-	4,863,227	
Foreign exchange gain	-	11,208	11,208	
Sundry income	2,616,060	-	2,616,060	
Online Ordering	210,658	-	210,658	
Interest received	297,625	129	297,754	
Interest Leases	1,030,566	-	1,030,566	
Total Revenue	27,241,972	36,328	27,278,300	
Interest Expense	-	-	-	
Interest Expense Leases Occupied	432,457	-	432,457	
Interest Expense Leases non occupied	1,030,566	-	1,030,566	
Depreciation	361,020	-	361,020	
Depreciation Leases	982,435	-	982,435	
Amortisation & impairment	229,793	-	229,793	
Segment Result before Income Tax	2,170,588	(284,902)	1,885,686	
Income Tax Expense	558,609	-	558,609	
Segment Assets	39,075,015	399,236	39,474,251	
Segment Liabilities	26,289,478	24,138	26,313,616	
Acquisition of Property, Plant & Equipment & Intangible Assets				
Other	758,464	-	758,464	

Burger Fuel Group Limited Company Directory As at 31 March 2025

NZ Companies Office - Registered Office

Burger Fuel Group Limited 66 Surrey Crescent Grey Lynn Auckland 1021

Company Number

1947191

Date of Incorporation

14-Jun-07

Directors

Alan Gourdie - Chair (Independent)
Josef Roberts (Executive)
Tristram van der Meijden - Chair of Audit Committee (Independent)
Tyrone Foley (Independent)

Board Executives

Mark Piet (Chief Financial Officer / Company Secretary)

Business Headquarters

66 Surrey Crescent Grey Lynn Auckland 1021

Bankers

ASB Bank Limited CBA Bank Limited (Australia)

Solicitors

Dentons Kensington Swan, 18 Viaduct Harbour Avenue, Auckland 1011. Buddle Findlay, HSBC Tower, 188 Quay Street, PO Box 1433, Auckland 1140. Wynn Williams PO Box 2401, Shortland Street, Auckland 1140. Corporate Counsel Limited Solicitors, P.O Box 37-322, Parnell, Auckland 1151

Accountants

Bridgepoint Group Accounting Pty Ltd Suite 301, 8 West Street, North Sydney NSW 2060 Australia

Auditors

Baker Tilly Staples Rodway Auckland Level 9, Tower Centre 45 Queen Street Auckland 1010