



ASX Release

11 May 2023

AUTOMATION SITE TOUR AND PRESENTATIONS

Coles Group Limited (Coles, ASX: COL) is hosting a site tour of its Automated Distribution Centre located in Redbank, Queensland on Thursday, 11 May 2023. Attached is the accompanying presentation which also covers sustainability.

This announcement is authorised for release by the Board.

For more information:

Investors

Anita Healy
Mobile: + 61 411 109 108

Lisa Zimmet
Mobile: +61 428 857 242
E-mail: investor.relations@colesgroup.com.au

Media

Jace Armstrong
Mobile: +61 431 987 599

Therese Allaoui
Mobile: +61 435 323 339
E-mail: media.relations@coles.com.au

Automation site tour and presentations

11 May 2023

colesgroup



Disclaimer

This presentation contains summary information about Coles Group Limited (ACN 004 089 936) and its controlled entities (collectively, 'Coles', 'Coles Group' or 'the Group') and Coles' activities as at the date of this presentation. It is information given in summary form only and does not purport to be complete. It should be read in conjunction with Coles' other periodic corporate reports and continuous disclosure announcements filed with the Australian Securities Exchange (ASX), available at www.asx.com.au.

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 Coles shares or other securities. It has been prepared without taking into account the investment 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 investment objectives, financial situation and needs and seek legal, taxation, business and/or financial advice appropriate to their circumstances.

No representation or warranty, express 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 Coles or its 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 on the part of Coles or its directors, employees, contractors or agents.

This presentation contains forward-looking statements in relation to Coles, including statements regarding Coles' intent, belief, goals, objectives, opinions, initiatives, commitments or current expectations with respect to Coles' business and operations, market conditions, results of operations and financial conditions, and risk management practices. This presentation also includes forward-looking statements regarding climate change and other environmental and energy transition scenarios. Forward-looking statements can generally be identified by the use of words such as 'forecast', 'estimate', 'plan', 'will', 'anticipate', 'may', 'believe', 'should', 'expect', 'intend', 'outlook', 'guidance' and other similar expressions.

Any forward-looking statements are based on Coles' current knowledge and assumptions, including with respect to financial, market, risk, regulatory and other relevant environments that will exist and affect Coles' business and operations in the future. Coles does not give any assurance that the assumptions will prove to be correct. The forward-looking statements involve known and unknown risks, uncertainties and assumptions that could cause the actual results, performance or achievements of Coles to be materially different from the relevant statements. There are also limitations with respect to scenario analysis, and it is difficult to predict which, if any, of the scenarios might eventuate. Scenario analysis is not an indication of probable outcomes and relies on assumptions that may or may not prove to be correct or eventuate.

Readers are cautioned not to place undue reliance on forward-looking statements. Except as required by applicable laws or regulations, Coles does not undertake to publicly update, review or revise any of the forward-looking statements or to advise of any change in assumptions on which any such statement is based. Past performance cannot be relied on as a guide for future performance.



Coles wishes to acknowledge the Traditional Custodians of this land

We recognise their strength and resilience
and pay our respects to their Elders past
and present.

Coles extends that respect to all Aboriginal
and Torres Strait Islander people, and
recognises their rich cultures and their
continuing connection to land and waters.

coles

Agenda

Topic	Time	Presenter
Opening remarks	1:20pm – 1:30pm	Leah Weckert
Automation projects presentation	1:30pm – 2:15pm	Matt Swindells, Kevin Gunn, Charlie Elias
Sustainability showcase	2:15pm – 3:45pm	Matt Swindells, David Brewster, Brooke Donnelly, Charlotte Rhodes, Deb Galle, Martin Smithson
Closing comments	3:45pm – 3:50pm	Charlie Elias

Automation projects presentation



Matt Swindells
Chief Operations and
Sustainability Officer



Charlie Elias
Chief Finance and Property
Officer



Kevin Gunn
EGM Operations Strategy and
Transformation



Key takeaways from today

- We are investing **~\$1 billion** in our **supply chain automation program** (~70% invested by end 1H23), single largest investment in technology in our 109-year history
- **Two new automated DCs (ADCs)** replacing five manual DCs across NSW and QLD
- We have an **exclusive partnership with Witron**, a global leader in supply chain technology
- ADCs will lead to **better availability for customers, and a safer and more sustainable environment for team members and suppliers**
- These ADCs will also deliver **structural cost efficiencies**
- double the capacity at two-thirds operating cost
- **First ADC commenced outbound deliveries in March 2023¹** with second ADC scheduled for first inbound delivery in 3Q FY24



