

28 August 2024

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

## Full Year Results Announcement

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

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# F24 Full Year Profit and Dividend Announcement

For the 53 weeks ended 30 June 2024

28 August 2024

## Working hard to help our Customers

Group sales

**\$67.9B**

▲ 3.7% normalised

Group eCom sales

**\$7,963M**

▲ 18.5% normalised

Group EBIT<sup>1</sup>

**\$3,223M**

▲ 1.1% normalised

Group NPAT before SI<sup>2</sup>

**\$1,711M** ▼ 0.6% vs.F23

Group NPAT after SI<sup>3</sup>

**\$108M** ▼ 93.3% vs.F23

Final dividend

**57C** ▼ 1.7% vs. F23

Special dividend

**40C**

**Woolworths Group CEO, Brad Banducci:** "After a strong first half, we worked hard in H2 to address rapidly changing customer expectations following the drop in our Customer scores in Q3 and a loss of sales momentum. Pleasingly, Customer scores and sales momentum improved in Q4, and this has continued into F25.

"In H2, inflation in our Food businesses and BIG W moderated significantly as we lowered prices and passed on lower cost prices to customers. Average prices in Woolworths Food Retail in Q3 and Q4 were down 0.2% and 0.6% respectively on the prior year. However, cost of living remains the primary concern for our customers, and we are committed to do more to help them in the current environment by offering more value on their shopping baskets and by supporting them with new digital tools, and extra value through Everyday Rewards.

"Normalised for the 53<sup>rd</sup> week in F24, Group sales grew by 3.7% with H2 sales up 3.0%. Excluding the Petstock acquisition, F24 normalised sales grew by 3.1% with H2 sales up 1.7%. Australian Food F24 normalised sales were up 3.7%; however, sales growth slowed to 1.8% in H2 as inflation moderated despite eCom growth remaining strong. New Zealand Food and BIG W had a challenging year impacted by value-conscious customers cross-shopping and trading down but both businesses made good progress on their transformation plans with improved Customer scores and item growth in Q4. Group normalised EBIT for F24 increased 1.1% driven by Australian Food and Australian B2B, offset by a decline in New Zealand Food and BIG W.

"Strong digital and eCom growth was a key highlight for the year driven by Australian Food with customers increasingly using our digital tools and eCom services to find value. WooliesX normalised sales grew by 19.8% contributing around half of Australian Food's sales growth, and WooliesX DAP<sup>5</sup> & EBIT increased by 94% contributing around three quarters of Australian Food EBIT growth. We also made good progress scaling our Group platforms with wiq, our analytics platform, and Cartology, our retail media business, delivering incremental sales and EBIT growth. In Primary Connect, our Moorebank DC hub is progressing to plan.

"As part of our Everyday Retail strategy, we completed the acquisition of a 55% interest in Petstock Group in January. In May we sold a 5% stake in Endeavour Group and will be returning the proceeds to our shareholders via a \$489 million (40 cents per share) special dividend which will release \$209 million of franking credits. Finally, in August we agreed to acquire the remaining 35% of PFD from the Smith family.

"Looking ahead, improving Customer scores, item growth, and lower inflation provide reason for optimism. However, we also know that our customers remain under significant mortgage and rent-related financial stress and anticipate them to remain cautious with the trading environment expected to be challenging for the rest of the financial year.

"It has been a privilege to be the CEO of Woolworths Group and to work with our amazing team to serve our customers. I am confident in the outlook for the Group under the collective leadership of incoming CEO, Amanda Bardwell and our Group Executive Team, as we look forward to the next stage of the Group's journey of *creating better experiences together for a better tomorrow.*"

### Key Group financial metrics

\$ MILLION	F24 (53 WEEKS)	F23 (52 WEEKS)	CHANGE	CHANGE NORMALISED
<b>Group before significant items</b>				
Sales	67,922	64,294	5.6%	3.7%
EBITDA	6,001	5,694	5.4%	3.9%
EBIT	3,223	3,116	3.4%	1.1%
NPAT <sup>2</sup>	1,711	1,721	(0.6)%	(3.0)%
Basic EPS (cents)	140.3	141.7	(1.0)%	(3.4)%
<b>Group after significant items</b>				
NPAT <sup>3</sup>	108	1,618	(93.3)%	(95.9)%
Basic EPS (cents)	8.9	133.3	(93.3)%	(95.9)%
Special dividend per share (cents) – fully franked	40	-	n.m.	
Final dividend per share (cents) – fully franked	57	58	(1.7)%	
Full year dividend per share <sup>4</sup> (cents) – fully franked	144	104	38.5%	

Normalised growth has been adjusted to remove the impact of the 53<sup>rd</sup> week in F24

1 Before significant items

2 Attributable to equity holders of the parent entity before significant items

3 Attributable to equity holders of the parent entity after significant items

4 Includes special dividend in F24

5 Directly-attributable profit. See glossary for definition

# F24 Group summary

## Group performance overview

Group VOC NPS

47

▼ 1 pt from June 2023

Group VOT<sup>1</sup>

23

▲ 4 pts from F23

VOS<sup>2</sup>

51%

▼ 5 pts from July 2023

**Brad Banducci continued:** "Cost-of-living pressures and changing customer expectations impacted Customer scores in late Q2 and Q3; however, Group VOC NPS in Q4 improved four points on Q3 to finish the year at 47. Thanks to the efforts of our team, Store-controllable VOC was resilient with Customer Care largely unchanged on prior periods at over 80%. Woolworths was also again ranked 1st in the Advantage Annual Grocery Voice of Supplier Survey through a focus on listening and acting on supplier feedback despite a very challenging environment and under intense public scrutiny. Voice of Team advocacy scores were also resilient with VOT up four points to 23 supported by acting on team feedback including increased hours and predictability of rosters.

"In **Australian Food**, Customer scores improved over H2 after bottoming in January with Store-controllable VOC ending the year at 78%, in line with the prior year and three points up on Q3. VOC NPS was two points below the prior year, largely driven by a decline in Value for Money scores but materially improved relative to Q3. While addressing Value for Money remains our key priority, customers are beginning to recognise the value we are providing with scores increasing four points in Q4 compared to Q3.

