

28 August 2024

ASX Market Announcements Office
Australian Securities Exchange
20 Bridge Street
Sydney NSW 2000

Full Year Results Presentation

Attached for release to the market is the Full Year Results Presentation for the period ended 30 June 2024.

Authorised by: Dom Millgate, Group Company Secretary

For further information contact

Investors and analysts

Paul van Meurs
Head of Investor Relations
+61 407 521 651

Media

Woolworths Press Office
media@woolworths.com.au
+61 2 8885 1033

Woolworths Group 2024 Full Year Results

For the 53 weeks ended 30 June 2024

Brad Banducci, Managing Director and CEO
Amanda Bardwell, CEO-elect
Stephen Harrison, CFO

28 August 2024



Acknowledgement of Country

Woolworths Group acknowledges the many Traditional Owners of the lands on which we operate and pay our respects to their Elders past and present. We recognise their strengths and enduring connection to lands, waters and skies as the Custodians of the oldest continuing cultures on the planet.

Woolworths Group supports the invitation set out in the Uluru Statement from the Heart to walk together with Aboriginal and Torres Strait Islander peoples. We are committed to actively contributing to Australia's reconciliation journey through listening and learning, empowering more diverse voices, caring deeply for our communities and working together for a better tomorrow.

"A Brave Heart for a Better Tomorrow" artwork by David Williams of Gilimbaa.



Contents

F24 Group summary and progress	4
Brad Banducci & Amanda Bardwell	
<hr/>	
Group financial results and capital management	22
Stephen Harrison	
<hr/>	
Current trading and outlook	32
Brad Banducci & Amanda Bardwell	

F24 summary

Working hard to help our Customers

Challenging year with rapidly changing customer expectations. Focus on value, shelf availability and convenience with Customer metrics improving and items returning to growth in Q4

Customer Care remains a highlight across the Group with Voice of Team and Voice of Supplier scores remaining resilient

Ongoing strength in eCom and digital engagement. Group eCom sales now ~\$8 billion and the key driver of Australian Food earnings growth; more digital visits per week (27.2 million¹) than in-store transactions

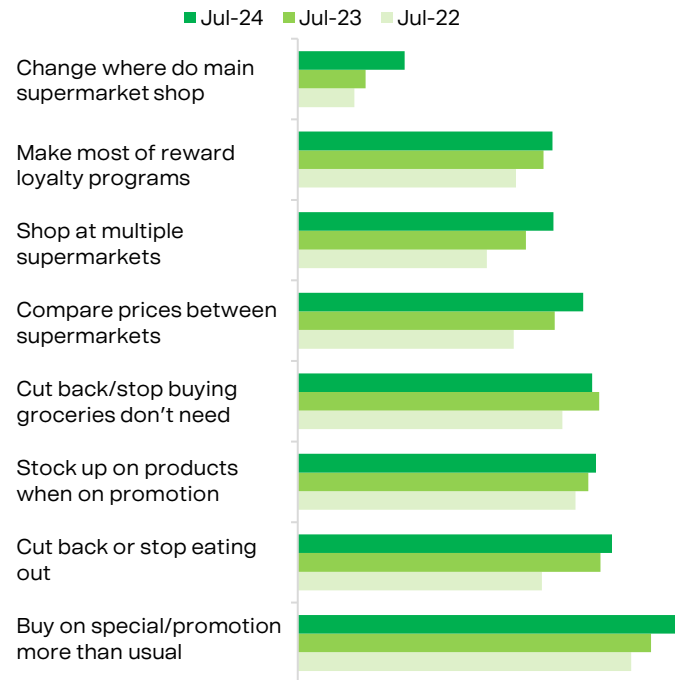
Resilient results in Australian Food and B2B; however, Group financial performance reflects the challenging operating environment impacted by cost-of-living pressures and extremely competitive market with New Zealand Food and BIG W most impacted

Good progress on Group Everyday Retail strategy with growing contribution from adjacencies and Retail Platforms. Petstock investment completed in January, proceeds from Endeavour Group stake sale to be returned to shareholders via special dividend and remaining stake in PFD to be acquired in H1 F25

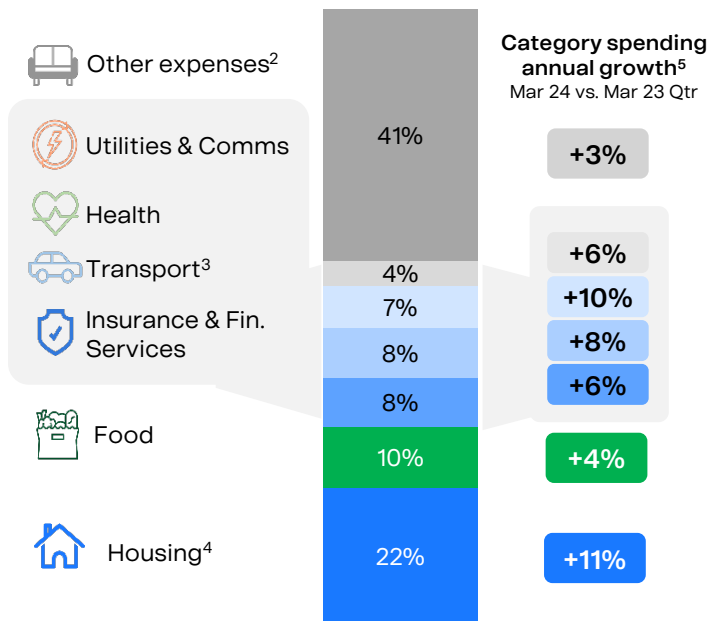


Housing driven cost-of-living pressures continuing to drive grocery value-seeking behaviours; younger singles and couples most impacted

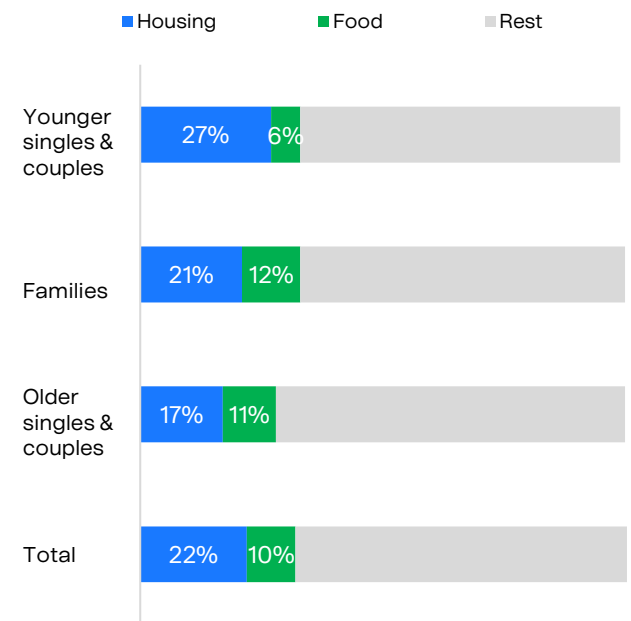
Percentage of Customers¹ using 'Ways to Save' (%)



Share of Australian household spending by major category, March quarter, 2024 (%)



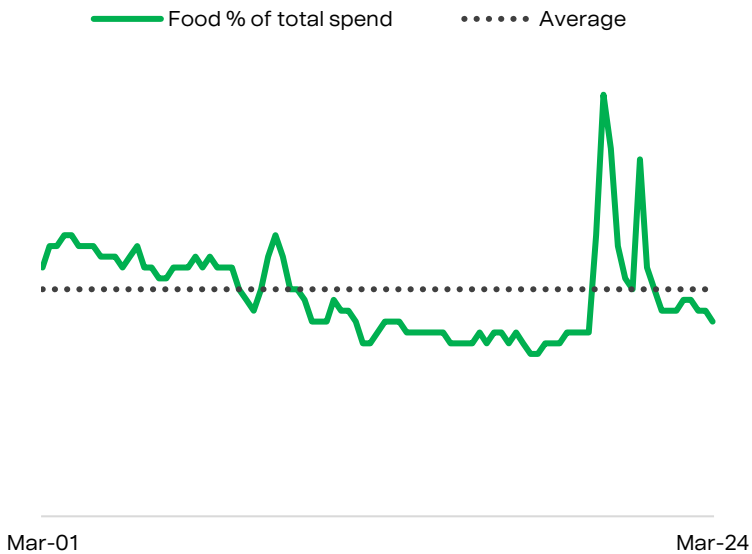
Share of Australian spending breakdown by Lifestage⁶, Last 12m (%)



1 wiqConsumer survey July 2024: Q: In response to increasing prices of food, products and services, are you doing any of the following more than usual?
 2 Other expenses include Recreation and culture, Education, Hotels, Cafes and restaurants, Alcoholic beverages, Cigarettes and tobacco, Clothing and footwear, Furnishings and household equipment, Purchase of vehicles, Other goods and services
 3 Transport services and operation of vehicles
 4 Housing include rent and other dwelling services (actual and imputed rents and water and sewerage services). Does not include mortgage interest payments
 5 AU national household consumption growth in each category; Source: ABS Australian National Accounts, Current prices, Seasonally Adjusted quarterly data, March 2024
 6 Source: wiqConsumer estimates based on modelling from a range of publicly available and proprietary spend sets

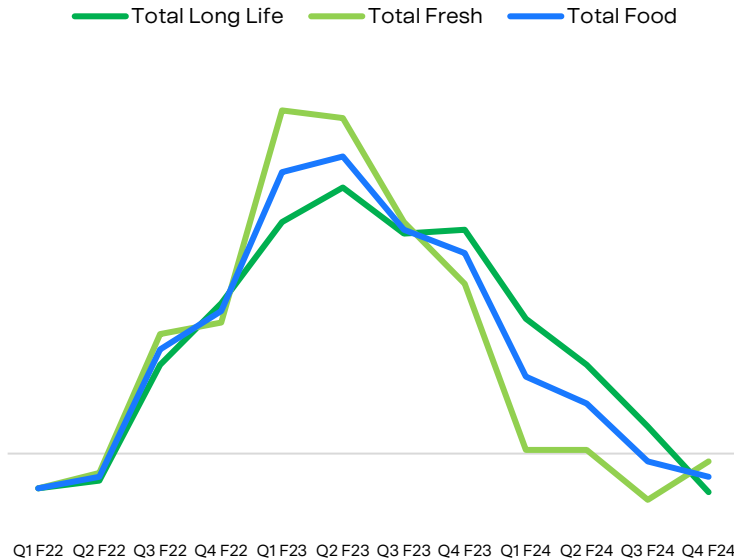
Inflation has moderated significantly in H2 with Food declining as a proportion of household spend

Share of average Australian Household Total Expenditure on Food¹



Household share of spend on Food is declining. Share of spend on Food of 9.8% in March 2024, below the long-term average of 10.1%

Woolworths Food Retail Average Price Change (% yoy)



Average prices in Q4 decreased by 0.6% compared to the prior year, a further moderation from Q3 (-0.2%)