Coles has an exclusive partnership with Witron

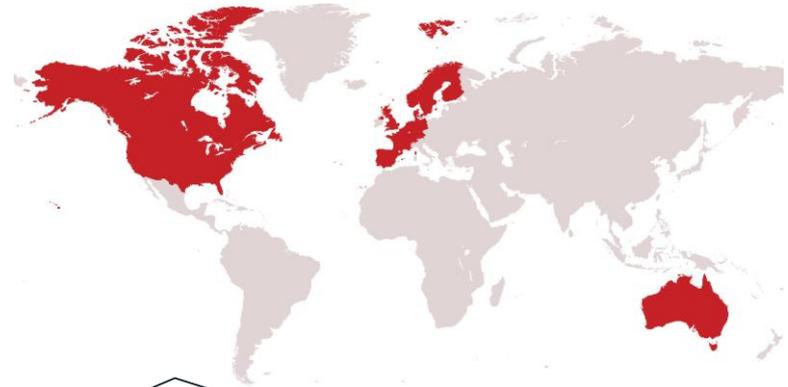
- a global leader in supply chain technology

Witron has 50+ years of experience in supply chain

- **Industry leading** automation business
- Operating for more than **50 years**
- Witron has delivered **93 Order Picking Machinery (OPM) automated distribution centres in 13 countries**
- **30+ retailers** are using Witron's OPM systems and **19 of these retailers have ordered multiple OPM projects** (2 to 14 projects per retailer)
- More than **90% of their customers are part of the retail and distribution industry**
- Witron has **57 on-site support teams across 13 countries** plus remote support worldwide
- **Witron will continue to work with Coles** to provide technology focused, multi-disciplinary team for day-to-day operations, technical expertise and maintenance support
- Our partnership with Witron also **provides access to a global retail network**

Supplies automation technology to companies around the world, with a focus on retail businesses

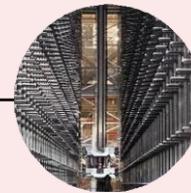
■ Witron's presence



'We're **incredibly proud of our new sustainability-focused and technology-enabled distribution centre** in Surrey. Facilities like this one...**allow our suppliers to get their products into the hands of Canadians across the country even faster.**'

Our exclusive partnership with Witron commenced in FY19

Successfully managed COVID-19 disruptions to construction industry



FY18

Extensive evaluation process and assessment of global best practices in dynamic warehouse order picking systems

FY19

Coles entered an exclusive partnership with Witron

FY20

Structural work at Witron ADC QLD progressed and NSW ADC at approval stage

FY21

Construction progressed at NSW and QLD sites, with majority of structural building work completed in QLD

FY22

Internal fit-out of automation equipment and racking progressed in QLD and fit-out of automation commenced in NSW

FY23

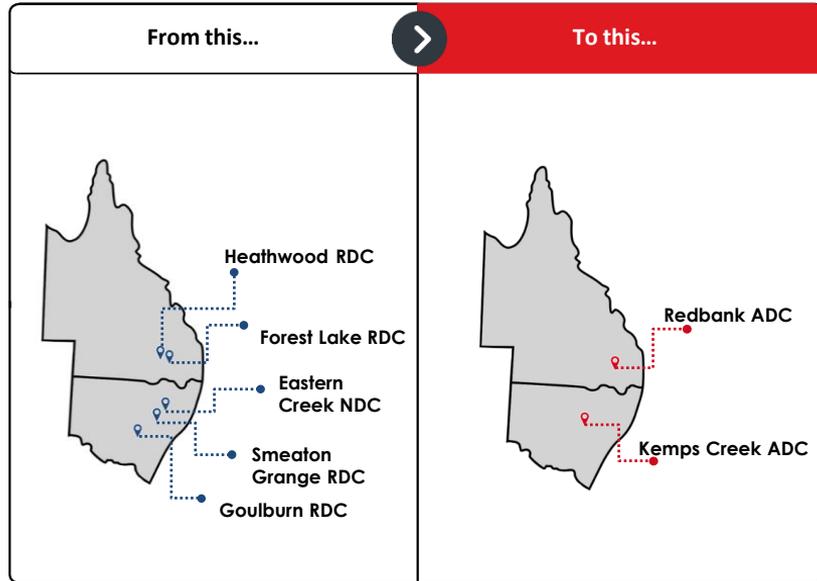
QLD facility construction site completed, and first inbound delivery received in January 2023

FY24

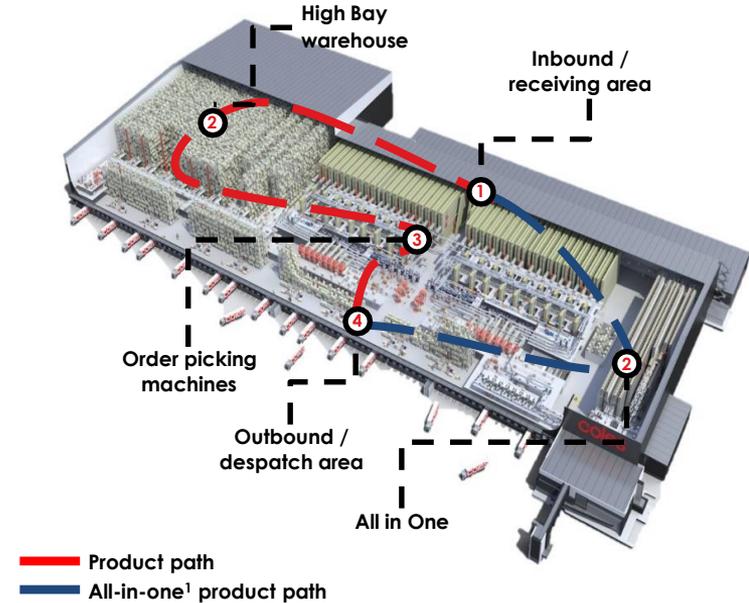
NSW facility on track for commencement of inbound deliveries in 3Q FY24