"Australian Food normalised total sales increased by 3.7% for the year but growth slowed in the second half as grocery inflation and item growth moderated compared to H1 and the prior year. After a difficult January and February, items improved over the balance of H2 and returned to modest growth in Q4. Normalised EBIT increased by 6.0% for the year with H2 growth of 2.2% reflecting a more challenging sales environment and elevated cost pressures. By business, around three quarters of Australian Food's EBIT growth was contributed by WooliesX.

"**Woolworths Food Retail (Stores and eCom)** sales increased by 3.4% with eCom sales strong throughout the year at 20.2%. Store-originated sales declined in H2 but with an improving trend in Q4. For the first time since H1 F22, average prices declined compared to the prior year with a reduction of 0.2% and 0.6% in Q3 and Q4 respectively, as lower prices were passed through to customers, particularly in Fruit & Veg and Meat.

"**Woolworths Food Company's** Own and Exclusive brand normalised sales increased by 5.1%, with growth of 9.4% in Longlife. We also made good progress meeting more of our customers needs for health and convenience with Woolworths being awarded Healthiest Own Brand for the fifth consecutive year, strong sales growth from our Macro brand, up 12% compared to last year, and an expanded meal at home range through COOK and Dine In.

"**WooliesX** total normalised sales increased by 25% with eCom and other WooliesX businesses like Rewards and Mobile contributing to growth. DAP & EBIT was up 94% with the DAP & EBIT margin reaching 4.4% of sales reflecting the increased scale and operational efficiencies across the business.

"**Australian B2B** normalised sales increased by 4.3% and EBIT increased by 87%. PFD sales growth remained strong at 9% but overall Australian B2B sales growth was impacted somewhat by cycling sales from exited B2B businesses. However, EBIT growth benefitted due to the exited businesses being loss-making with PC+ also contributing to the EBIT increase.

"**New Zealand Food's** financial performance continues to be materially impacted by higher wage costs and a value-conscious customer in a very competitive market. Pleasingly, Customer scores improved in key areas such as Fruit & Veg and Availability and item and sales momentum improved in Q4. However, wage costs which have increased by 19% over the last two years, materially exceeded sales growth which led to a 57% decline in normalised EBIT for F24. While it will take time for New Zealand Food to get back to the returns we believe the business should deliver, we are optimistic that the multi-year transformation plan is improving the underlying performance of the business.

"**BIG W's** normalised EBIT declined 90% in F24 with a reduction in discretionary customer spending and trading down in a highly competitive segment impacting performance, particularly in H2. While the BIG W Play and Everyday segments held up reasonably well, Home and Clothing sales declined with increased promotional and clearance activity. Sales trends improved over the course of Q4 due to lower prices through price investment and a focus on opening price points, a strong Toy Sale and improved Clothing sales late in June due to colder weather. We expect continued momentum in our transformation in F25 as we continue to simplify our ranges, enhance the customer experience and improve eCom services (including marketplace).

"In the **Other** segment, the increase in gross sales reflected the acquisition of a 55% interest in Petstock Group in January. Net other costs for F24 were \$123 million with the lower net costs compared to the prior year reflecting the inclusion of Petstock and cycling one-off costs. Excluding the Endeavour Group and Petstock contribution, Other costs were within the previously communicated range of \$200 - \$220 million.

# F24 Group summary

"Significant items of \$1.6 billion primarily relate to the previously disclosed New Zealand Food impairment and mark-to-market loss on Endeavour Group disclosed at H1, offset somewhat by a gain of \$107 million on put option liability revaluations."

- 1 Annualised 12-month rolling
- 2 Woolworths Supermarkets only

## Group strategic highlights

### Group digital avg. weekly visits

**27.2m**

▲ 19.7% vs. F23

### Cartology sales growth

**9%**

Delivering incremental EBIT growth

### WMP GMV

**\$339m**

▲ 12.1% vs. F23

"Group normalised eCommerce sales increased by 18.5% led by Australian Food with same day and on-demand continuing to increase in popularity. Around 86% of orders are now fulfilled within 24 hours of order placement and 46% of orders are fulfilled on the same day. To meet customer demand for same day collection, Direct to Boot Now, a new sub-60-minute service was launched during the year across 307 locations. Digital engagement with customers also continues to increase with average weekly visits to our Group digital assets increasing by 19.7% and digital interactions now exceeding store transactions. To help better manage household budgets, customers are increasingly using our digital tools such as Shopping Lists, Recipes, Digital Catalogue and Best Unit Price filter.

"As our Everyday Retail strategy gathers momentum, we saw an increase in the contribution to the Group from our Retail Platforms. Cartology sales increased 9% compared to the prior year delivering incremental EBIT growth as well as providing high value media inventory to promote our Group brands. wiQ had another strong year with an increasing number of high-value use cases delivering material benefits across the Group including Next Gen Promo, Quick Assist and Team Coach.

"During the year, we brought together our three marketplaces into one Group platform called Woolworths MarketPlus (WMP) which includes Everyday Market, MyDeal and BIG W Market. BIG W Market was launched in November powered by the MyDeal team and has had a strong start with \$44 million of GMV in the financial year and helped drive a 12.1% increase in Woolworths MarketPlus GMV in F24.

"As disclosed at Q3, our NSW Supply Chain Transformation is progressing to plan with a number of major projects nearing completion including our Moorebank NDC and RDC and Auburn CFC. In F24, we reached practical completion on our Moorebank NDC which is expected to open in H1 F25 and our Auburn CFC is expected to open in H2 F25. We remain confident that these projects will deliver strong benefits for our customers and team as well as delivering material cost efficiencies for our business."