Typical Woolworths Trolley²



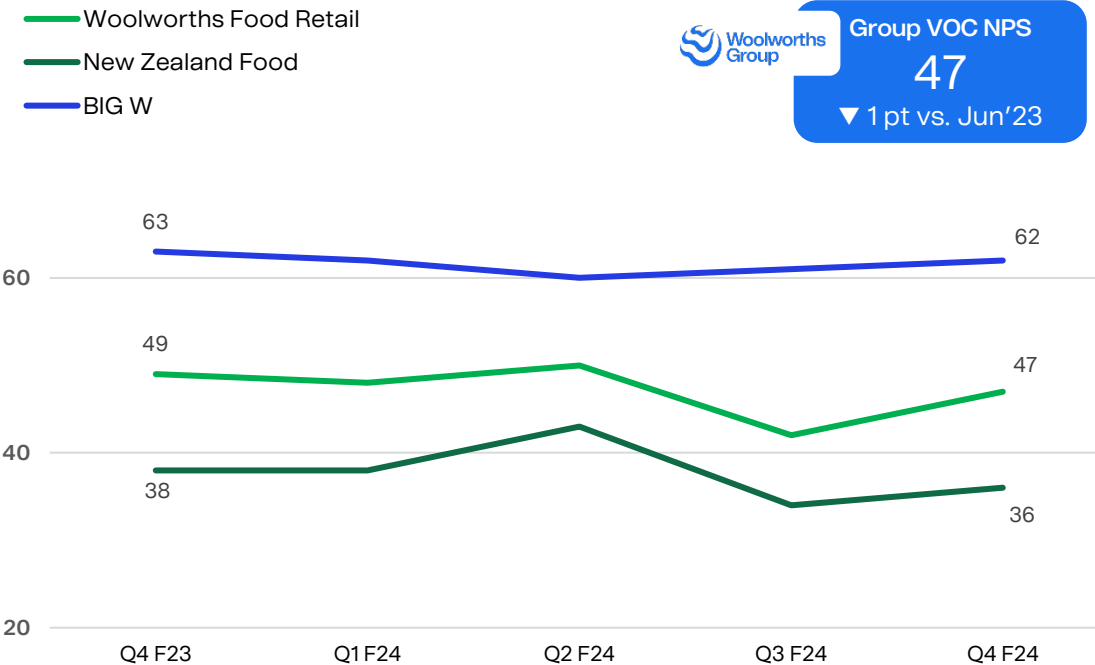
A typical weekly Woolworths food trolley is 1% cheaper than a year ago

¹ ABS Australian National Accounts, Current prices, Seasonally Adjusted quarterly data, March 2024

² 32 key household items (held constant) across food and some everyday needs based on sales, units and basket penetration, 13-week average selling price

Customer metrics in Food recovering after dip in Q3; Value for Money remains biggest opportunity

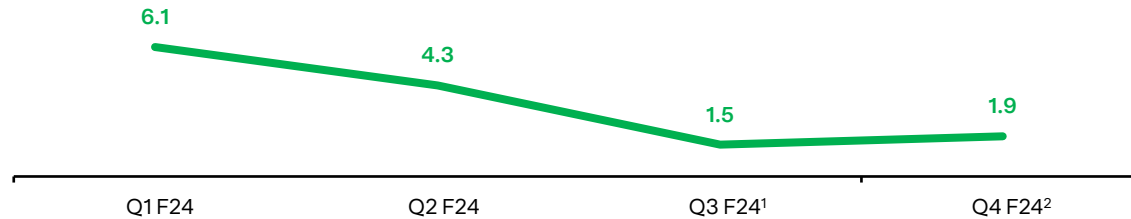
Customer VOC NPS



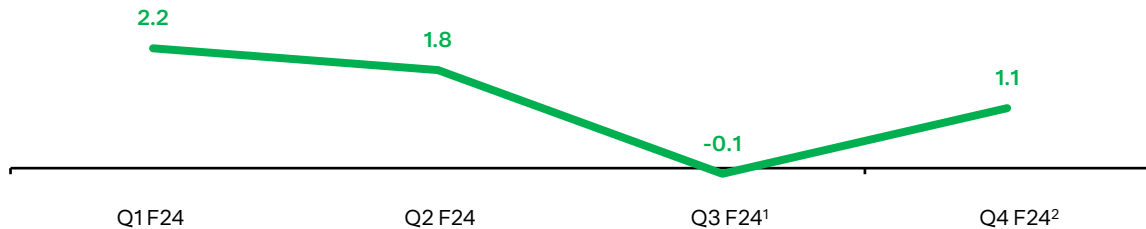
	Store-controllable customer scores		VOC NPS customer scores ¹
Woolworths	Care 81% Flat vs. Jun'23	Availability 75% Flat vs. Jun'23	Value for Money 55 ▼ 5 pts vs. Jun'23
Woolworths New Zealand	Care 82% ▲ 1 pt vs. Jun'23	Availability 75% ▲ 5 pts vs. Jun'23	Value for Money 58 ▲ 5 pts vs. Jun'23
BIG W	Care 83% ▼ 1 pt vs. Jun'23	Availability 79% ▼ 1 pt vs. Jun'23	Value for Money 83 ▼ 1 pt vs. Jun'23

Rebuilding momentum in Australian Food after challenging Q3

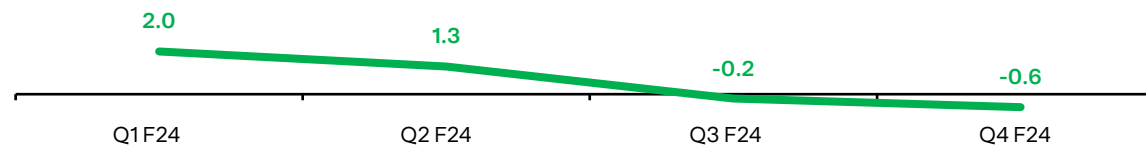
Woolworths Food Retail sales growth (% yoy)



Woolworths Food Retail item growth (% yoy)



Average price change (% yoy)



Solid F24 sales growth but material slowdown in H2 driven by lower inflation and item growth. Improvement in Q4 driven by items

Challenging Q3 but pleasing recovery in item growth in Q4 reflecting hard work to meet customer expectations. Item growth in Fresh reflecting lower prices and improved shelf availability

Average prices in Q4 decreased by 0.6% compared to the prior year with Long Life inflation moderating

Working hard to provide value for our Customers



Find value



Reset of Everyday Low Price; launch of Lower Shelf Price. Clearer value communication including Unit Prices

12%



growth in Macro sales with 9% volume growth. Odd Bunch sales up 8% and Thomas Dux sales up 26%

~30%



Average saving on Own Brand products compared to similar branded equivalents

Feel valued

80%+

VOC Care scores across the Group



Increased Fresh service levels due to improved inventory management

68



mini woolies in Australia & New Zealand

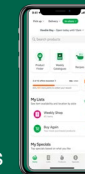
Connect Value

~\$28  everyday extra from Everyday Rewards

average Everyday Extra savings per month

22%

Increase in use of Digital Shopping Lists



12.5%

F24 Group eCom penetration, up 158 bps from F23



Progress on New Zealand Food and BIG W transformations, but more to do...



Brand and Value reset

- Reset of price mechanics (Value for Money customer scores: +5 pts vs June 23)
- 72 stores rebranded in F24 with sales uplift; ~60 planned for F25

Loyalty and eCom

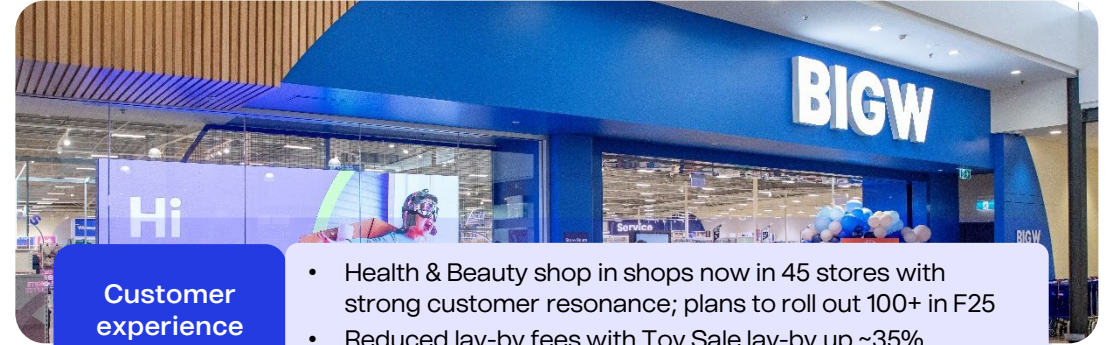
- eCom sales growing supported by expanded MILKRUN (57 stores), Direct to Boot (43 stores)
- Launched Everyday Rewards (1.6m active members¹)

Availability and Fresh

- New Christchurch Fresh DC driving Availability and Fruit & Veg VOC score improvements
- Fresh focus driving improved item growth in Meat (+4.5%) and Fruit & Veg (+6.6%) in Q4

Group Platforms

- Significant progress on team system upgrades including transfer to SAP payroll system
- First joint trans-Tasman collectible program, Disney Worlds of Wonder cards launched in August 2024



Customer experience

- Health & Beauty shop in shops now in 45 stores with strong customer resonance; plans to roll out 100+ in F25
- Reduced lay-by fees with Toy Sale lay-by up ~35%

Online growth, including 3P

- BIG W Market launched (leveraging MyDeal platform); plans to extend range to 200k items in F25
- Rolled out new pick & pack app solution for efficient in-store picking; targeting improved fulfilment and delivery times