Our supply chain transformation will result in consolidation of our existing footprint with greater velocity

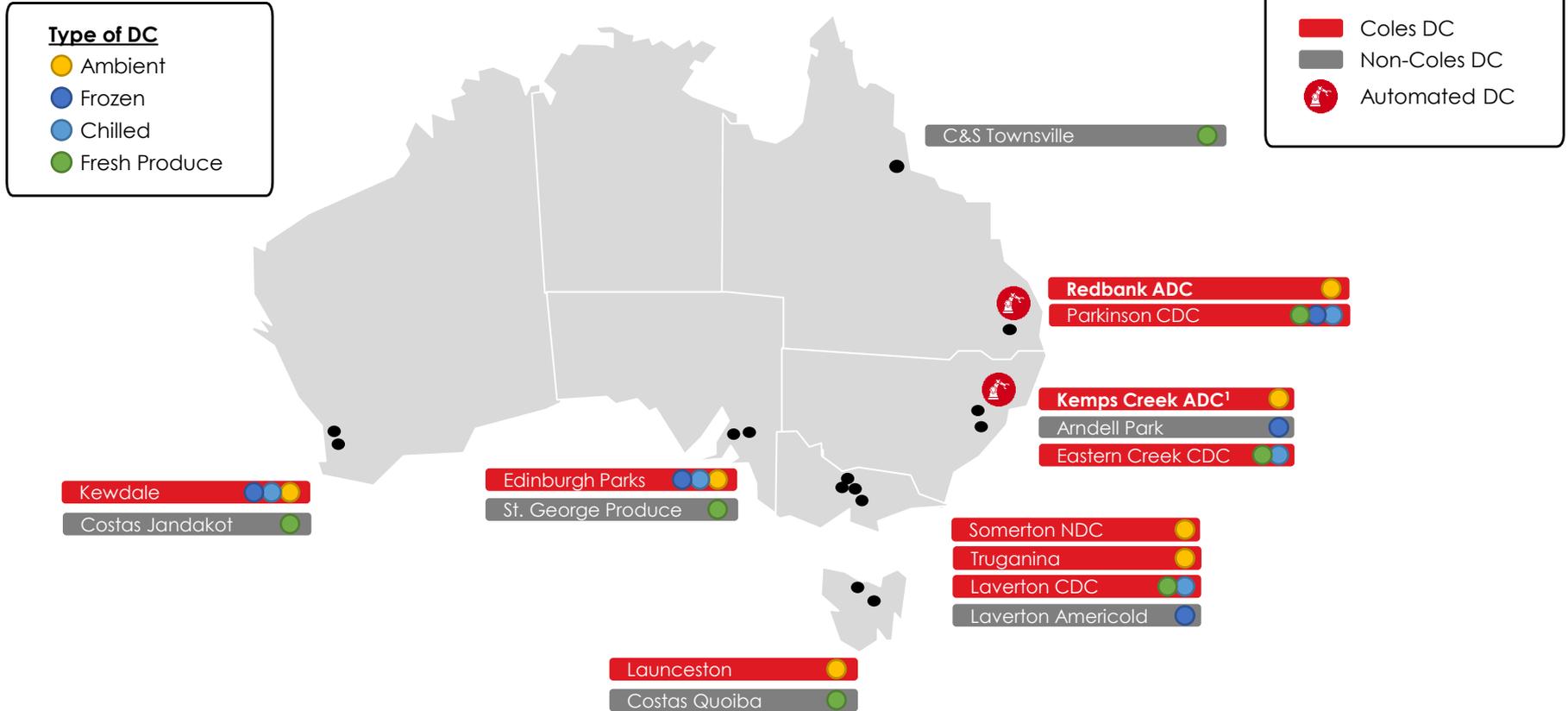
From five ambient manual DCs with inconsistent range to two automated DCs with full ambient range



Automated DCs provide double capacity on half the footprint and approximately two-thirds operating costs



Our national distribution network following ramp up of the ADCs



The Redbank ADC will deliver strategic benefits beyond structural cost efficiencies



Better availability for customers

Improved availability with optimised pick accuracy and inventory control

Extended shelf life in store

Greater responsiveness to seasonality and extended full ambient range of ~18,000 SKUs