## Group sustainability highlights

### Severity Rate

**1.44**

▼ 5% from F23

### TRIFR

**13.86**

▲ 11.5% from F23

### Scope 1 & 2 emissions<sup>1</sup>

**▼42%**

from 2015 baseline

### Total food waste diverted

**80%**

▲ 8% on F23

"We have reintroduced TRIFR into our Group incentive framework in F24 to complement the existing Severity Rate. While we saw a reduction in severe injuries, our TRIFR result of 13.86 has been relatively disappointing, increasing 11.5% compared to the prior year, driven by an increase in medical treatment and restricted work injuries. Lost time injuries have remained broadly flat. We have a number of initiatives underway to improve our safety performance. These include piloting an ergonomic program which uses wearable sensor technology and AI computer video analytics; rolling out a refreshed back of house program to mitigate vehicle related injuries; and continuing to provide training and conflict bundles to our store teams to help de-escalate incidents of aggression and violence in our stores.

"In F24, our scope 1 and 2 emissions were 42% below our 2015 base year supported by the installation of 53 solar systems reaching a total of 278 sites across Australia and New Zealand, and a new energy partnership with CleanCo in Queensland as we transition to 100% renewable electricity by the end of 2025. We continue our long-standing commitment to contribute to a 1.5°C pathway. During the year, we updated our climate and nature scope 3 strategy including reviewing and obtaining validation of our scope 1, 2 and 3 emissions reduction targets from the Science Based Targets Initiative (SBTi).

# F24 Group summary

"We delivered \$143 million in direct community contributions including over 36 million meals provided to those in need and \$15 million in financial support to our food relief charity partners. In addition to this, our customers donated over \$3 million through our Christmas appeals and other giving programs.

"New Zealand's first mini woolies, our program that provides hands-on learning experiences for students and job candidates living with disabilities, opened in March with the launch at Somerville School in Panmure, with a second location opening at Central Auckland Specialist School in May. At the end of June there were 68 mini woolies across Australia and New Zealand, with plans to further expand the program in F25."

1 Emissions data reflects market-based reporting and includes ACCUs estimated to be issued in the period 1 July 2023 to 30 June 2024

## Current trading and outlook

**On current trading and outlook, Brad Banducci, said:** "Sales momentum in F25 has continued to improve across the Group in line with improving Customer scores.

"In Australian Food, sales for the first 8 weeks of F25 have increased by approximately 3% driven by item growth and modest inflation with eCom continuing to be a key contributor. We have strong end-to-end productivity plans in place, which are important to delivery in F25, given elevated wage inflation and mix pressure on our cost base. We remain focused on growing our customers' shopping baskets but expect cost-of-living pressures to persist with cross-shopping and trading down continuing.

"As disclosed at Q3, commissioning, ramp up and dual running costs associated with our major supply chain investments in NSW are expected to result in incremental costs of \$90 - \$100 million in F25.

"New Zealand Food sales have increased by approximately 1.5% in the first 8 eight weeks also driven by item growth. For F25, we expect EBIT to be above F24 with stronger growth in H2, but it will take time for the business to return to its full earnings potential. Our focus on providing our customers with more value, improving the quality of our Fresh offer and investing in convenience will continue in the year ahead.

"BIG W sales for the first 8 weeks are broadly flat on the prior year with item growth improving but offset by a reduction in average selling price reflecting markdowns to clear our Autumn/Winter range. For F25, we expect BIG W's EBIT to be above F24. However, the outlook is contingent on successful trading during the key Q2 holiday and Christmas period and an improved performance in H2. Areas of focus will include ongoing range improvements, continuing to address gaps in opening price points and deploying a number of technology-enabled solutions such as RFID.

"Other costs in F25 (excluding the Endeavour Group and Petstock contribution) are expected to be approximately \$250 million. Interest expense is also expected to increase reflecting higher floating debt associated with a full year impact of the Petstock investment (including debt assumed on acquisition) and payment for the remaining 35% of PFD in H1 F25.

"Operating capex in F25 is expected to be \$2.0 - \$2.2 billion reflecting ongoing investment in our supply chain network and an increase in the number of renewals planned for F25.

"Finally, we have been reviewing our segment reporting and plan to make some changes to our reportable segment disclosure. We plan to introduce a new operating segment, W Living, which will include BIG W, Petstock, Woolworths MarketPlus and Healthylife. We are also considering the removal of GP and CODB disclosure at a segment level as we don't believe it accurately reflects the end-to-end economics of our business. Going forward, we will place a greater emphasis on the contribution of categories (like Fruit & Veg, Grocery and Everyday Needs) to explain business performance. Further details will be provided at Q1 sales at the end of October."

## Woolworths Group Chair, Scott Perkins:

"It is pleasing to see momentum returning to the business after a challenging year. We have made solid progress addressing these changed trading conditions and focusing on some important medium-term transformations. Our fundamentals position us well to meet our customers' evolving everyday needs and create value for shareholders. I would like to thank Brad for his outstanding contribution to Woolworths Group over the last eight and a half years as CEO. He forged an enduring customer and team centric vision for the business, inspired our teams and executed relentlessly. We are fortunate to have a leader of the calibre of Amanda Bardwell taking over from Brad as CEO and know that the Group will be in good hands under her leadership."

## Woolworths Group CEO-elect, Amanda Bardwell:

"I would also like to thank Brad for his support and purpose-driven leadership. We have all the right building blocks in place and our Group Purpose and Everyday Retail strategy position us well for the future. Getting it consistently right for our customers and providing great value remains our key focus in the year ahead."

[Click here to view further shareholder communication for these results, including video messages from other business leaders](#)





# F24 Group strategic highlights

Living our purpose

## Build a better and safer tomorrow for our Customers and Team

- Over 36 million meals donated to food rescue partners in Australia and New Zealand
- Launched the Woolworths Group Foundation to more rapidly provide natural disaster relief to communities
- Launched updated Safety strategy and set to launch new Group-wide safety promise, 'Our Place – we're safer together'
- Scope 1 and 2 emissions 42% below 2015 base year; updated climate and nature scope 3 strategy
- **More to do to embed safety initiatives for Team and Customers and elevate Group-wide safety ambition**

## Leverage Everyday Rewards to unlock more value for our Members

- 9.8 million active Everyday Rewards members in Australia with more than 770,000 new members in F24
- Everyday Rewards now a trans-Tasman business following NZ launch with 1.6 million active members
- Everyday Extra paid subscribers doubled and 1 million+ Everyday Mobile and Insurance plan and policy holders
- Petstock and MILKRUN welcomed to the Everyday Rewards program
- **More to do to leverage Everyday Rewards to help members unlock value across the Group and with key partners**