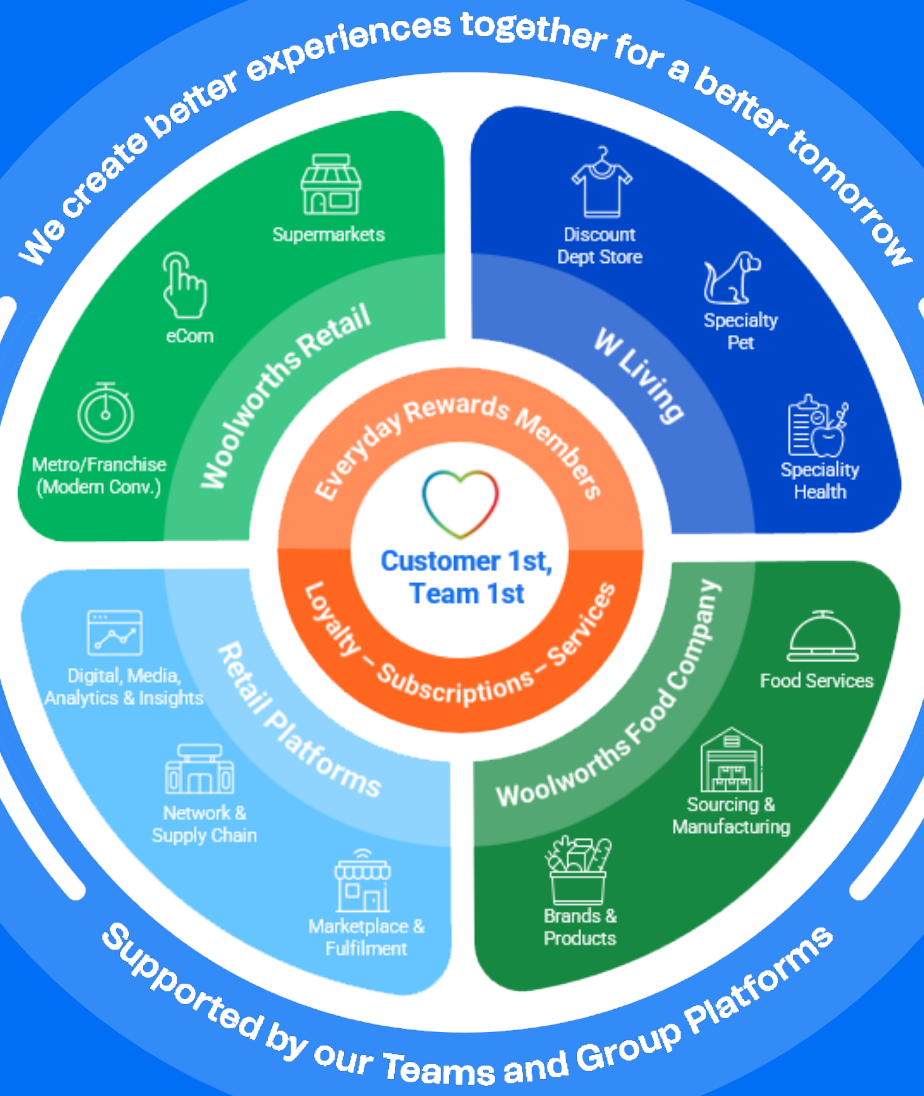
Customer proposition

- Spring/Summer clothing reset with more entry price offers and improved quality and fit
- Strong own brand, Somersault performance in Toy Sale; ~250 new products planned for F25

Retail Foundations

- Smart clearance tool and space optimisation tools rolled out across all categories
- Plans to trial new front of store layout in 9 stores in F25 as part of initiatives to mitigate stockloss including Scan Assist

Our Group Everyday Retail Strategy



Woolworths Retail

Our cornerstone B2C retail food businesses, famous for good food, good prices, good acts and always convenient



Retail Platforms

Digital, technology and analytics enabled Platform businesses delivering value for Woolworths Group and partners

W LIVING

W Living

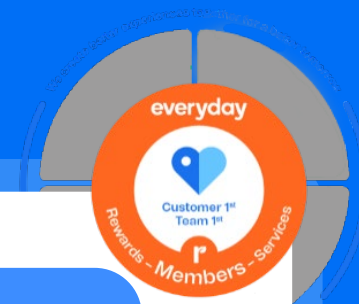
Meeting more of our customers everyday needs with real value, real solutions and real care



Woolworths Food Company

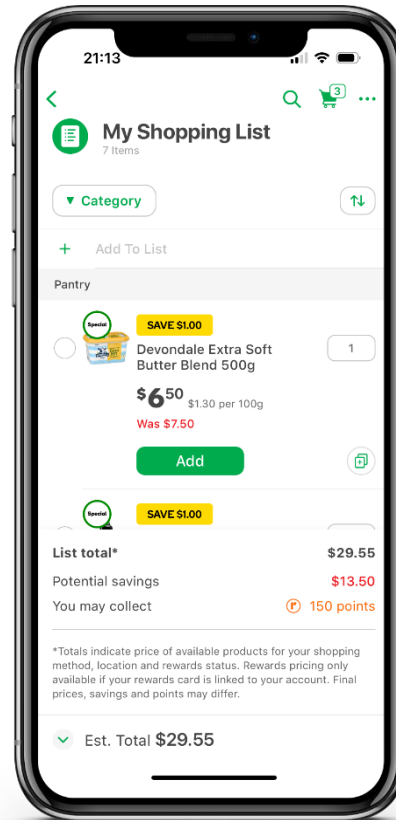
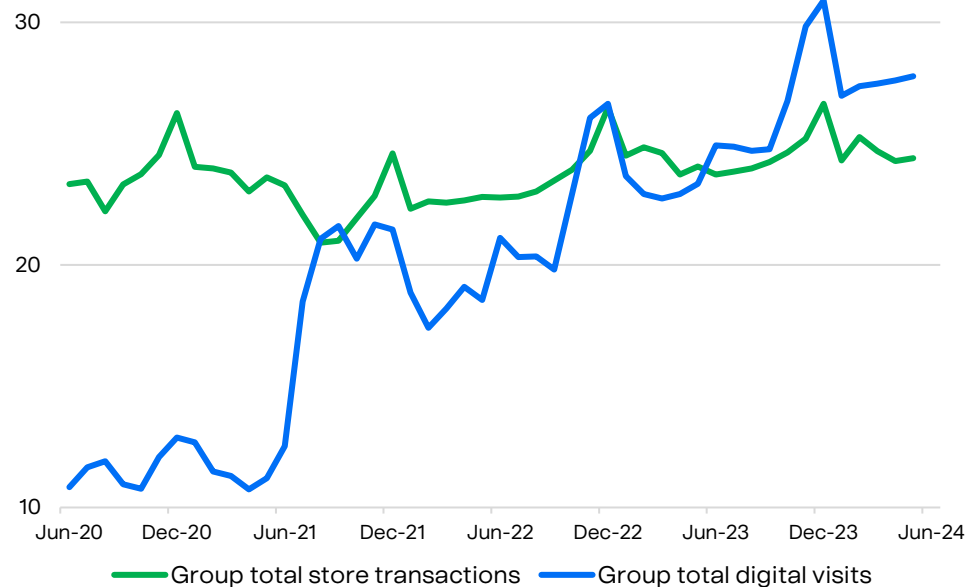
Delivering brands, products and capabilities that deliver value and differentiation for Woolworths Group

Digital visits now exceeding store visits with tools enhancing shopping experiences for connected Customers



Digital visits exceeding store visits since June 2023

Average weekly digital visits vs. in-store transactions (million)



3.7m

Weekly active Woolworths & Everyday Rewards app users

20%

Increase in weekly active Woolworths & Everyday Rewards app users

25.4m

Weekly product searches on Woolworths web & app

1.1m

Customers plan with Lists each week

780k

Customers accessing the Digital Catalogue each week

442k

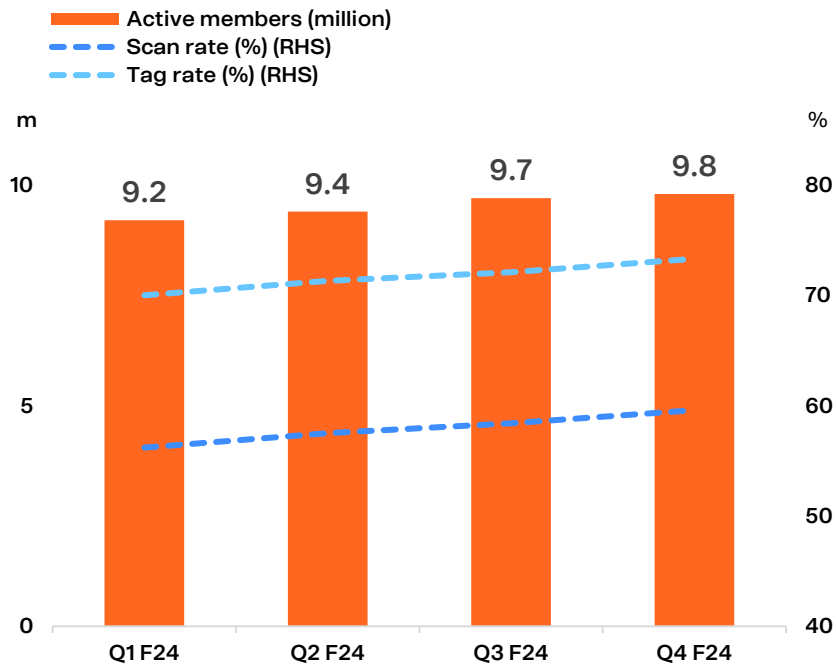
Customers use In-Store mode each week



Connected Members accessing more value through Everyday Rewards



Steady growth for active EDR members
 Australian active members¹ and scan² and tag rates³



9.8m
 Active AU EDR members¹; 770k+ new members in F24

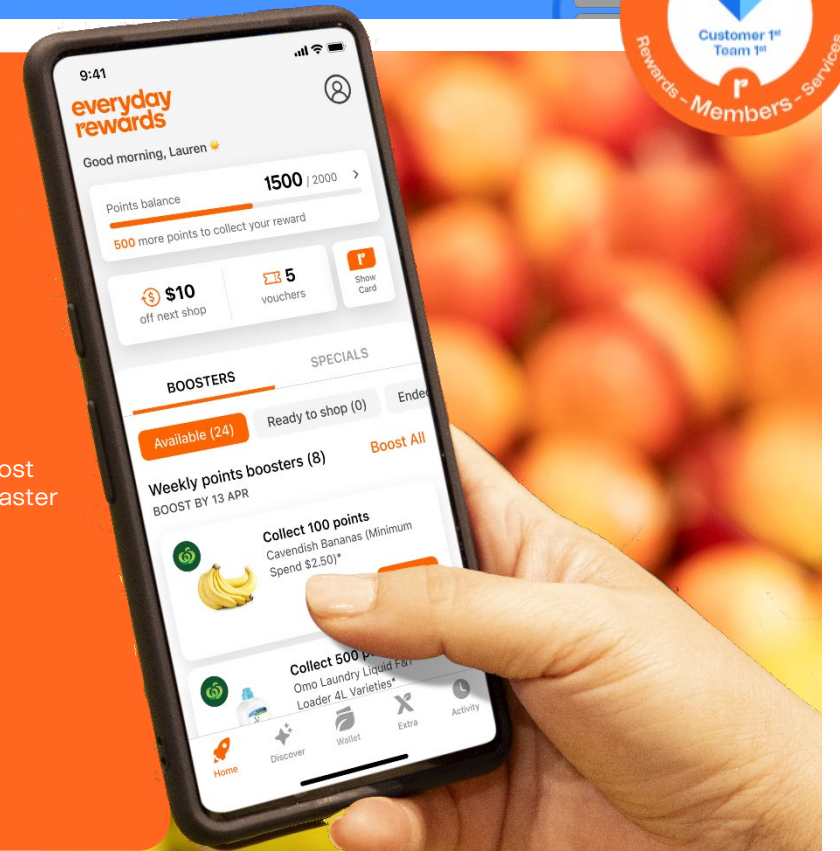
1.6m
 Active NZ EDR members⁴

9%
 growth in Members accessing personalised boost offers vs. F23

5x
 Members that boost reach \$10 off 5x faster

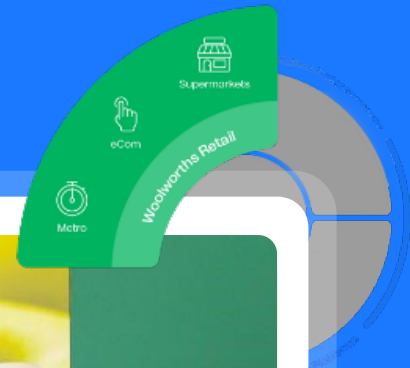
137%
 growth in paid Everyday Extra subscribers vs. F23