Full range in each state maximises delivery opportunities

Enables store tailoring based on individual store layouts and planograms



Improved efficiency

Automated operations ensure highly efficient picking

Efficient processing of pallets with automated checks resulting in improved inventory accuracy

Minimised waste and write offs

Reduced lead times for deliveries to stores

Reduced congestion in store back room



Improved accuracy of deliveries

All products are directed to the most efficient picking and optimally stacked and wrapped

Monitoring of all automation from central communications room

Store friendly pallets enabled by Witron's pack pattern algorithm; pallets delivered to store require less sorting due to improved product grouping, and greater levels of accuracy



Improved safety and resilience

>90% of cases will be processed fully by automation or ergonomically, a step-change in safety as it eliminates 18 million kilograms of manual handling per week¹

Improved consistency and pallet building

A more efficient and sustainable supply chain



Powered by renewable electricity through our contract with CleanCo^{1,2}

3.5 MW solar panel installation in approval process¹



LED and sensor lighting to reduce energy consumption

180,000L harvested rainwater storage¹



Improved pallet consolidation reducing truck movements and transport costs

Optimised distribution routes, resulting in one million fewer kilometres of truck travel pa³

Development plan designed with staggered completion dates to enable project team to manage transition across both sites



Redbank (QLD)

Construction and fit-out completed in December 2022, with a total site area of 170,000m²

First inbound deliveries received mid-January 2023, with capacity to receive ~200 deliveries per day

Testing and commissioning of outbound deliveries to four pilot stores commenced in March 2023 with delivery to a further 26 stores (total 30 stores by end April /early May). By end 2023, the state-of-the-art facility will provide the full range of ambient groceries to 219 stores across QLD and northern NSW



Kemps Creek (NSW)

External building works completed early January 2023, total site area of 187,000m²

Witron installation activities commenced in June 2022

On track for commencement of inbound deliveries in 3Q FY24. At full operation, the facility will service ~225 stores across NSW & ACT

Redbank ADC



Range

Full ambient range

~18,000 SKUs

(Replaces inconsistent range across existing QLD and NSW DCs)

Footprint

66,000 m²

(half the footprint of our current DCs)



Capacity

4 million cases per week

(Replaces existing capacity of 2.9 million from two QLD manual DCs and 300k cases from Eastern Creek, NSW manual DC)

Productivity

3.5x more productive than current DCs

(~1/3 team size of manual DC)

Our investment in our two ADCs aligns with our financial framework

To deliver attractive returns with disciplined approach to capital allocation while maintaining a strong balance sheet to drive long-term shareholder value



1. Focus on achieving attractive returns

- ROC hurdles well above long-term WACC¹
- ROC incentives for management
- Significant projects
 - Target returns in excess of WACC + risk premium



2. Disciplined approach to capital allocation

- Strong cash conversion
- Structured approach to capital allocation
 - 'Stay in business' capex to maintain safe operations
 - Competition for growth and efficiency capex balancing returns and strategic importance
 - Post-implementation reviews
- Maintain attractive dividend payout



3. Maintain strong balance sheet

- Commitment to solid investment grade ratings
- Maintain financial flexibility to take advantage of future investment opportunities

The ADCs will deliver structural cost efficiencies

Capital expenditure \$1,040 million (~70% invested by end 1H23)

Reduced logistics costs¹ 5 manual DCs → 2 ADCs
~2/3 operating costs of existing DCs²

First inbound delivery Redbank (QLD) – 3Q FY23
Kemps Creek (NSW) – 3Q FY24

Depreciable life of assets Average ~18 years

	FY23	FY24	FY25
Implementation opex³	~\$50m	~\$75m	~\$25m
Depreciation⁴	~\$15m	~\$55m	~\$75m

Ramp up ~12 months from first inbound delivery at each facility

In excess of WACC + Risk premium

Target return Risk premium reflects size and scale of project and 20+ years time horizon

1. Logistics costs are captured within Gross Profit
2. Inclusive of depreciation. The majority of depreciation associated with these facilities is also captured within Gross Profit
3. Includes ramp up, dual running and transition costs
4. Includes depreciation associated with right of use assets



Q&A session



Sustainability showcase



Matt Swindells
Chief Operations and
Sustainability Officer



David Brewster
Chief Legal Officer



Brooke Donnelly
General Manager
Sustainability



Deb Gale
General Manager
Health & Home



Charlotte Rhodes
General Manager
Own Brand, Quality and
Responsible Sourcing



Martin Smithson
General Manager
Meat, Deli & Seafood



Key takeaways from today

- Coles has an important role to play **to sustainably help all Australians lead healthier, happier lives**
- **Ensuring the long term sustainability of our operations** is not optional, it **is fundamental to building trust with our customers, community and investors** and in delivering long term shareholder value
- As an organisation with more than 120,000 team members¹, an extensive supply chain and a wide reach into the community **we are in a position to drive positive change and a more sustainable future for generations of Australians**
- We are embracing this opportunity and are **dedicating significant resources** to ensure we address areas where we can have the **largest impact**
- We are making **good progress against our sustainability targets** and are well positioned to address challenges and capture future opportunities



Our sustainability priorities...