Delivering compelling customer propositions

## Woolworths Retail: help our Customers get their Woolies worth

- Digital Shopping Lists, Best Unit Price Filter and Digital Catalogue helping customers find value
- Reset Everyday Low Price, new Prices Dropped for Summer, launched Lower Shelf Price
- 13 net new supermarkets and 57 renewals; 72 supermarkets rebranded to Woolworths New Zealand
- Reset of price mechanics in NZ and new brand platform, *That Fresh Food Feeling*, with a fresh or free guarantee
- **More to do to deliver consistent customer experiences, lowering shelf prices and improving shelf availability on key lines**

## Woolworths Food Company: grow brands, products and capabilities unique to Woolworths

- Roll out of new and extended ranges including COOK and Dine In; Macro delivering double-digit growth
- Healthiest Own Brand for fifth year in a row
- PFD sales growth remains strong due to diversified and growing customer base
- Launched new red meat tray packaging, removing over 850 tonnes of plastic annually
- **More to do to leverage Group capabilities to unlock further value in PFD; improve Own Brand range and shelf availability**

## W Living (BIG W and Specialty): help our Customers find real value and easy everyday solutions

- New format Health & Beauty shop-in-shop rolled out to 45 BIG Ws; material reset of Home and Clothing ranges
- New format BIG W opened in Stanhope Gardens, Sydney; good progress on extending opening price point range
- Created Woolworths MarketPlus with GMV of \$339 million; launched BIG W Market materially extending BIG W range
- Completed the acquisition of Petstock with preliminary work to deliver value-creation well progressed
- **More to do to roll out reset of BIG W Clothing and Home, progress Petstock value-creation and scale our marketplace**

Strengthening our foundations

## Platforms: scale value delivery in our Group businesses and with third parties

- Cartology media partnership with Vicinity Centres commenced adding around 1,000 screens to the network
- Established wiQLABS to deepen Group-wide AI capabilities and accelerate adoption; over 10 use cases already deployed
- Created HomeRun, the Group's last mile delivery service provider, responsible for over 20 million deliveries since launch
- Continued progress on NSW Supply Chain transformation with major projects nearing completion
- **More to do to continue to evolve Cartology to capture new opportunities in rapidly changing world of retail/customer media and realise benefits from our automation investments**

# Group profit or loss

For the 53 weeks ended 30 June 2024

\$ MILLION	F24 (53 WEEKS)	F23 (52 WEEKS)	CHANGE	CHANGE NORMALISED
<b>Group</b>				
<b>EBITDA before significant items</b>	<b>6,001</b>	<b>5,694</b>	<b>5.4%</b>	<b>3.9%</b>
Depreciation and amortisation <sup>1</sup>	(2,778)	(2,578)	7.8%	7.1%
<b>EBIT before significant items</b>	<b>3,223</b>	<b>3,116</b>	<b>3.4%</b>	<b>1.1%</b>
Finance costs	(740)	(677)	9.4%	7.6%
Income tax expense	(763)	(707)	7.8%	5.3%
<b>NPAT before significant items</b>	<b>1,720</b>	<b>1,732</b>	<b>(0.7)%</b>	<b>(3.1)%</b>
Non-controlling interests	(9)	(11)	(12.5)%	(12.5)%
<b>NPAT attributable to equity holders of the parent entity before significant items</b>	<b>1,711</b>	<b>1,721</b>	<b>(0.6)%</b>	<b>(3.0)%</b>
Significant items after tax	(1,603)	(103)	n.m.	n.m.
<b>NPAT attributable to equity holders of the parent entity after significant items</b>	<b>108</b>	<b>1,618</b>	<b>(93.3)%</b>	<b>(95.9)%</b>

## MARGINS – BEFORE SIGNIFICANT ITEMS

Gross margin (%)	27.3	26.8	56 bps	56 bps
Cost of doing business (CODB) (%)	22.6	21.9	66 bps	68 bps
EBIT (%)	4.7	4.8	(10) bps	(12) bps
NPAT (%)	2.5	2.7	(16) bps	(17) bps

## SUSTAINABILITY

	F24	F23	CHANGE
Scope 1 & 2 emissions (tonnes) <sup>2</sup>	1,767,284	1,941,581	(9.0)%

EARNINGS PER SHARE AND DIVIDENDS	F24 (53 WEEKS)	F23 (52 WEEKS)	CHANGE	CHANGE NORMALISED
Closing fully paid ordinary shares outstanding (million) <sup>3</sup>	1,219.8	1,214.7	0.4%	0.4%
Weighted average number of ordinary shares used in basic EPS (million)	1,219.8	1,214.3	0.5%	0.5%
Group basic EPS (cents) before significant items	140.3	141.7	(1.0)%	(3.4)%
Group diluted EPS (cents) before significant items <sup>4</sup>	139.6	140.7	(0.8)%	(3.2)%
Group basic earnings per share (cents) after significant items	8.9	133.3	(93.3)%	(95.9)%
Group diluted earnings per share (cents) after significant items <sup>4</sup>	8.9	132.3	(93.3)%	(95.9)%
Interim dividend per share (cents) – fully franked	47	46	2.2%	
Final dividend per share (cents) – fully franked <sup>5</sup>	57	58	(1.7)%	
Special dividend per share (cents) – fully franked <sup>5</sup>	40	-	n.m.	
<b>Total dividend per share (cents) – fully franked</b>	<b>144</b>	<b>104</b>	<b>38.5%</b>	

Normalised growth has been adjusted to remove the impact of the 53<sup>rd</sup> week in F24

<sup>1</sup> Depreciation and amortisation of \$326 million is included in cost of sales (F23: \$269 million)

<sup>2</sup> Scope 1 and 2 emissions data reflects market-based reporting from 1 July 2023 to 30 June 2024 and includes 110,000 ACCUs issued to Woolworths Group for projects registered with the Emissions Reduction Fund

<sup>3</sup> Includes the fully paid ordinary shares on issue of 1,221.6 million (F23: 1,218.7 million), net of shares held in trust of 1.8 million (F23: 4.0 million)