New partners
 Accor May'24
 PetStock July'24
 MILKRUN Nov'23



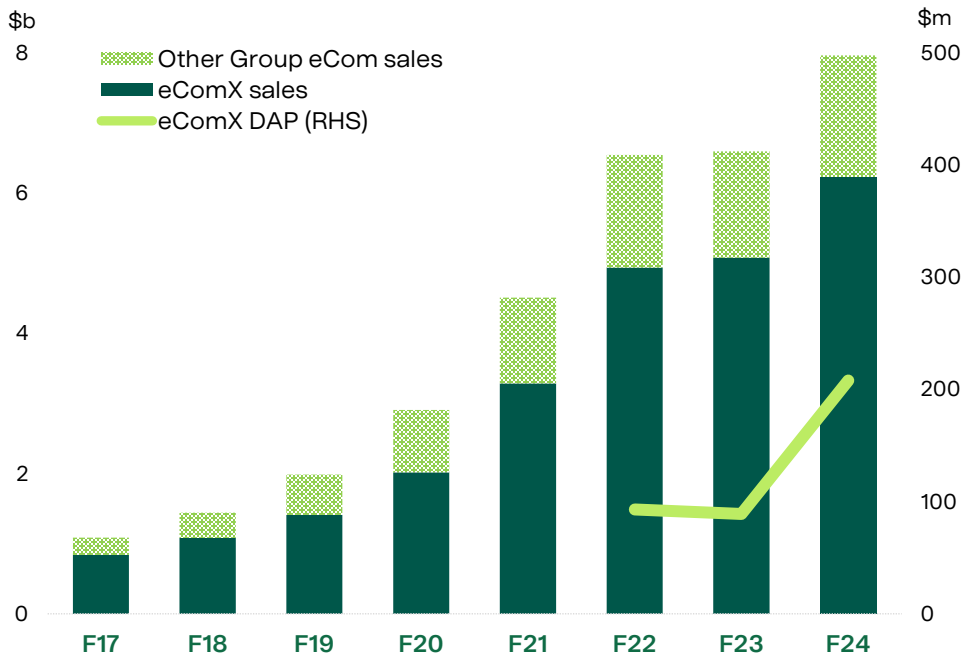
1 Registered Everyday Rewards members that scanned their card at any Woolworths Group banner or partner in the last 12 months
 2 Scan rate percentage of transactions. Woolworths Supermarkets only (stores and eCom)
 3 Tag rate percentage of sales. Woolworths Supermarkets only (stores and eCom)
 4 Registered Everyday Rewards members that scanned their card at any Woolworths Group banner or partner in the last 12 weeks

Ongoing strength in eCom driven by Same Day; material improvement in profit with DAP margin over 3% in F24



Strong growth in eCom Sales and DAP

Group eCom sales and eComX DAP



Driven by growth in convenience propositions

86%

Of online orders fulfilled in less than 24 hours

727

Direct to Boot sites¹ with net 19 sites added in F24

HomeRun »»

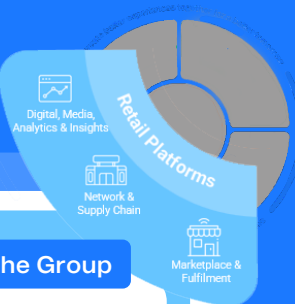
Launched HomeRun, last mile delivery platform; 20 million orders in first 12 months

307

Direct to Boot Now sites, a new sub-60-minute service launched in Q3 F24

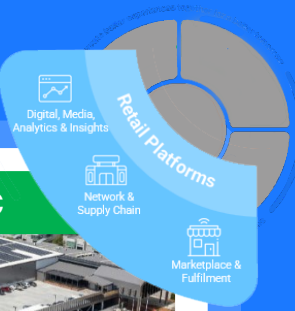


Retail Platforms strengthening capabilities across the Group

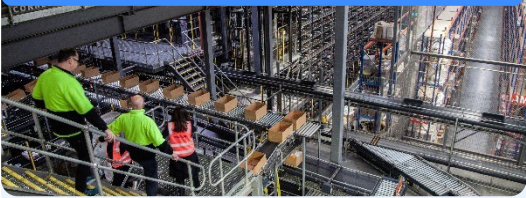


	Value created	Value back to the Group
	The Group's primary freight services extended to third party customers (PC+) with revenue of ~\$800m in F24	Supporting over 1,300 supplier relationships via PC+ and driving better availability for customers
	End-to-end retail media business growing incremental Revenue and EBIT with screen network growing to 4,000+	Valuable media inventory to promote Group businesses with 50% of canvas used by Group brands
	Advanced Analytics business commercialising insights and driving productivity gains for the Group	Growing earnings contribution through third-party sales and value creation within businesses
	Format and Development, and Property Platforms delivering 14 net new stores across the Group and 60 renewals in F24 ¹	Material savings from Smarter Operations benefits in new and renewal stores

NSW supply chain transformation progressing to plan with MSRDC the blueprint for Moorebank



Melbourne South Regional DC



57,000 sqm automated site; fast-moving packaged grocery, health and beauty and general merchandise, serving Victorian market

Throughput	2.5 million cartons per week
Cost per carton	~30% below inflation adjusted legacy facility
Safety	Reduction in TRI ¹ by >60% and lost hours by >50% ²
Accuracy	Pick accuracy: 99.9%
IRR	>10%
Go live	H1 F20

Moorebank National DC



40,500 sqm semi-automated site; slower moving packaged grocery and general merchandise, serving all stores nationally

Capacity	2.3 million cartons per week
Benefits	Enhanced range and availability, product grouping to streamline store fill, consolidation of slower lines to single DC
IRR	>10% combined
Go live	H1 F25

Moorebank Regional DC



55,600 sqm automated site; fast-moving packaged grocery, health and beauty and general merchandise, serving NSW market

Capacity	2.8 million cartons per week
Benefits	Increased capacity, improved availability and accuracy, enhanced team safety, productivity enabler
IRR	>10% combined
Go live	F26

Auburn CFC

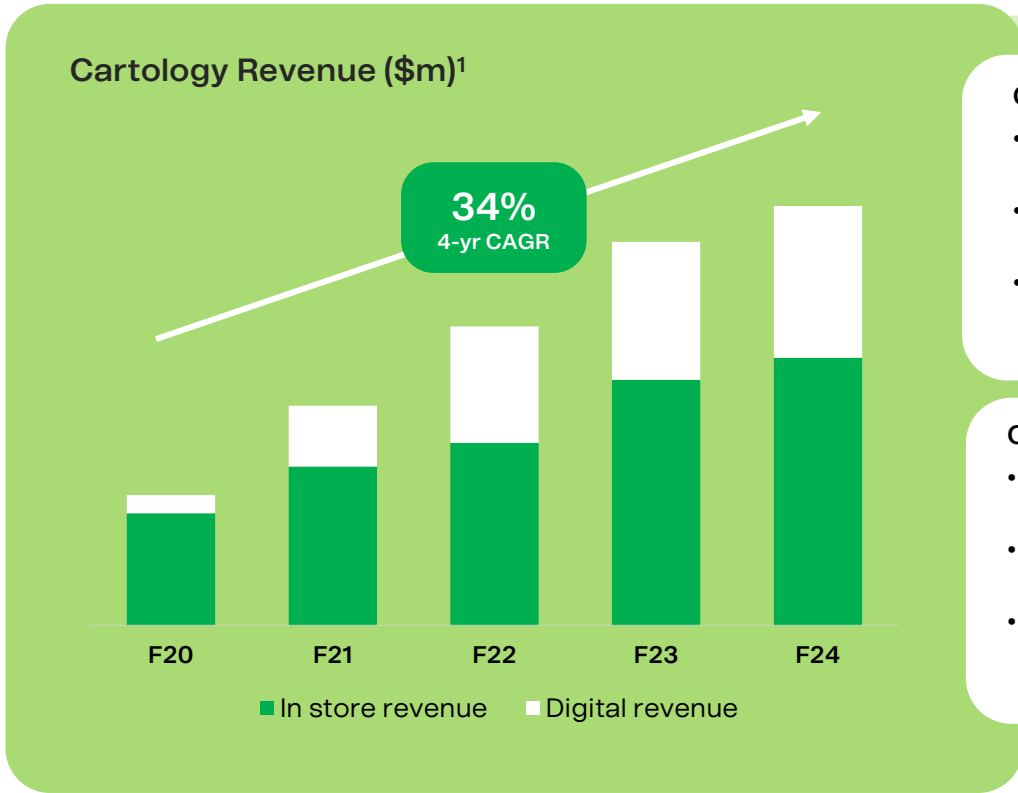


22,000 sqm automated customer fulfilment centre servicing home delivery & order collection for Western Sydney

Capacity	60,000 online deliveries per week
Benefits	Reduced fulfilment cost, increased accuracy and availability, increased customer window capacity
IRR	>10%
Go live	H2 F25

In F25, we expect to incur \$90 - \$100 million of incremental costs associated with site commissioning, ramp up and dual-running costs

Rapid growth from Cartology over last five years; evolving to capture next phase of growth



Owned and operated channels

- Over 5,000 campaigns in F24 across Supermarkets and BIG W
- Health and beauty screens launched in ~400 Woolworths Supermarkets
- Onsite brand video launched on woolworths.com.au in June with strong forward bookings

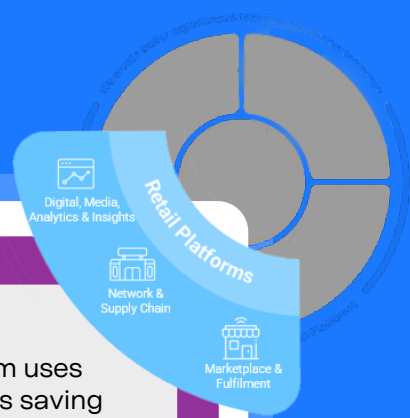


Off-network channels

- National coverage with over 3,000 screens across more than 530 centres nationwide
- New partnership with Vicinity Centres adding ~1,000 screens to 50+ shopping centres in H2 F24
- Gaining new (non-endemic) advertising clients not represented across retail businesses



wiq delivering material value with a strong pipeline



wiq
Retail

Scale analytics platforms to **deliver exceptional impact for customers and teams** for Woolworths Group and other partners

50+ use cases in F24 with benefits across buying & promotions, customer & team experiences, availability and productivity



Quick Assist

Transforming how team uses insights to focus efforts saving many hours per store per week

wiq
Consumer

Collaborate with suppliers to **deliver category growth and commercialise insights**

Working with ~500 suppliers in F24



wiqConsumer

Relaunched Quantum FMCG as wiqConsumer and introduced new insights shared across AU & NZ Supermarkets and BIG W to enhance supplier collaboration

wiqLABS

Squad formed to rapidly accelerate capability development across the Group in GenAI