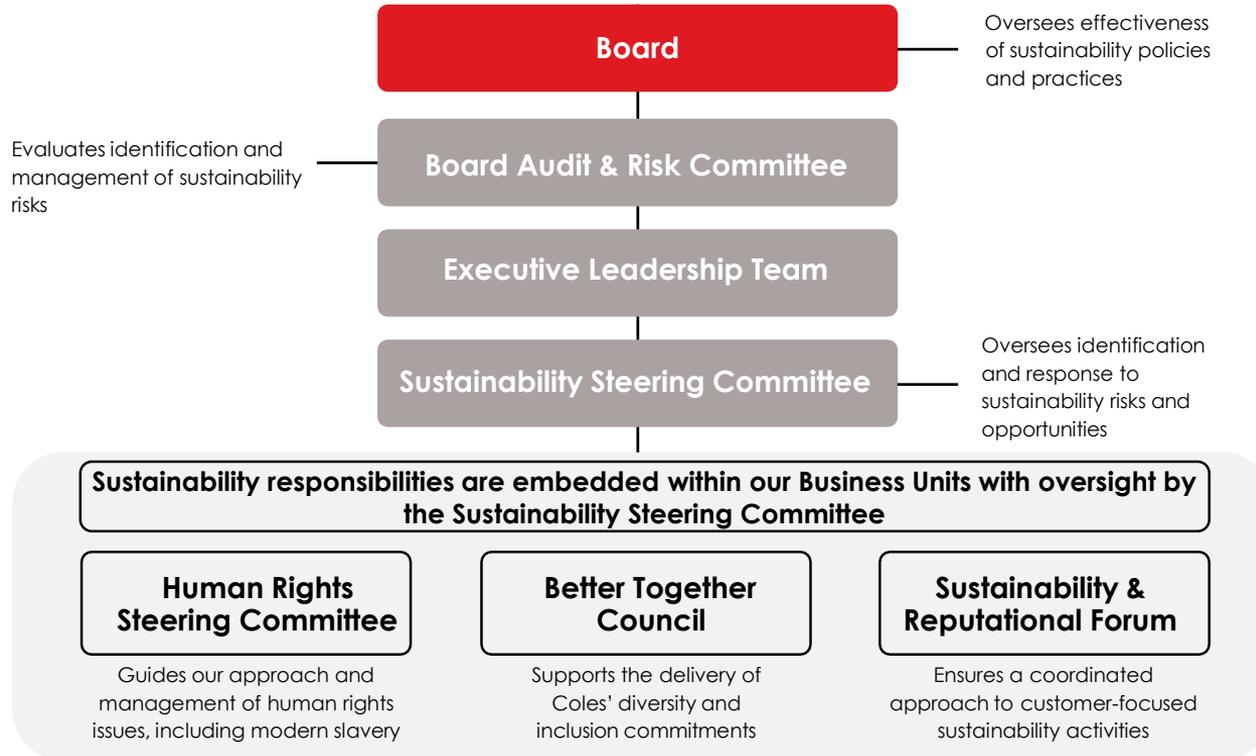
Together to **zero emissions**
Together to **zero waste**
Together to **zero hunger**

A team that is **better together**
A community that is **better together**
Sourcing that is **better together**
Farming that is **better together**

...address what matters most to our stakeholders¹

- Australian first sourcing
- Climate change
- Food waste
- Plastics and packaging
- Circular economy
- Human rights and ethical sourcing
- Supporting farmers and producers
- Health, safety and wellbeing
- Biodiversity and nature
- Diversity and inclusion
- Animal welfare

Strong corporate governance ensures our sustainability priorities are at the heart of everything we do



Recent highlights



#1 for community contribution by an Australian company, 2022 GivingLarge corporate philanthropy report¹



WGEA Employer of Choice for Gender Equality



Secured path to 100% renewable electricity by end of FY25



40% Women in leadership achieved in FY23



#2 food retailer globally in the World Benchmarking Alliance's 2021 Food and Agriculture Benchmark



#5 in the World Benchmarking Alliance's 2022 Corporate Human Rights Benchmark (#1 supermarket globally)



ARL included in all Coles Own Brand packaging artwork for Coles Supermarkets²



82.5% Group's solid waste diverted from landfill



Launched First Nations Team Member Network in FY23



Equivalent of 200 million meals donated to SecondBite since 2011



Gold tiered employer at the 2022 Australian LGBTQ Inclusion Awards³, for the second year in a row

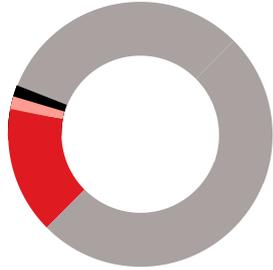


First supermarket in Australia to link bank debt facilities to sustainability linked loans (\$1.4bn, representing ~50% of our bank debt)