<sup>4</sup> Weighted average number of shares used in the diluted earnings per share calculation is 1,225.7 million (F23: 1,223.1 million)

<sup>5</sup> The 2024 final and special dividend is payable on or around 30 September 2024

# Group trading performance

## F24 sales summary

\$ MILLION	F24 (53 WEEKS)	F23 (52 WEEKS)	CHANGE	CHANGE NORMALISED	H2 F24 (26 WEEKS)	H2 F23 (25 WEEKS)	CHANGE	CHANGE NORMALISED
Australian Food	50,741	48,047	5.6%	3.7%	24,842	23,487	5.8%	1.8%
Australian B2B <sup>1</sup>	4,589	4,324	6.1%	4.3%	2,266	2,066	9.7%	5.9%
New Zealand Food (AUD)	7,551	7,240	4.3%	2.4%	3,693	3,537	4.4%	0.5%
<i>New Zealand Food (NZD)</i>	8,166	7,912	3.2%	1.3%	3,994	3,833	4.2%	0.3%
BIG W	4,685	4,785	(2.1)%	(3.9)%	2,090	2,077	0.6%	(3.6)%
Other <sup>1,2</sup>	356	(102)	n.m.	n.m.	396	(42)	n.m.	n.m.
<b>Total Group</b>	<b>67,922</b>	<b>64,294</b>	<b>5.6%</b>	<b>3.7%</b>	<b>33,287</b>	<b>31,125</b>	<b>6.9%</b>	<b>3.0%</b>
<b>Total Group eCommerce sales</b>	<b>7,963</b>	<b>6,592</b>	<b>20.8%</b>	<b>18.5%</b>	<b>4,013</b>	<b>3,240</b>	<b>23.9%</b>	<b>19.1%</b>
eCommerce sales penetration (%) <sup>3</sup>	12.5%	11.0%	158 bps	N/A	12.9%	11.1%	179 bps	N/A
Average weekly Group digital traffic (million) <sup>4</sup>	27.2	22.7	19.7%	N/A	27.4	23.0	18.9%	N/A

## F24 EBIT summary

\$ MILLION	F24 (53 WEEKS)	F23 (52 WEEKS)	CHANGE	CHANGE NORMALISED	H2 F24 (26 WEEKS)	H2 F23 (25 WEEKS)	CHANGE	CHANGE NORMALISED
<b>Before significant items</b>								
Australian Food	3,110	2,865	8.6%	6.0%	1,540	1,437	7.2%	2.2%
Australian B2B	122	63	92.7%	87.1%	51	14	244.6%	220.9%
New Zealand Food (AUD)	100	228	(56.0)%	(56.7)%	35	117	(70.6)%	(71.9)%
<i>New Zealand Food (NZD)</i>	108	249	(56.5)%	(57.2)%	37	127	(70.6)%	(72.0)%
BIG W	14	145	(90.4)%	(90.3)%	(40)	11	n.m.	n.m.
Other <sup>2</sup>	(123)	(185)	(33.3)%	(36.7)%	(55)	(100)	(44.6)%	(50.7)%
<b>Group EBIT before significant items</b>	<b>3,223</b>	<b>3,116</b>	<b>3.4%</b>	<b>1.1%</b>	<b>1,531</b>	<b>1,479</b>	<b>3.5%</b>	<b>(1.3)%</b>
Significant items	(1,607)	(117)	n.m.	n.m.	107	(41)	n.m.	n.m.
<b>Group EBIT</b>	<b>1,616</b>	<b>2,999</b>	<b>(46.1)%</b>	<b>(48.5)%</b>	<b>1,638</b>	<b>1,438</b>	<b>13.8%</b>	<b>8.9%</b>

Normalised growth has been adjusted to remove the impact of the 53<sup>rd</sup> week in F24

<sup>1</sup> Revenue in Australian B2B includes \$356 million (F23: \$351 million) of freight revenue received from suppliers for freight services provided on products sold by the Group. At the Group level, this revenue represents a reduction in the cost of the products and is reclassified as a reduction in cost of sales in Other, resulting in no change to EBIT

<sup>2</sup> Other comprises Petstock, Quantum and MyDeal (which are not considered separately reportable segments), as well as various support functions, including property and overhead costs, the Group's share of profit or loss of investments accounted for using the equity method and consolidation and elimination journals

<sup>3</sup> Group eCommerce penetration is calculated based on Australian Food, New Zealand Food, BIG W, Petstock and MyDeal sales only

<sup>4</sup> Group digital traffic metrics have been restated to reflect a change in reporting method

**Group sales** increased by 5.6% with normalised sales increasing by 3.7%. All segments other than BIG W reported sales growth on the prior year. Excluding Petstock, normalised sales increased by 3.1%. H2 sales increased by 6.9% with normalised sales growth of 3.0% or 1.7% excluding Petstock. Sales momentum slowed in H2 due to a combination of lower inflation and lower item growth in a more challenging economic environment with increased customer cross shopping and increased competition for the shopping basket.

**Group eCommerce sales** in F24 reached almost \$8 billion, with normalised sales up 18.5% compared to the prior year and 19.1% in H2. Penetration in F24 increased 158 bps to 12.5% with sales growth led by WooliesX eCom sales in Australian Food, which were consistently strong throughout the year.

Group normalised **gross margin (%)** increased by 56 bps driven by Australian Food. Gross margins in New Zealand Food and BIG W declined on the prior year reflecting a more competitive trading environment. In H2, normalised gross margin (%) increased by 35 bps.

Group normalised **CODB (%)** increased by 68 bps largely due to higher wage and other operating costs across all businesses and a moderation in sales growth rates. In H2, normalised CODB (%) increased by 55 bps with the lower increase than H1 reflecting productivity benefits, lower item growth and lower incentive outcomes.

**Group EBIT before significant items** increased by 3.4% for F24 with normalised EBIT on the same basis up 1.1%. Normalised H2 EBIT declined 1.3% as growth in Australian Food and Australian B2B was offset by a lower contribution from New Zealand Food and BIG W. The normalised F24 Group EBIT margin declined 12 bps and the Group H2 EBIT margin declined 20 bps.