10+ use cases in pilot or rollout in F24



Team Coach

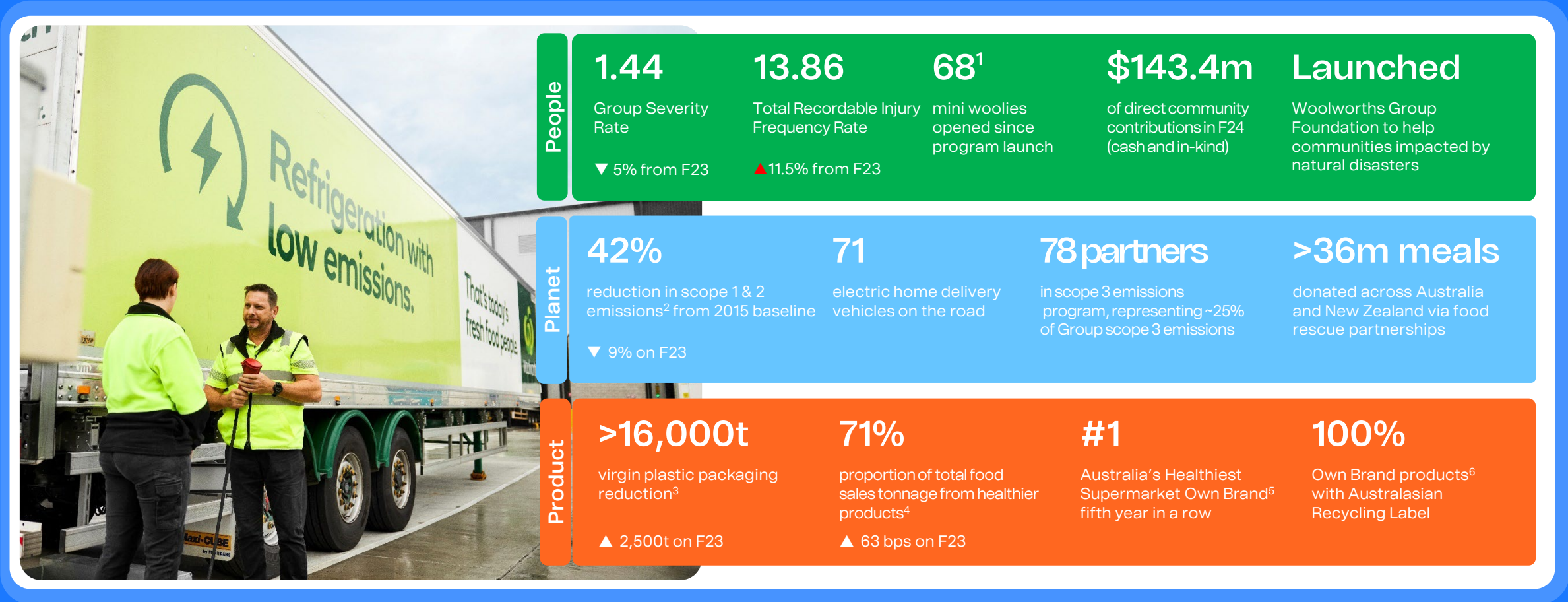
Interactive knowledge management solution to support customer service agents to deliver faster issue resolution

Meeting more Customer needs through Woolworths Food Company



	Value created		Value back to the Group
	<p>Macro #1 Health & Sustainability brand in Australia with sales up 12% from F23</p>		<p>New convenient meal ranges for Metro & Supermarkets (Fresh to Go, For Tonight, Meals Made Easy)</p>
	<p>Resilient sales growth across all key channels. Trading above business case with revenue of ~\$3b in F24</p>		<p>PFD seafood sales to Australian Supermarkets</p>
	<p>Sourcing initiatives in Greenstock contributing to productivity benefits and lower prices for customers</p>		<p>Supplying 99% of Australian Supermarkets red meat; ramping up meat supply to PFD</p>

Solid progress across our Sustainability pillars in F24



1 As at 30 June 2024

2 Emissions data reflects market-based reporting and includes ACCUs estimated to be issued in the period

3 Own brand virgin plastic packaging reductions from targeted initiatives across Australian Food, New Zealand Food and BIG W. Calculated based on the change in virgin plastic weight multiplied by the volume of either sales or purchases in the 12 months prior to the packaging change

4 Products that have a health star rating of 3.5 or above in Woolworths Supermarkets, Metro Food Stores and Woolworths New Zealand, as determined by the health star rating system, developed by the Australian government and informed by scientific evidence. Comparison to F24 vs prior year

5 The George Institute FoodSwitch: State of the Food Supply. A Five-Year Review. Australia | 2023

6 Australian and New Zealand supermarkets

Contents

F24 Group summary and progress

Brad Banducci & Amanda Bardwell

4

Group financial results and capital management

Stephen Harrison

Group financial results

Key balance sheet metrics

Capital management framework

Cash flow summary

Capital expenditure

Capital management

22

Current trading and outlook

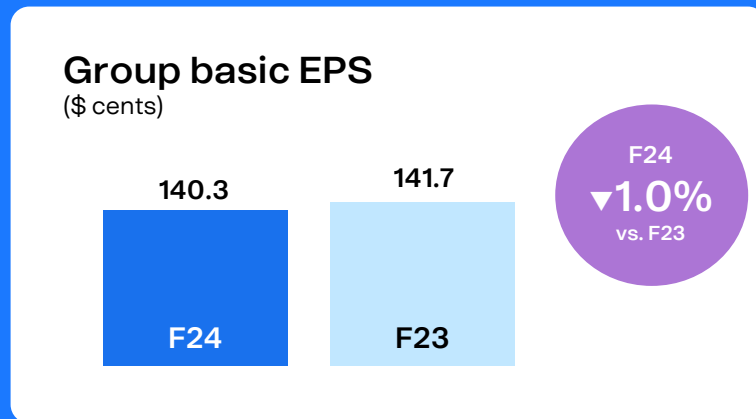
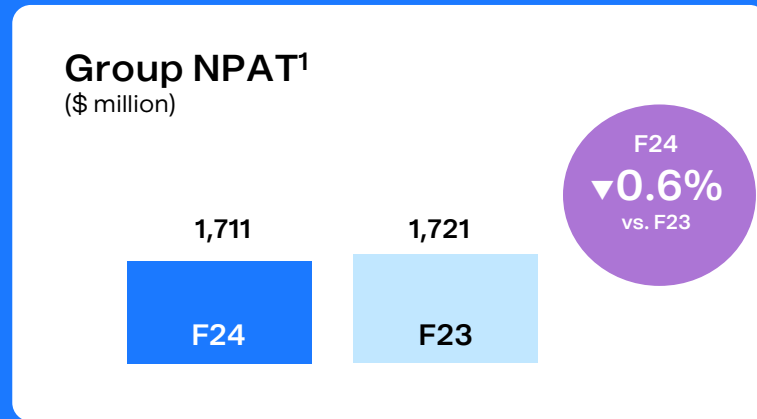
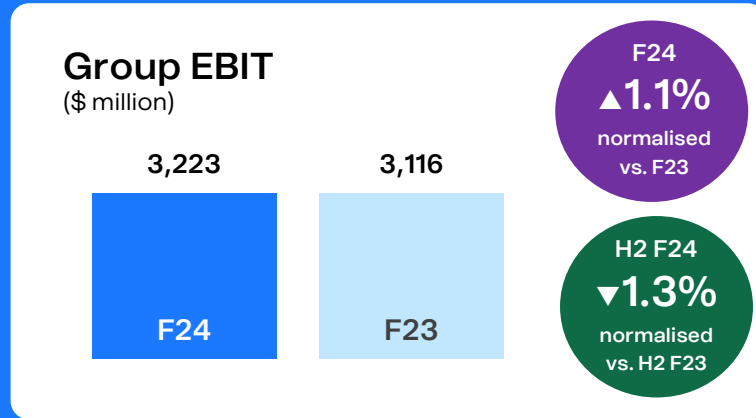
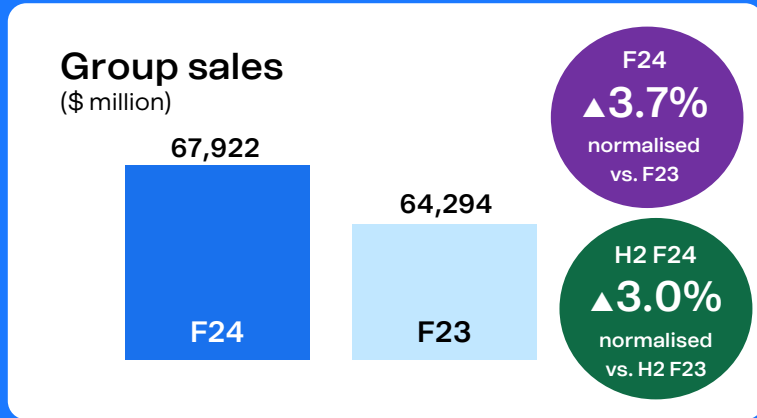
Brad Banducci & Amanda Bardwell

32



Group financial results and capital management

F24 results summary



Group trading performance

Group sales and EBIT	H2 F24						F24					
	H2 F24 SALES	CHANGE	NORMALISED CHANGE ¹	H2 F24 EBIT	CHANGE	NORMALISED CHANGE ¹	F24 SALES	CHANGE	NORMALISED CHANGE ¹	F24 EBIT	CHANGE	NORMALISED CHANGE ¹
\$ MILLION												
Before significant items												
Australian Food	24,842	5.8%	1.8%	1,540	7.2%	2.2%	50,741	5.6%	3.7%	3,110	8.6%	6.0%
Australian B2B ²	2,266	9.7%	5.9%	51	244.6%	220.9%	4,589	6.1%	4.3%	122	92.7%	87.1%
New Zealand Food	3,693	4.4%	0.5%	35	(70.6)%	(71.9)%	7,551	4.3%	2.4%	100	(56.0)%	(56.7)%
<i>New Zealand Food (NZD)</i>	3,994	4.2%	0.3%	37	(70.6)%	(72.0)%	8,166	3.2%	1.3%	108	(56.5)%	(57.2)%
BIG W	2,090	0.6%	(3.6)%	(40)	n.m.	n.m.	4,685	(2.1)%	(3.9)%	14	(90.4)%	(90.3)%
Other ^{2,3}	396	n.m.	n.m.	(55)	(44.6)%	(50.7)%	356	n.m.	n.m.	(123)	(33.3)%	(36.7)%
Total Group	33,287	6.9%	3.0%	1,531	3.5%	(1.3)%	67,922	5.6%	3.7%	3,223	3.4%	1.1%

1.7%¹ excluding
Petstock Group

(3.2)%¹ excluding
Petstock Group

3.1%¹ excluding
Petstock Group

0.3%¹ excluding
Petstock Group

Higher end-to-end efficiency and productivity delivered in F24; strong pipeline for F25