Together to zero emissions

Coles supports the goals of the Paris Agreement to keep global temperatures well below 2°C. We will also pursue efforts to limit the temperature increase to 1.5°C above pre-industrial levels

Scope 1 & 2 emissions



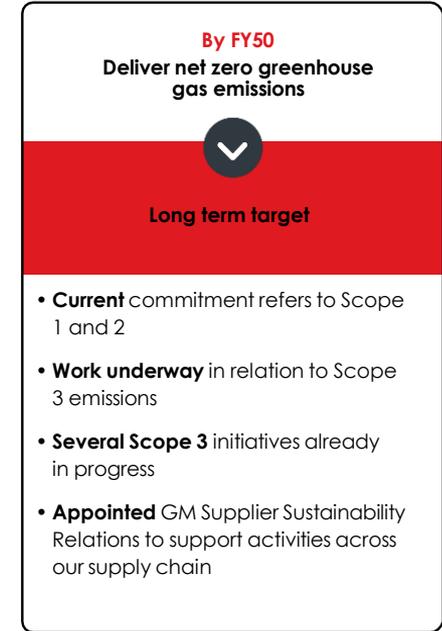
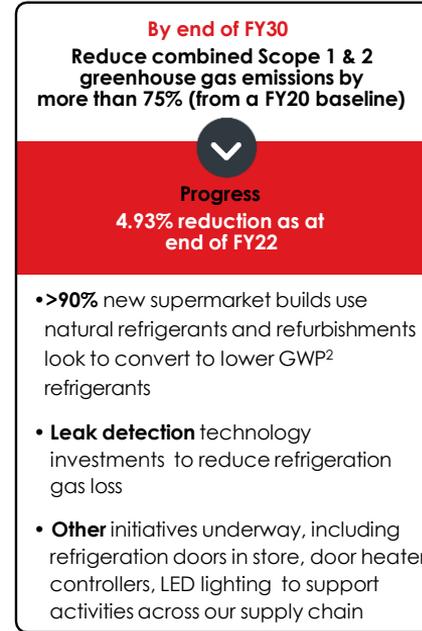
Electricity	Natural gas
82%	2%
Refrigerants	Transport fuel
14%	2%

Scope 3 emissions

>90%
of Coles' total
emissions footprint
are Scope 3

>70%
of Scope 3
emissions are
Category 1¹

Performance against targets

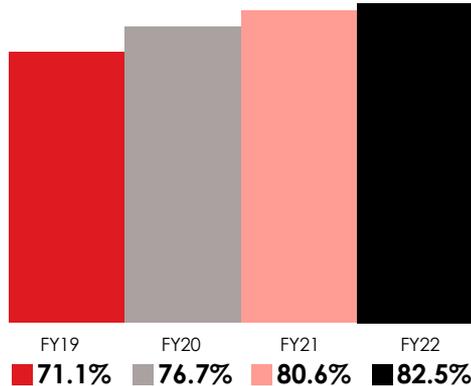


Together to zero waste

Coles understands we have a role to play in reducing waste.
We follow and promote the waste hierarchy – avoid, reduce, reuse and then recycle



% waste diverted from landfill¹



FY22 Achievements

~7,227
tonnes clear pallet wrap recycled

18,206
tonnes unsold edible food donated to Secondbite and Foodbank

32,483
tonnes food waste donated to local farmers and wildlife organisations

25,921
tonnes organic waste converted to nutrient-rich compost

Customer and supply chain initiatives

I'MPERFECT range

celebrates produce that may be flawed in appearance but provides great taste and quality at good value, supporting growers to use more of their crops

> 800m

containers² returned to our collection points since 2018

REDcycle closure in Nov-22 has negatively impacted soft plastic recycling in Australia. Coles is actively working with government to develop a solution to restore community access to soft plastic recycling

Together to zero waste: removal of soft plastic shopping bags

We are committing to phase out soft plastic shopping bags in-store and online from Coles supermarkets by end of June 2023

- Removing 230 million plastic bags from circulation per annum¹
- Customers who forget to bring their own bags will be able to choose from our range of reusable tote and chiller bags, or our 100% recycled paper bags
- Trialling Swap-a-box that allows customers to use a reusable box for Click & Collect orders



Together to zero waste: Own Brand packaging case study

Target

100% recyclable, reusable or compostable packaging by FY25

94.6% of our Own Brand packaging was categorised recyclable, reusable or compostable as at June 2022, up from 87% at end FY21. This figure will be affected by REDcycle's closure and an update will be reported in the 2023 Sustainability Report

Improved recyclability

- **5,417 tonnes** of non-recyclable packaging transitioned at the end of FY22¹
- **First** major Australian retailer to launch home compostable Own Brand coffee pods to the Australian standard²