## Group trading performance

**Finance costs** increased by 9.4% with a normalised increase of 7.6% largely reflecting an increase in borrowing costs on floating rate debt and an increase in net debt due to the acquisition of Petstock in H2.

**Income tax expense** before significant items increased by 7.8% with a normalised increase of 5.3%. The F24 effective tax rate of 30.7% reflected non-deductible expenses related to the long-term incentive plan.

**NPAT attributable to equity holders of the parent entity before significant items** declined by 0.6% to \$1,711 million with normalised NPAT on the same basis declining by 3.0% with the EBIT increase offset by higher finance costs and income tax expense.

**Significant items** after tax of \$1,603 million comprises the impairment in New Zealand Food of \$1,501 million and a loss of \$209 million related to the mark-to-market of the Group's investment in Endeavour Group disclosed at H1 as well as a gain of \$107 million related to the revaluation of put option liabilities over non-controlling interests.

**NPAT attributable to equity holders of the parent entity after significant items** was down 93.3% on the prior year to \$108 million.

# Australian Food

\$ MILLION	F24 (53 WEEKS)	F23 (52 WEEKS)	CHANGE	CHANGE NORMALISED
<b>Total sales</b>	<b>50,741</b>	<b>48,047</b>	<b>5.6%</b>	<b>3.7%</b>
<b>EBITDA</b>	<b>5,006</b>	<b>4,651</b>	<b>7.6%</b>	<b>5.8%</b>
Depreciation and amortisation	(1,896)	(1,786)	6.2%	5.5%
<b>EBIT</b>	<b>3,110</b>	<b>2,865</b>	<b>8.6%</b>	<b>6.0%</b>
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
Funds employed	9,883	9,647	2.5%	N/A
ROFE (%)	32.2	29.0	3.2 pts	2.5 pts
Scope 1 & 2 emissions (tonnes) <sup>1</sup>	1,516,197	1,668,070	(9.1)%	N/A

## Sales performance by business

\$ MILLION	F24 (53 WEEKS)	F23 (52 WEEKS)	CHANGE	CHANGE NORMALISED
Woolworths Food Retail (Stores and eCom) <sup>2</sup>	50,197	47,648	5.3%	3.4%
WooliesX (including eCom) <sup>3</sup>	6,615	5,414	22.2%	19.8%
Accelerator revenue (including eCom) <sup>4</sup>	155	64	141.6%	142.0%
Elimination of WooliesX eCom sales <sup>5</sup>	(6,226)	(5,079)	22.6%	20.2%
<b>Total Australian Food sales</b>	<b>50,741</b>	<b>48,047</b>	<b>5.6%</b>	<b>3.7%</b>

## Trading performance

**Australian Food** total sales in F24 increased 5.6% to \$50.7 billion with normalised growth of 3.7%. Normalised sales growth in H2 slowed to 1.8% reflecting lower inflation and lower item growth in Woolworths Food Retail. WooliesX normalised sales increased 19.8% in F24 with H2 sales growth of 18.4% driven by eCom, primarily by Same Day and Direct to Boot fulfilled through our store network. Accelerator revenue grew by 142% largely reflecting the continued expansion of MILKRUN in sub-60-minute delivery. Australian Food eCom (eComX and MILKRUN) normalised sales increased by 21.3% in F24 and by 20.6% in H2.

Normalised gross margin (%) increased by 76 bps in F24 with H2 increasing by 54 bps. Excluding Tobacco, gross margin (%) increased by 57 bps in F24 and by 37 bps in H2. Key drivers of gross margin included leveraging analytics to optimise promotions and product ranges, strong Cartology and service income growth and a benefit from cycling a collectibles program in the prior year. Other drivers included category mix benefits including a 19% decline in Tobacco sales, Long Life sales growing faster than Fresh, and improved commodity sourcing. Stockloss was well managed assisted by the roll out of new technology including Scan Assist across all stores.

Normalised CODB (%) increased 62 bps with H2 CODB (%) increasing by 52 bps. CODB (%) increases reflected the 6.25% increase in store team wages and superannuation from July, item growth, energy inflation and a higher online mix somewhat offset by lower incentive outcomes. Productivity initiatives such as enhanced inventory routines and eCom picking optimisation also helped to offset underlying cost inflation with a stronger contribution from productivity in H2.

Normalised depreciation and amortisation increased by 5.5% driven by new stores, renewals, supply chain and tech-enabled store and digital investments.

F24 EBIT of \$3,110 million increased by a normalised 6.0% largely driven by a 9.9% increase in H1 with H2 EBIT increasing by 2.2%. By business, WooliesX contributed approximately three quarters of the Australian Food EBIT growth. The F24 Australian Food EBIT margin was 6.1%, up 13 bps on a normalised basis with the H2 EBIT margin in line with H1 and H2 F23.

Segment results are before significant items and normalised growth has been adjusted to remove the impact of the 53<sup>rd</sup> week in F24

1 Emissions data reflects market-based reporting and ACCUs estimated to be issued in the period 1 July 2023 to 30 June 2024

2 Woolworths Food Retail includes Woolworths Supermarkets, Metro, WooliesX B2C eCom and Woolworths at Work

3 WooliesX includes B2C eCom and Woolworths at Work, Digital & Media, Rewards & Services and HomeRun

4 Accelerator revenue includes Everyday Market, MILKRUN and Healthylife. Everyday Market revenue represents commission revenue earned as an agent and does not reflect GMV. Accelerators are not included in Woolworths Food Retail or WooliesX

5 Eliminations reflect the reversal of WooliesX eCom sales which are included in both Woolworths Food Retail and WooliesX

## Woolworths Food Retail (Stores and eCom)

\$ MILLION	F24 (53 WEEKS)	F23 (52 WEEKS)	CHANGE	CHANGE NORMALISED
<b>Total sales</b>	<b>50,197</b>	<b>47,648</b>	<b>5.3%</b>	<b>3.4%</b>
<b>EBITDA</b>	<b>4,821</b>	<b>4,550</b>	<b>6.0%</b>	<b>4.2%</b>
Depreciation and amortisation	(1,815)	(1,712)	6.0%	5.3%
<b>EBIT</b>	<b>3,006</b>	<b>2,838</b>	<b>6.0%</b>	<b>3.5%</b>
EBIT to sales (%)	6.0	6.0	3 bps	0 bps
<b>Sales per square metre (\$)</b>	<b>19,723</b>	<b>18,921</b>	<b>4.2%</b>	<b>2.4%</b>

