

LETTER FROM THE CO-CEOs



20 FEBRUARY 2026

Letter from the Co-CEOs

The 2026 financial year has started with strong momentum. While this journey is a marathon, not a sprint, we're moving with purpose and we are making significant progress. Every day, we remind ourselves what makes GYG special: our obsession with food and the amazing people who bring it to life.

The first half of the 2026 financial year we stayed true to our core focus on food. At GYG, we don't just make food: we live and breathe it. This half, that obsession came to life in ways that set new benchmarks for our brand and proved why we're building something truly unique.

Our obsession with food...

Our *Caesar* campaign was a standout moment. Born from our love of fresh, Mexican-inspired flavours, it showcased GYG at its absolute best. We introduced three new menu items using existing ingredients and one hero addition, our gourmet Caesar salad dressing. It took us 18 iterations to perfect this. That's the level of obsession we have with our food. And the results speak for themselves: record guest counts and record transactions.

We didn't stop there. Our first Australian limited-time offer ("LTO"), the *BBQ Chicken Double Crunch* taco, went viral, bringing guests even more excitement and variety, while in Singapore, our *Butter Chicken* LTO became a runaway success. We continue to test more unique and fun LTOs at La Cocina (our Hola Central test kitchen) and expect to do at least one more in the second half. Rest assured we will never compromise on the quality of our food by releasing a menu item that we are not proud of.

...is matched by the innovation in our kitchens

At GYG, innovation extends beyond the menu and into the way we run our restaurants. Advancements in AI and automation technologies are unlocking significant restaurant efficiencies and enhancing the guest experience. Our kitchens are getting smarter and our accelerating use of AI tools is enabling us to expand our network more efficiently.

During the first half we made a major upgrade to our point of sale ("POS") platform, improving the way orders are displayed in our kitchen display system, making it easier for our crew to prepare orders accurately. Our new proprietary order management system, built in-house by our tech team, ingests real-time data to support restaurant operations and order flows. This system works alongside our POS to support the entire end-to-end order process. We recently ran a successful pilot at our Crows Nest restaurant and we look forward to rolling it out across the network this year. We believe AI can play a pivotal role in enhancing order accuracy. We are currently evaluating vision AI and robotic weighing technologies in restaurant to give us real-time insights as orders are being prepared.

Just as we are obsessed with our food, we are equally obsessed with food safety. During the half we rolled out digitised chicken temperature monitoring nationally, reducing our largest food safety risk. We integrated our recipes into our digital food guide in October, making it easier for our crew, and in particular our cooks, to make and serve our food to the highest possible standard.

We also see significant opportunity to use AI to drive further efficiencies in our above-restaurant infrastructure. Stay tuned.



Compelling restaurant economics earns us the right for continued network expansion

One thing we are extremely proud of at GYG is our compelling restaurant economics. Our Australian restaurant network continues to be in excellent health. Drive thru AUVs finished the half at \$6.9 million and strip AUVs increased to \$5.2 million. These market-leading AUVs continued to deliver strong margins across all formats, with drive thru restaurant margins at 22.0% and strip restaurant margins at 18.2%

Our franchisees are more profitable than ever, with the median franchise restaurant margin exceeding 21% and franchisee ROI of 48%.

The reason we are obsessed with the health of our network is because it gives us the right to grow. In recent years we have accelerated our restaurant openings and the results have not disappointed. Drive thru restaurants opened in FY23-FY25 have delivered an average ROI of 55% for franchisees (net of royalties) and 82% for our corporate restaurants over the last twelve months. Importantly, our new restaurants show a very consistent pattern of performance in their early years, giving us confidence in the quality of our model.

This of course means our network expansion is continuing at pace. We opened 15 new restaurants across Australia and Singapore in the first half. December saw a milestone with our Mona Vale restaurant setting a new opening strip sales record. The second half opening schedule will be busy with 18 new restaurants in Australia, bringing our total for the full year to 32. Importantly, our Australian pipeline is stronger than ever, with 108 sites (>85% drive thrus) approved with commercial terms agreed as at 31 December 2025.

With a global network of 272 restaurants and 237 restaurants in Australia, we have a very long runway for growth as we forge towards our long-term target of 1,000 restaurants in Australia.

Disciplined investment in the US as we test proof of concept

Turning to the US, our focus has been on building brand and sales, which are the foundations of our proof of concept strategy. Network sales increased by 67% versus the prior corresponding period, driven by the opening of two new restaurants in Des Plaines and Bucktown and comp sales growth of 2.9% from our four existing restaurants.

We want to stress that this is a start-up business. Our comp sales base consists of just four restaurants today, and as a result this metric will fluctuate over short periods of time. Despite this, we want to be clear that sales momentum is our key measure of progress in the US and that we need to accelerate sales momentum above current levels.

The team are working hard every day to drive sales and enhance the guest experience. On the latter we are pleased with the progress we are making. A highlight during the half was the *US\$7 Cali Burrito* campaign, which resonated strongly with guests. We also appointed above-restaurant leaders in marketing and catering to drive future growth. These roles will help us continue positioning the GYG brand around flavour, value and culture.

We can see that our food, unique guest experience and compelling value proposition are differentiators in the market and are resonating with guests. Building a brand from scratch takes time. We want to remind everyone that it took us from 2006 to 2018 for our Australian restaurants to average \$40k per week in sales. It then took seven years for our average weekly sales to reach \$100k.

We will remain disciplined in the US with a clear focus on protecting long-term shareholder value. We have eight restaurants today. We will not go beyond 15 until we have a model that works.



Giving back to what inspires us

This half, we've continued to share our success and give back to the communities we love. Our annual Misión Posible fundraising event once again showed the strength of our community, raising over \$1.6 million to support our longstanding partners, the Misión México Foundation and The Hunger Project. These funds directly support food and education programs in Mexico, helping create real, lasting impact for the communities that shaped the heart of GYG, and a country that has inspired so much of who we are.

In Australia, we are dedicated to supporting and fuelling our young athletes. GYG and our franchise partners proudly back more than 80 local clubs and sports teams across AFL, netball, football, basketball and more – fuelling young athletes with *clean*, fresh food and truly strengthening our connection to the communities we serve.

Through our unwavering commitment to drive positive change through food, we also introduced an organic waste program across our restaurants. This initiative is designed to meaningfully reduce food waste and associated emissions by diverting up to 17% of restaurant waste away from landfill and into compost or energy generation in the half. The program is now live across New South Wales, and we're gearing up to roll it out across additional states in the second half of the financial year.

Looking ahead

As we head into the second half of the year, we remain very excited about the progress we are making across the business. We have given you a flavour of this in this letter and we are not slowing down. None of this would be possible without the relentless passion, dedication and support from our people, franchisees, suppliers and guests. Together we are building a generational company grounded in exceptional food, a unique team culture and an outstanding guest experience.

Steven Marks
Founder and Co-CEO

Hilton Brett
Co-CEO

For more information

This letter is reproduced in full from the 2026 GYG Half-Year Report lodged with the ASX on 20 February 2026.

More detailed information regarding GYG's 2026 half-year results can be found in the 2026 GYG Half-Year Report and 2026 GYG Results Presentation lodged with the ASX.

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