Increased recycled content and removal of plastic

- **Gold** at the Packaging Innovation & Design Award for KOi refillable foaming handwash starter kit and Coles Finest Carbon Neutral Steak Vacuum Packaging
- Single-use fresh produce bags made with **50% recycled plastic**
- New reusable fresh produce bags made with **90% recycled material**
- Plastic scoops removal from Coles laundry powders, removing **~3 tonnes of plastic**
- Introduction of rPET³ across our in-store rigid **bakery packaging**

Compostable coffee pods



Gold Award Packaging Design of the Year



Reusable fresh produce bags, 90% recycled material



Plastic scoops removed from Coles laundry powders



Farming that is better together

We care about how the food we sell is produced and sourced and are committed to supporting local farmers and producers



Animal welfare

Our animal welfare policy is based on the **Five Freedoms**:

- Freedom from hunger and thirst
- Freedom from discomfort
- Freedom from pain, injury or disease
- Freedom to express normal behaviour
- Freedom from fear and distress

Worked closely with the **RSPCA Approved Farming Scheme for 10+ years**

- 347 RSPCA Approved products in FY22
- Only major Australian supermarket to offer own brand fresh free range RSPCA Approved pork and turkey



Coles farm program

100% of Coles Own Brand shell eggs are **cage-free** and continue to transition to cage-free sources where egg is used as an ingredient in Own Brand products

GRAZE Beef farmer partnership launched in 2014. **Cattle are grass-fed, free to roam on pastures and have no added hormones.** >60% of producers this season reported having a tree planting program

First major Australian supermarket to launch Own Brand **fresh beef with no added hormones** in 2011 and Own Brand **grass-fed lamb range raised without the use of antibiotics** in 2020



Investing in Australian farms

>96% of fresh produce sourced from Australia in FY22¹

\$30m of financial support provided to Australian producers since 2015 through the **Coles Nurture Fund**

Expanded direct milk sourcing model to 105 dairy farms in VIC, Southern and Central NSW, SA, WA and TAS, in FY22

\$2.18m invested across a number of dairy farming projects through **Coles Sustainable Dairy Development Group** as at end of FY22

Recognition



Broadest range of RSPCA Approved products of any major Australian supermarket

Carbon neutral beef case study

- **First major Australian supermarket to launch certified carbon neutral beef Own Brand range¹**
- **We work with farmers to identify ways to reduce emissions**, such as using renewable energy, changing herd management practices, and use of genetic selection to improve productivity, performance and eating quality. Producers that are part of Coles' certified carbon neutral range achieved emissions that are 19%² below the Australian national average
- **Partnered with Mort & Co Grassdale Feedlot to trial the methane reducing feed supplement Bovaer**
- **Coles Finest Certified Carbon Neutral Beef carries the Climate Active certification**, awarded to businesses that have credibly reached a state of achieving net zero emissions for their products, services or other initiatives



Sourcing that is better together

Safeguarding, valuing and promoting the human rights of workers in our business and supply chain is a vital part of our role in the community



Building trust

By being on the ground, understanding workers' experience and supporting suppliers

Established Ethical Retail Supply Chain Accord (ERSCA) with TWU, SDA & AWU¹ in 2019

Horticulture worker accommodation study commissioned in conjunction with Deloitte & ERSCA

Six farm worker events co-hosted with unions



Strengthening partnerships

With suppliers to improve working conditions for people throughout our supply chain

>1,000 suppliers and team members attended education events in FY22

\$1.5 million invested in supplier audits

ELEVATE partnership providing local support for China based suppliers



Continuous improvement

Investing in resources, systems and learning from others

Grown ethical sourcing team from 3 FTEs to 12 FTEs in four years

Expanded ethical sourcing program scope from Supermarket Own Brands into Own Brand liquor, goods not for resale and services

Engaging suppliers to understand modern slavery risks in renewable energy industry

Recognition



Ranked #5 in the World Benchmarking Alliance's 2022 Corporate Human Rights Benchmark² (#1 supermarket globally)



Awarded Equal 1st UNSW Corporate Reporting under MSS report in 2022

Sourcing that is better together: case studies

Accommodation standards for workers in horticulture

- In response to concerns around worker accommodation in the Australian horticulture sector Coles and ERSCA **commissioned Deloitte to research accommodation practices**
 - Identified **opportunities to influence improvement** of conditions for workers
 - Recommended **action across various stakeholder groups**, including industry, suppliers, government and retailers. In particular, the need for a single enforceable standard for accommodation
- Currently **engaging with these stakeholders** and updating our Ethical Sourcing Worker Accommodation Standard

Positive audit outcomes

- Coles **invested \$1.5 million in supplier audits in FY22** with additional funding committed in FY23
- 2,100+ audits over 3 years
- 5,000+ non-conformances remedied
- Increased locally certified auditors from 2 to 7



A social compliance audit identified non-compliance issues with a Labour Hire provider. To address the issue, the supplier sought to directly hire the subcontracted workforce. After working as a labour hire contractor for eight years, Rose (pictured) was able to leverage her permanent employment status to purchase her own home.