### Sales performance by business

\$ MILLION	F24 (53 WEEKS)	F23 (52 WEEKS)	CHANGE	CHANGE NORMALISED
Woolworths Supermarkets (store-originated) <sup>1</sup>	42,400	41,112	3.1%	1.3%
Metro (store-originated) <sup>1</sup>	1,571	1,457	7.8%	5.7%
eComX	6,226	5,079	22.6%	20.2%
<b>Woolworths Food Retail (Stores and eCom)</b>	<b>50,197</b>	<b>47,648</b>	<b>5.3%</b>	<b>3.4%</b>

### EBIT & DAP performance by business

\$ MILLION	F24 (53 WEEKS)	F23 (52 WEEKS)	CHANGE	CHANGE NORMALISED
Stores (including support costs)	2,805	2,749	2.1%	(0.2)%
eComX DAP	201	89	126.6%	119.2%
<b>Woolworths Food Retail (Stores and eCom)</b>	<b>3,006</b>	<b>2,838</b>	<b>6.0%</b>	<b>3.5%</b>

### Operating metrics

	Q4'24 (13 WEEKS)	Q3'24 (13 WEEKS)	Q2'24 (13 WEEKS)	Q1'24 (14 WEEKS)
<b>Customer metrics<sup>2</sup></b>				
VOC NPS (Store and Online)	47	42	50	48
Store-controllable VOC (%)	78	75	78	78
<b>Sales productivity metrics</b>	<b>NORMALISED ADJUSTED<sup>3</sup></b>	<b>ADJUSTED<sup>3</sup></b>		
Total sales growth	1.9%	1.5%	4.3%	6.1%
Comparable sales growth	1.3%	1.1%	3.8%	5.5%
<b>Volume productivity metrics</b>	<b>ADJUSTED<sup>3</sup></b>	<b>ADJUSTED<sup>3</sup></b>		
Comparable transactions growth	0.3%	0.3%	2.2%	4.0%
Comparable items per basket growth	0.0%	(0.8)%	(1.0)%	(2.4)%
Comparable item growth	0.4%	(0.5)%	1.2%	1.6%
<b>Change in average prices</b>				
Total	(0.6)%	(0.2)%	1.3%	2.0%
Total excluding Tobacco	(1.2)%	(0.7)%	0.9%	1.8%
Total excluding Tobacco and Fruit & Veg	(1.4)%	0.1%	1.9%	4.0%

Segment results are before significant items and normalised growth has been adjusted to remove the impact of the 53<sup>rd</sup> week in F24

<sup>1</sup> F23 Woolworths Supermarkets (store-originated) and Metro (store-originated) sales have been restated to reflect the conversion of nine Supermarkets to Metro in Q1

<sup>2</sup> Customer metrics represent the final month of the quarter

<sup>3</sup> Adjusted for the non-comparable timing of New Year's Day and Easter

### Trading performance

Customer metrics in Q4 improved materially compared to Q3 with VOC NPS (Store and Online) increasing five points to 47 and Store-controllable VOC increasing three points to 78%. Higher scores reflect improvements across all metrics in store and online over the half including Fruit & Veg and Availability with improving shelf availability a key focus following challenges in early Q3. Value for Money scores in Q4 improved four points compared to Q3; however, were down five points compared to the prior year with Value for Money remaining a key priority for F25. VOC NPS (Store and Online) ended the year two points below the prior year with Store-controllable VOC flat compared to the prior year.

Woolworths Food Retail total sales increased by 5.3% in F24 to \$50.2 billion with normalised sales up 3.4% (4.7% ex Tobacco) driven by item growth of 1.3% (1.4% ex Tobacco) and inflation. Item growth was mainly driven by Fresh due to lower prices and improved availability in Fruit & Vegetables and Meat. In Long Life, item growth in Grocery Food was offset by a decline in Everyday Needs. In H2, normalised sales growth slowed to 1.5% (2.7% ex Tobacco) with inflation moderating materially and item growth slowing as customers managed tight household budgets and cross-shopped more. Normalised adjusted sales in Q4 increased 1.9% with a return to item growth in the quarter.

Woolworths Supermarkets (store-originated) sales in F24 were \$42.4 billion, up a normalised 1.3% (2.5% ex Tobacco) compared to the prior year. Strong customer demand for eCom services continued throughout the year with normalised sales growth of 20.2%. In H2, store-originated normalised sales declined by 0.7% (+0.3% ex Tobacco) with eCom sales growth of 19.0%.

Metro (store-originated) normalised sales increased by 5.7% supported by the opening of seven new Neighbourhood stores and improved customer mobility benefitting On the Go stores.

Woolworths Food Company's Own and Exclusive brand normalised sales grew 5.1% in F24 with item growth of 3.0%. Long Life sales increased by 9.4% driven by strong growth across Pantry, Drinks and Household Care and Fresh sales increased 4.3% driven by Bakery, Poultry and Everyday Chilled, including milk and cream.

As cost-of-living pressures continued to impact household budgets, we helped our customers find value through four Seasonal and a Christmas Prices Dropped campaign, more than 3,000 products on Everyday Low Price, Everyday Rewards 'Boost your Budget' campaigns and personalised Member offers.

We also continued to pass on lower prices for customers with average prices in Q4 decreasing by 0.6% compared to the prior year, a further moderation from Q3 (-0.2%). While Fruit & Vegetables deflation eased in Q4 due to cycling improved supply, prices remained below the prior year largely driven by lower Fruit prices. Meat prices also continued to decline with average prices 6.4% below Q4 in the prior year reflecting lower livestock prices passed on to customers. Moderating deflation in Fruit & Veg and Meat was offset somewhat by lower inflation in Long Life categories and deflation in Everyday Needs.