Key productivity initiatives

Stores

Simplified inventory routines
Electronic Shelf Labels, Front of Store upgrades

Stockloss including Scan Assist and Double Welcome Gates

Range curation/Next Gen Promotions

eCom

Pick efficiency and last mile delivery route optimisation

Supply Chain & Replenishment

DC operational productivity, transport productivity and demand forecasting

Sourcing & Manufacturing

Greenstock and Own Brand including sourcing and processing efficiencies

Sales & Services

Goods not for resale

Other

IT and above store costs

Productivity examples



Electronic Shelf Labels

Removing the need to manually update weekly tickets, supporting pricing accuracy



Sourcing & manufacturing

Greenstock E2E meat product planning and improved manufacturing driving efficiencies and delivering savings for customers



Pick optimisation

Efficient store and CFC layouts including reducing the distances between picking and staging, dedicated staging areas and walk-in cool rooms

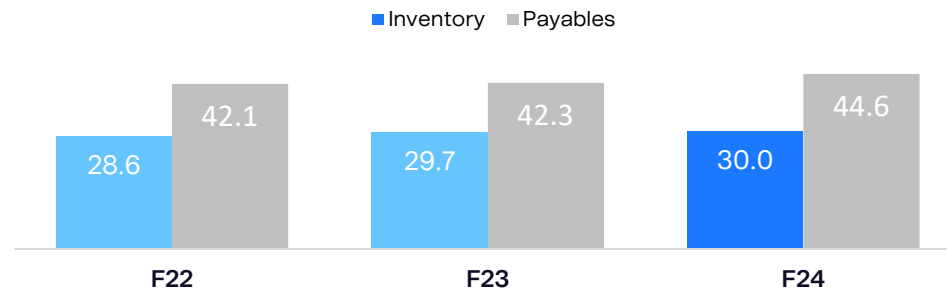


Front of Store upgrades

To optimise service areas, improve VOC scores and deliver efficiency and stockloss benefits

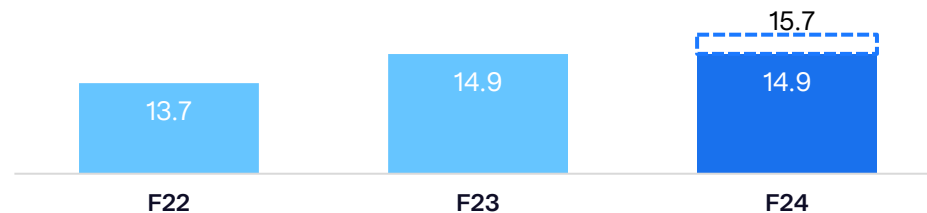
Average inventory marginally up reflecting investment to improve availability; underlying ROFE largely in line with prior year

Average inventory and payables days¹



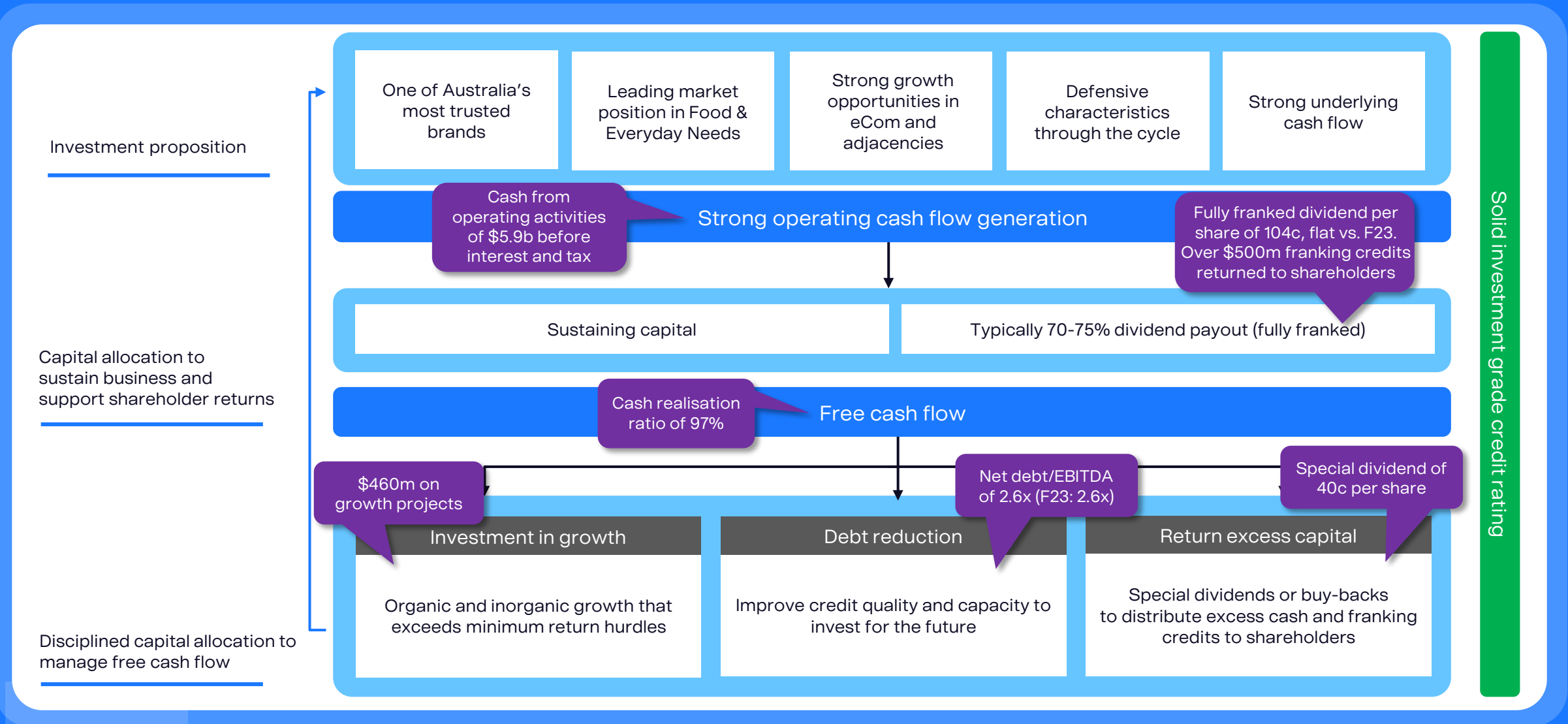
- Average inventory up 0.3 days
- Increased inventory holdings, particularly in H2, to improve in-store availability for customers
- Average working capital days improvement in F24 driven by trade payables despite higher inventory holdings in H2

Normalised ROFE² (%)



- Group normalised ROFE of 15.7%, up 78 bps on F23
- Excluding the impact of the New Zealand Food impairment, ROFE would have been 14.9%, up 4 bps on the prior year

Woolworths Group capital management framework



Cash flow



\$ MILLION	F24 53 WEEKS	F23 52 WEEKS	CHANGE
Group EBITDA before significant items	6,001	5,694	5.4%
Working capital and non-cash movements	(138)	322	n.m.
Cash from operating activities before interest and tax	5,863	6,016	(2.5)%
Interest paid – leases	(570)	(542)	5.2%
Net interest paid – non-leases	(160)	(133)	20.3%
Tax paid	(774)	(587)	31.9%
Total cash provided by operating activities	4,359	4,754	(8.3)%
Total cash used in investing activities	(2,277)	(1,844)	23.5%
Cash flow before lease payments, dividends	2,082	2,910	(28.5)%
Repayment of lease liabilities	(1,138)	(1,067)	6.7%
Dividends paid and payments for shares held in trust	(1,232)	(1,141)	7.9%
Net cash flow	(288)	702	n.m.
Normalised cash realisation ratio (CRR)¹	97%	113%	

Net working capital outflow due to higher net investment in inventory and impact of 53rd week on trade payables

EBITDA growth offset by working capital outflows

Higher interest paid reflects higher floating interest rates and higher debt on acquisition of Petstock

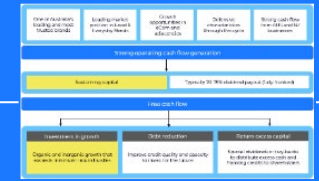
Higher tax paid, reflecting higher taxable income in F23 paid in F24 and F22 tax refund received in H2 F23

Increase primarily reflects Group's acquisition of a 55% interest in Petstock. Capex discussed on slide 29

New property leases entered into during F24 including Petstock acquisition and Moorebank NDC

Increase in F23 final and F24 interim dividend

CRR is lower than prior year due to higher net investment in inventory



Operating capex largely in line with prior year; increased spend on renewals and supply chain

\$ MILLION	F24	F23
Sustaining capex	1,551	1,371
Growth capex	460	517
Operating capex	2,011	1,888
Property development	543	594
Gross capex	2,554	2,482
Property sales ¹	(340)	(348)
Group net capex	2,214	2,134
Net lease asset additions ²	605	324

F25 operating capex forecast of \$2.0 - \$2.2 billion

Sustaining capex

\$ MILLION	F24	F23
SIB	344	317
Renewals	435	364
Supply chain	311	254
IT	279	274
Productivity	182	162

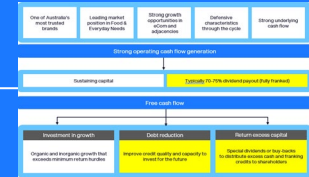
Growth capex

\$ MILLION	F24	F23
New stores	100	124
Digital	138	151
eCom	117	123
Other growth	105	119

Sustainability capex³

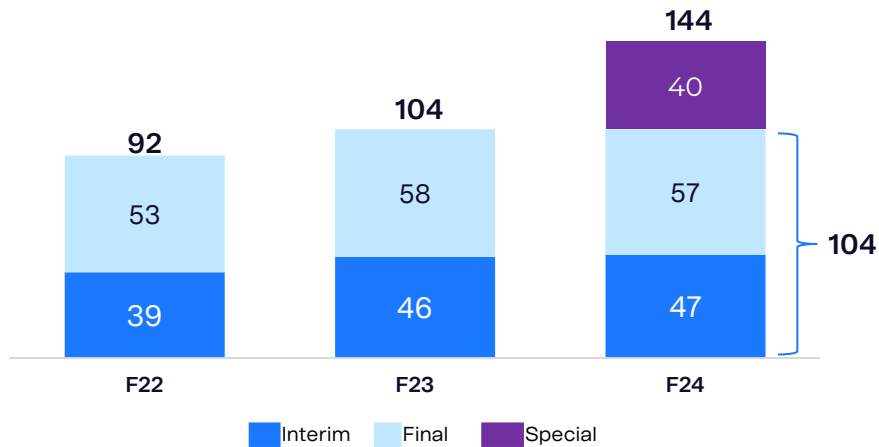
\$117 million including refrigeration, transport decarbonisation initiatives and solar

1 Property sales for F23 have been restated to reflect property sales only (F23 originally reported \$361 million, which included \$13 million of equipment sales)
 2 Lease asset additions (excluding acquisition of businesses) less terminations
 3 Sustainability capex included in sustaining and growth capex. Includes capex on direct sustainability initiatives as well as initiatives with a strong sustainability benefit