Safer choices together

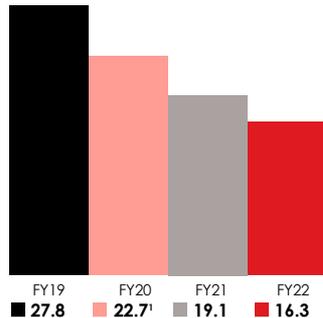
Coles is committed to providing a safe working environment and a culture of physical and mental wellbeing

Key safety measure
We aim to achieve a year on year improvement in TRIFR



Progress
41% improvement
since FY19

Total Recordable Injury Frequency Rate (TRIFR)



Key focus areas

Safe sustainable leadership

All team members have capability to make safe decisions to contribute to a positive safety culture

Smarter safety

Through data, technology, innovation and agile ways of working

Healthy teams

An environment where injured team members are supported to return to work

Mind your health

We believe that mental health and wellbeing is as important as physical health. We create communities where we are seen, heard and we matter

FY22 Achievements

1,000+

store leaders participated in mental health training

120,000+

team members and leaders were provided with safety refresher training

18%

reduction in team members working reduced hours

32,000+

hours training provided through Coles Quality Academy

1,600

sign ups to Coles My Mental Fitness app

Physiotherapy

proactive health management program for in store and DC team members

A team that is better together

We celebrate differences and want to ensure everyone feels like they belong with five key focus areas – we are making good progress, however, we know there is more we can do

Recent achievements

Gender Equity



Other Gender Equity initiatives include:

- Working towards pay parity
- Flexible working and expanded parental leave policy
- Store manager accelerator program
- Mentor Walks partnership
- RelaunchHer talent program

Accessibility

Disability confidence training

developed in partnership with Dylan Alcott AO and Get Skilled Access

Top 3 in the Access and Inclusion disability index and best employer in Inclusive Recruitment

Quiet Hour low sensory shopping experience now offered in >400 stores

RecruitAble introduced to recruit more team members with disability

Pride

Gold employer with Australian Workplace Equality Index (2022, 2023)

LGBTQI+ Inclusion positioning statement signatory (Australian Retailers' Association 2022)

WorldPride 2023 presenting partner and Sydney Mardi Gras, and festival partners for PrideFEST WA, QLD Big Gay Day, Daylesford Pride, Wagga Wagga Pride

Gender affirmation leave for trans and gender-diverse team members

Indigenous

3.2% Team Members identify as Aboriginal and/or Torres Strait Islander

First Nations Team Member Network launched in FY23

Support an Indigenous voice to Parliament

5 Indigenous cultural immersion programs delivered to foster learning and respect

Belonging

>500 leaders trained in unconscious bias

76% of team members feel included and like they belong at Coles (+7pp in FY22)

69% of team members feel working flexibly doesn't negatively impact career advancement (+6pp in FY22)

A community that is better together

We aim to sustainably help all Australians lead healthier, happier lives – we will continue to look for ways to support our communities

Community partnerships

Ranked #1

for the third year in a row in the Giving Large Report for contributing the largest percentage of profit to the community among Australia's leading organisations in FY22

\$142 million

in community support including donations from customers and team members, and funds raised through initiatives such as the sale of Mum's Sause for Curing Homesickness and selected Australian pork products for FightMND, in FY22

Health and nutrition

Partnerships and initiatives to promote well balanced healthy eating

>70%

eligible Coles Own Brand products met the HFP's targets for sodium, sugar and saturated fat reduction

>40 tonnes

of sugar removed from Coles Own Brand breakfast cereals

Alternative proteins

45 plant based and alternative protein products in Coles Nature's Kitchen range

70% minimum

reduction in carbohydrate in Coles Own Brand reduced carbohydrate range of packaged breads, wraps and rolls vs regular counterparts

Disaster relief

>140 pallets of food and essentials and \$1.8 million to Australian Red Cross

donated directly by Coles and by customers and team members to flood-affected areas in NSW and QLD in FY22



Sustainability disclosures



Sustainability related disclosures



Sustainability report

ESG information and progress against our public targets

[Sustainability_Report.pdf](https://www.colesgroup.com.au/Sustainability_Report.pdf)
([colesgroup.com.au](https://www.colesgroup.com.au))



Annual report

Incorporating our climate-related financial disclosures

[Annual_Report.pdf](https://www.colesgroup.com.au/Annual_Report.pdf)
([colesgroup.com.au](https://www.colesgroup.com.au))



Modern slavery statement

Overview of our commitment to human rights, prepared in accordance with the Australian Modern Slavery Act 2018

[Modern_Slavery_Statement.pdf](https://www.colesgroup.com.au/Modern_Slavery_Statement.pdf)
([colesgroup.com.au](https://www.colesgroup.com.au))



Corporate Governance statement

Our corporate governance framework and key policies/practices

[Corporate_Governance_Statement.pdf](https://www.colesgroup.com.au/Corporate_Governance_Statement.pdf)
([colesgroup.com.au](https://www.colesgroup.com.au))

Q&A session



Thanks