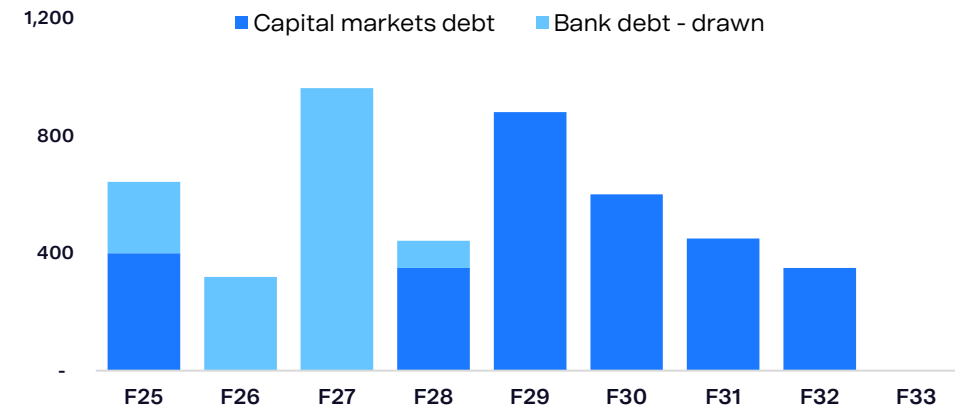
Dividends and funding

57 cps final dividend & 40 cps special dividend
Dividends (cents per share)



- Fully franked final ordinary dividend of 57 cps, taking the full year ordinary dividend to 104 cps, consistent with prior year and reflecting a full year payout ratio of 74.3%
- In May, the Group announced its intention to return capital to shareholders following the sale of a 5% interest in Endeavour Group. This will be achieved via a fully franked special dividend of 40 cps paid in conjunction with the final dividend on or around 30 September
- DRP expected to be satisfied via purchase of shares on-market, no discount

Debt maturity profile (\$m)¹



- Weighted average debt maturity of 3.3 years
- Net debt/EBITDA (leverage ratio) of 2.6x (F23: 2.6x)²
- Solid investment-grade credit rating with significant headroom
 - S&P: BBB (stable outlook)³
 - Moody's: Baa2 (stable outlook)³
- In October 2023, the Group issued \$450m of domestic medium-term notes with a tenor of 7.5 years
- The Group has \$400m of domestic medium term notes maturing in May 2025, which are expected to be refinanced from either a new bond issuance or bank debt

Contents

F24 Group summary and progress	4
Brad Banducci & Amanda Bardwell	
<hr/>	
Group financial results and capital management	22
Stephen Harrison	
<hr/>	
Current trading and outlook	32
Brad Banducci & Amanda Bardwell	

Current trading and outlook

Outlook remains challenging but improved trading momentum to start the year

Sales momentum in F25 has continued to improve across the Group in line with improving Customer scores

Australian Food sales for the first 8 weeks up ~3%. Strong end-to-end productivity plans in place which are important to delivery in F25 given elevated wage inflation and mix pressure on cost base. Remain focused on growing our customers' shopping baskets but expect cost-of-living pressures to persist

New Zealand Food sales are up ~1.5% for the first 8 weeks driven by item growth. Expect F25 EBIT to be above F24 with stronger growth in H2

BIG W sales broadly flat for the first 8 weeks. F25 EBIT expected to be above F24. However, outlook is contingent on successful trading during the key Q2 holiday and Christmas period and an improved performance in H2

Other costs in F25 (excluding Endeavour Group and Petstock contribution) are expected to be ~\$250 million. Interest expense will reflect higher net debt due to Petstock acquisition and acquisition of remaining stake in PFD



CEO transition: Reconnecting, listening and learning

- Together with Brad and the leadership team, shaped our F25 Group and business strategies
- Listening to our customers
- Spent time with our teams in-store, distribution centres and our support offices across Australia and New Zealand
- Connected with our suppliers and partners to understand how we can be better together in partnership
- Learnt more about the newer businesses in our Group



CEO transition: F25 focus areas



Activate our trade plans, delivering consistently on retail fundamentals

Get it right, for our Customers and Members



Continue to scale Retail platforms, unlocking the potential of the Group

Simplify how we work, and make it easier to have an impact



Enable our Team to care for our customers

Q&A



Some things never change



A friendly smile. As important today as it's always been.

Woolworths 
Today's Fresh Food People

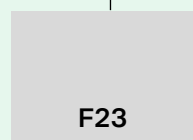
OZHARVE
UNHING OUR COU



Australian Food

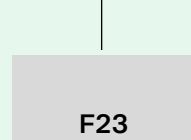
	F24 53 WEEKS	F23 52 WEEKS	CHANGE	CHANGE NORMALISED ¹
Total sales (\$m)	50,741	48,047	5.6%	3.7%
EBITDA (\$m)	5,006	4,651	7.6%	5.8%
EBIT (\$m)	3,110	2,865	8.6%	6.0%
Gross margin (%)	28.9	28.1	76 bps	76 bps
CODB (%)	22.7	22.1	59 bps	62 bps
EBIT to sales (%)	6.1	6.0	17 bps	13 bps
ROFE (%)	32.2	29.0	3.2 pts	2.5 pts

Sales (\$m)

▲ 3.7%¹
vs. F23

F24

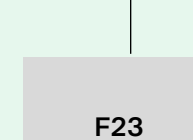
EBIT (\$m)

▲ 6.0%¹
vs. F23

F23

F24

ROFE (%)

▲ 2.5 pts¹
vs. F23

F23

F24

Segment results are before significant items

¹ Normalised growth has been adjusted to remove the impact of the 53rd week in F24

Australian Food – Woolworths Food Retail

Build advocacy for Today's Fresh Food People



- Invested in team safety initiatives, including virtual reality safety training for 45,000 team members and other safety initiatives
- Donated over 26 million meals through food relief partners and diverted 85% of food waste from stores
- 66 mini woolies sites open at end of F24
- Ranked #1 retailer in Annual Advantage Voice of Supplier Survey

Innovate our core offer and driving value for customers



- Four seasonal and one Christmas Prices Dropped campaigns
- 3,000+ products on Everyday Low Price, up 16% vs. F23
- Odd Bunch providing savings of 20% with sales growth of 7.9% vs. F23
- Curated range (Value, Core, UP) cover 69% of sales, generating incremental sales and gross margin
- Opened 16 net new stores and completed 49 renewals

Simplify our E2E processes, leveraging technology and data



- Continued progress on multi-skilling with 68% of team members trained across different departments
- Developed simpler inventory and fill routines tailored to the needs of each store
- Electronic shelf labels in over 400 stores
- Scan Assist live in all stores nationally

Segment results are before significant items

¹ Normalised growth has been adjusted to remove the impact of the 53rd week in F24

SALES PERFORMANCE BY BUSINESS (\$m)

	F24 53 WEEKS	F23 52 WEEKS	Change	Change normalised ¹
Woolworths Supermarkets (store-originated)	42,400	41,112	3.1%	1.3%
Metro (store-originated)	1,571	1,457	7.8%	5.7%
eComX	6,226	5,079	22.6%	20.2%
Woolworths Food Retail (Stores and eCom) sales	50,197	47,648	5.3%	3.4%

EBIT & DAP PERFORMANCE BY BUSINESS (\$m)

	F24 53 WEEKS	F23 52 WEEKS	Change	Change normalised ¹
Stores (including support costs) EBIT	2,805	2,749	2.1%	(0.2)%
eComX DAP	201	89	126.6%	119.2%
Woolworths Food Retail (Stores and eCom) EBIT	3,006	2,838	6.0%	3.5%

Australian Food - WooliesX

eComX



- 1m+ active B2C eCom customers in June 24
- 86% of orders fulfilled within 24 hours, up 6 points vs. F23
- Launched Direct to Boot Now, a new sub-60 minute collection offer, now in 307 stores
- Established HomeRun – Group’s last mile delivery platform

EverydayX



- Launched Everyday Rewards in New Zealand with new partners MILKRUN and Petstock
- 9.8 million active Everyday Rewards members³, up 9% vs. F23
- Everyday Extra paid subscribers up 137% vs. F23
- 1m+ Everyday Insurance and Mobile customers

idX & Cartology



- Record digital weekly average traffic with traffic to Group platforms up 19.7% vs. F23
- Weekly active app users of Woolworths and EDR apps up 20% vs. F23
- Launched Best Unit Price and enhanced other digital tools including Shopping Lists and Recipes to help customers find value
- Cartology rolled out ~400 health and beauty screens and ran 5,000+ advertising campaigns across Woolworths Supermarkets and BIG W

SALES PERFORMANCE BY PLATFORM (\$m)

	F24 53 WEEKS	F23 52 WEEKS	Change	Change normalised ¹
eComX	6,226	5,079	22.6%	20.2%
Digital & Media, Rewards & Services and HomeRun	2,001	1,353	47.9%	45.2%
WooliesX total sales	8,227	6,432	27.9%	25.4%
Eliminations and reclassifications ²	(1,612)	(1,018)	58.5%	55.4%
WooliesX sales after eliminations and reclassifications	6,615	5,414	22.2%	19.8%

EBIT & DAP PERFORMANCE BY PLATFORM (\$m)

	F24 53 WEEKS	F23 52 WEEKS	Change	Change normalised ¹
eComX DAP	201	89	126.6%	119.2%
Digital & Media, Rewards & Services, HomeRun and Digital Technology & Support EBIT	161	92	73.3%	69.6%
WooliesX DAP & EBIT	362	181	99.3%	93.8%

Segment results are before significant items

¹ Normalised growth has been adjusted to remove the impact of the 53rd week in F24

² Eliminations and reclassifications represent the elimination of intercompany revenues for Everyday Rewards points, HomeRun, gift cards, wPay processing fees and the reallocation of Cartology revenue to cost of sales

³ Registered Everyday Rewards members that scanned their card at any Woolworths Group banner or partner in the last 12 months



Australian Food F25 outlook

In F25, we will continue to **bring a little good to everyone, every day** across three main areas

Act with Purpose for a better and safer today

Act with speed and focus to grow team and customer advocacy

Deliver more connected, convenient and personalised shopping experiences via Rewards, eCom and digital

Thoughtfully advance our sustainability agenda

Deliver consistently great customer experiences

Help *all* our customers find meaningful value

Continue modernising store formats, tailored to our communities with great check-out experience and caring service

Evolve our range to meet *all* customers' needs with quality-led own brands that are the reason customers shop with us

Build consistently great team experiences and retail foundations

Maintain a laser focus on our teams' physical safety and mental wellbeing

Continue providing our team with meaningful employment through training and upskilling

Build an efficient, resilient and data-led E2E network to deliver retail fundamentals (availability, service) and scale productivity



Australian B2B

Australian B2B

B2B Food



- Resilient PFD sales growth due to diversified and growing customer base
- Woolworths Food Company Retail achieved 183 product awards in F24
- New product launches and range extensions including Dine In and COOK
- Launched new red meat tray packaging, removing over 850 tonnes of plastic annually

B2B Supply Chain



- Enabled rail and storage services solutions in PC+
- Roll out of MyPC+ platform, with over 900 customers and 40 carrier partners onboarded
- Launched MyPC+ driver app at Australian DCs
- Initiated transport services at three cross-dock sites
- Solid sales growth from SIW

SALES PERFORMANCE BY BUSINESS (\$m)

	F24 53 WEEKS	F23 52 WEEKS	Change	Change normalised ¹
B2B Food	3,305	3,126	5.7%	3.7%
B2B Supply Chain	1,284	1,198	7.1%	5.9%
Total B2B sales	4,589	4,324	6.1%	4.3%

EBIT PERFORMANCE (\$m)

	F24 53 WEEKS	F23 52 WEEKS	Change	Change normalised ¹
EBITDA (\$m)	250	176	41.8%	39.6%
EBIT (\$m)	122	63	92.7%	87.1%
EBIT to sales (%)	2.7	1.5	120 bps	116 bps
ROFE (%)	9.3	5.0	4.3 pts	4.0 pts

Segment results are before significant items

¹ Normalised growth has been adjusted to remove the impact of the 53rd week in F24

Woolworths 
New Zealand

 Pick
your online o



New Zealand Food

Living our purpose and transforming our brand



- 72 stores rebranded to Woolworths New Zealand and eight renewals completed in F24
- Launched new brand platform, *That Fresh Food Feeling*, including a fresh or free customer guarantee
- Introduced a range of safety initiatives including push-to-talk radios, team safety cameras, trolley lock systems and deranging of knives
- Launched mini woolies in New Zealand with first two stores

Delivering compelling customer value and experiences



- Reset key price mechanics driving improvement in Value for Money VOC (+5 pts vs. June 2023)
- Launched Everyday Rewards in February 2024, 1.6m active members³ and scan rate up to 60% in Q4
- Continued to grow eCom network with launch of MILKRUN in 57 stores and Direct to boot now in 43 stores
- Continued to evolve and differentiate own brand portfolio with 450 new products launched in F24

Strengthening operational foundations



- Opened Christchurch Fresh DC
- Opened new eStore at Greville Road, unlocking eCom capacity
- Electronic shelf labels in 119 stores
- Completed transformation of people systems to improve team experience

SALES PERFORMANCE BY BUSINESS (\$m)¹

	F24 53 WEEKS	F23 52 WEEKS	Change	Change normalised ²
NZ Supermarkets (store-originated)	6,412	6,277	2.2%	0.3%
Franchise and other revenue	679	633	7.2%	5.3%
eCommerce	1,075	1,002	7.2%	5.0%
Total New Zealand Food	8,166	7,912	3.2%	1.3%

EBIT PERFORMANCE (\$m)¹

	F24 53 WEEKS	F23 52 WEEKS	Change	Change normalised ²
EBITDA (\$m)	449	572	(21.4)%	(22.1)%
EBIT (\$m)	108	249	(56.5)%	(57.2)%
EBIT to sales (%)	1.3	3.2	(182) bps	(182) bps
ROFE (%)	2.8	5.2	(2.4) pts	(2.4) pts

Segment results are before significant items

1 New Zealand Dollars

2 Normalised growth has been adjusted to remove the impact of the 53rd week in F24

3 Registered Everyday Rewards members that scanned their card at any Woolworths Group banner or partner in the last 12 weeks



BIGW

BIG W

Customer and team first



- Rolled out new Health & Beauty shop-in-shop format to 45 stores
- Trialed new store format in Stanhope Gardens, Sydney
- Continued progress on multi-skilling with 99% of team members trained across different departments

Drive eCom growth



- Continued digital engagement with traffic growth over 11% and over 1m app downloads
- Everyday Rewards scan rates increased to 58.0% in Q4 due to growth in active members driven by partnering on key events
- Launched BIG W Market offering 100,000+ items and GMV of \$44 million

Affordable inspiration



- Accelerated growth of Somersault, BIG W's toy own brand with 150+ products launched
- Dropped prices on 3,000+ products and launched Member Prices
- Reduced lay-by service fees and free delivery thresholds

Strengthen foundations



- Improved fulfilment capabilities through new app and store operating model
- Piloted new front of store layout and rolled out Scan Assist to 33 stores to manage stockloss
- Transitioned to Blue Yonder for data-led range and space management; smart clearance tools live across all categories

SALES PERFORMANCE BY BUSINESS (\$m)

	F24 53 WEEKS	F23 52 WEEKS	Change	Change normalised ¹
BIGW (store originated)	4,199	4,303	(2.4)%	(4.2)%
eCommerce	486	482	0.9%	(1.3)%
Total BIG W sales	4,685	4,785	(2.1)%	(3.9)%

EBIT PERFORMANCE (\$m)

	F24 53 WEEKS	F23 52 WEEKS	Change	Change normalised ¹
EBITDA (\$m)	225	348	(35.1)%	(35.6)%
EBIT (\$m)	14	145	(90.4)%	(90.3)%
EBIT to sales (%)	0.3	3.0	(273) bps	(272) bps
ROFE (%)	1.0	11.1	(10.0) pts	(10.0) pts

Segment results are before significant items

¹ Normalised growth has been adjusted to remove the impact of the 53rd week in F24

Glossary

Active eCom customers	Customers that have made a purchase online in the last four weeks
AGW	Australian Grocery Wholesalers Pty Limited
AI	Artificial intelligence
B2B	Business to business
B2C	Business to customer
CAGR	Compound annual growth rate
Cash realisation ratio	Operating cash flow as a percentage of Group net profit after tax before depreciation and amortisation
Comparable sales	Measure of sales which excludes stores that have been opened or closed in the last 12 months and demonstrable impact on existing stores from store disruption as a result of store refurbishment or new store openings/closures
Cost of doing business (CODB)	Expenses which relate to the operation of the business
Customer fulfilment centre (CFC)	Dedicated online distribution centres
DAP	Directly-attributable profit includes costs directly-attributable to the B2C eCommerce business, such as picking, packing and delivery costs; marketing costs; eCom support costs; and variable DC costs
DC	Distribution centre
Direct to Boot	Where a customer places an order online and drives to a dedicated area where a team member places the order directly in the customer's boot
E2E	End-to-end
eStore	Dedicated store for the fulfilment of online orders, sometimes incorporating automation
Everyday Market	An integrated online marketplace that allows customers to shop products from other Woolworths Group brands and partners alongside their groceries
Funds employed	Net assets employed, excluding net tax balances
GenAI	Generative artificial intelligence
Net Promoter Score (NPS)	A loyalty measure based on a single question where a customer rates a business on a scale of zero to 10. The score is the net result of the percentage of customers providing a score of nine or 10 (promoters) less the percentage of customers providing a score of zero to six (detractors)
n.m.	Not meaningful

Glossary continued

PC+	Primary Connect third-party logistics
Pick up	A service which enables collection of online shopping orders at a store or at select locations
Renewal	A total store transformation focused on the overall store environment, team, range and process efficiency (including digital)
Return on Funds Employed (ROFE)	ROFE is calculated as EBIT before significant items for the previous 12 months as a percentage of average (opening, mid and closing) funds employed including significant items provisions
RT3	A new team rostering and store standards solution in Woolworths Supermarkets (Right team, right task, right time)
Sales per square metre	Total sales for the previous 12 months by business divided by average trading area of stores and fulfilment centres
Severity Rate	A blended rolling 12-month measure that includes all team and customer injuries/illnesses and their severity
SIB	Stay in business
Total net debt	Borrowings less cash balances including debt hedging derivatives and lease liabilities
TRIFR	12-month rolling total recordable injury frequency rate
Voice of Customer (VOC)	Externally facilitated survey of a sample of Woolworths Group customers where customers rate Woolworths Group businesses on several criteria. Expressed as the percentage of customers providing a rating of six or seven on a seven-point scale
Voice of Supplier (VOS)	A survey of a broad spectrum of suppliers facilitated by an external provider. The survey is used to provide an ongoing measure of the effectiveness of business relationships with the supplier community. VOS is the average of the suppliers' rating across various attributes, scored as a percentage of suppliers that provided a rating of six or seven on a seven-point scale
Voice of Team (VOT)	Survey measuring sustainable engagement of team members as well as their advocacy of Woolworths as a place to work and shop. The survey consists of nine sustainable engagement questions, three key driver questions and two advocacy questions
VOC NPS	VOC NPS is based on feedback from Woolworths Rewards members. VOC NPS is the number of promoters (score of nine or 10) less the number of detractors (score of six or below)
WFC	Woolworths Food Company
Woolworths 360	Woolworths Group's format and network development team looking after network plans, formats, eCommerce fulfilment, smart operations, facilities management and energy and waste management
Woolworths MarketPlus	Woolworths Group's third-party marketplace platform, combining Everyday Market, MyDeal and BIG W Market capabilities into one team

Glossary continued

Other non-IFRS measures used in describing the business performance include:

- Earnings before interest, tax, depreciation and amortisation (EBITDA)
- Cash flow from operating activities before interest and tax
- Significant items
- Fixed assets and investments
- Net investment in inventory
- Net assets held for sale
- Net tax balances
- Closing inventory days
- Closing trade payable days
- Average inventory days
- Change in average prices
- Trading area
- Margins including gross profit, CODB and EBIT/(LBIT)
- Volume productivity metrics including transaction growth, items per basket and item growth
- Directly-attributable profit (DAP)

Disclaimer

This presentation contains summary information about Woolworths Group Limited (Woolworths Group) and its activities current as at the date of this presentation. It is sourced from and should be read in conjunction with Woolworths' other periodic and continuous disclosure announcements filed with the Australian Securities Exchange, available at www.asx.com.au. Information about Woolworths Group's financial performance is current as at the last announcement provided to the Australian Securities Exchange.

This presentation has not been audited in accordance with Australian Auditing Standards.

This presentation contains certain non-IFRS measures that Woolworths Group believes are relevant and appropriate to understanding its business. Refer to the Full Year Results and Dividend Announcement for further details.

This presentation is for information purposes only and is not a prospectus or product disclosure statement, financial product or investment advice or a recommendation to acquire Woolworths Group shares or other securities. It has been prepared without taking into account the objectives, financial situation or needs of individuals. Before making an investment decision, prospective investors should consider the appropriateness of the information having regard to their own objectives, financial situation and needs and seek legal and taxation advice appropriate to their jurisdiction. Past performance is no guarantee of future performance.

No representation or warranty, expressed or implied, is made as to the fairness, accuracy, completeness or correctness of the information, opinions and conclusions contained in this presentation. To the maximum extent permitted by law, none of Woolworths Group and its related bodies corporate, or their respective directors, employees or agents, nor any other person accepts liability for any loss arising from the use of this presentation or its contents or otherwise arising in connection with it, including, without limitation, any liability from fault or negligence.

This presentation may contain forward-looking statements including statements regarding our intent, belief or current expectations with respect to Woolworths Group's business and operations, market conditions, results of operations and financial condition, specific provisions and risk management practices. When used in this presentation, the words 'plan', 'will', 'anticipate', 'expect', 'may', 'should' and similar expressions, as they relate to Woolworths Group and its management, are intended to identify forward-looking statements.

Forward looking statements involve known and unknown risks, uncertainties and assumptions and other important factors that could cause the actual results, performances or achievements of Woolworths Group to be materially different from future results, performances or achievements expressed or implied by such statements. Readers are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date thereof.