Woolworths Food Retail's normalised sales per square metre increased by 2.4% with sales growth higher than average space growth of 1.2%. In F24, 16 net new stores (including three Metros) were opened, and 49 renewals were completed with five net new stores and 19 renewals in Q4. At the end of the year, the total fleet comprised 1,006 Woolworths Supermarkets, 105 Metros, 727 Direct to Boot locations, seven CFCs and two eStores.

Woolworths Food Retail EBIT of \$3,006 million increased by a normalised 3.5% supported by a material improvement in eCom profitability of 119% during the year. The F24 EBIT margin of 6.0% was in line with F23.

We continued to grow our mini woolies program opening 24 new mini woolies stores during the year, now with 66 locations across Australia. Together with our customers, Woolworths provided the equivalent of over 26 million meals to Australians in need in partnership with our food relief partners and diverted 85% of total food waste. As the official Olympic and Paralympics partner, we continued to support community sport with a donation of \$1 million to Australian grassroots sporting clubs.

## WooliesX (including eCom)

\$ MILLION	F24 (53 WEEKS)	F23 (52 WEEKS)	CHANGE	CHANGE NORMALISED
<b>Total sales</b>	<b>8,227</b>	<b>6,432</b>	<b>27.9%</b>	<b>25.4%</b>
<b>DAP &amp; EBIT before depreciation and amortisation</b>	<b>548</b>	<b>340</b>	<b>61.0%</b>	<b>57.9%</b>
Depreciation and amortisation	(186)	(159)	17.3%	17.0%
<b>DAP &amp; EBIT</b>	<b>362</b>	<b>181</b>	<b>99.3%</b>	<b>93.8%</b>
DAP & EBIT to sales (%)	4.4	2.8	157 bps	154 bps

### Sales performance by platform

\$ MILLION	F24 (53 WEEKS)	F23 (52 WEEKS)	CHANGE	CHANGE NORMALISED
eComX (B2C and Woolworths at Work)	6,226	5,079	22.6%	20.2%
Digital & Media (idX & Cartology), Rewards & Services (EverydayX) and HomeRun <sup>1</sup>	2,001	1,353	47.9%	45.2%
<b>WooliesX total sales</b>	<b>8,227</b>	<b>6,432</b>	<b>27.9%</b>	<b>25.4%</b>
Eliminations and reclassifications <sup>2</sup>	(1,612)	(1,018)	58.5%	55.4%
<b>WooliesX sales after eliminations and reclassifications</b>	<b>6,615</b>	<b>5,414</b>	<b>22.2%</b>	<b>19.8%</b>

### DAP & EBIT performance by platform

\$ MILLION	F24 (53 WEEKS)	F23 (52 WEEKS)	CHANGE	CHANGE NORMALISED
eComX DAP	201	89	126.6%	119.2%
Digital & Media (idX & Cartology), Rewards & Services (EverydayX), HomeRun and Digital Technology & Support EBIT	161	92	73.3%	69.6%
<b>WooliesX DAP &amp; EBIT</b>	<b>362</b>	<b>181</b>	<b>99.3%</b>	<b>93.8%</b>

### eComX metrics

	Q4'24 (13 WEEKS)	Q3'24 (13 WEEKS)	Q2'24 (13 WEEKS)	Q1'24 (14 WEEKS)
<b>Customer metrics<sup>3</sup></b>				
B2C Online VOC NPS (eCom and Digital)	60	58	62	61
<b>eCommerce sales metrics</b>				
eCommerce sales (\$ million)	1,618	1,539	1,510	1,559
	NORMALISED ADJUSTED <sup>4</sup>	ADJUSTED <sup>4</sup>		
eCommerce sales growth	18.0%	19.7%	24.4%	18.4%
eCommerce penetration	13.4%	12.4%	11.9%	12.0%
Pick up mix (% of eCommerce sales)	41.0%	40.7%	39.9%	39.7%

### Digital metrics

	Q4'24 (13 WEEKS)	Q3'24 (13 WEEKS)	Q2'24 (13 WEEKS)	Q1'24 (14 WEEKS)
<b>Food and Everyday digital platforms</b>				
Average weekly traffic (million)	19.9	19.3	19.5	17.5
Average weekly traffic growth (year on year)	22.2%	22.9%	21.4%	25.2%
<b>Group digital platforms</b>				
Average weekly traffic (million)	27.8	27.0	29.3	24.9
Average weekly traffic growth (year on year)	19.3%	18.4%	17.0%	24.5%

### Everyday Rewards metrics

	Q4'24 (13 WEEKS)	Q3'24 (13 WEEKS)	Q2'24 (13 WEEKS)	Q1'24 (14 WEEKS)
Active members (million) <sup>5</sup>	9.8	9.7	9.4	9.2
Scan rate (% of transactions) <sup>6</sup>	59.6	58.4	57.5	56.2
Tag rate (% of sales) <sup>6</sup>	73.3	72.1	71.3	70.0

### Trading performance

**WooliesX** total sales in F24 increased 27.9% to \$8,227 million with a normalised increase of 25.4% and growth across all platforms. In H2, normalised sales increased 23.3%. DAP & EBIT of \$362 million increased by a normalised 93.8% reflecting the strong sales growth, a material improvement in eCom profitability and higher EBIT from Digital & Media, Rewards & Services and HomeRun. WooliesX was a key driver of Australian Food F24 sales and EBIT growth.

In **eComX**, B2C Online VOC NPS ended the year at 60, increasing two points compared to Q3 and down one point on the prior year. Customer scores increased across all Pick up, Delivery and On Demand propositions in Q4 reflecting improved Range Satisfaction, Product Availability and Value for Money scores as well as digital enhancements including Best Unit Price filter and Track my Order real time delivery tracking.

eComX sales in F24 of \$6,226 million increased by a normalised 20.2%. Normalised H2 sales increased by 19.0% with Q4 normalised adjusted sales growth of 18.0% taking eCom penetration to 13.4% in the quarter, up 183 bps on the prior year. Growth continued to be driven by Same Day and On Demand propositions with 86% of B2C orders now delivered within 24 hours of order placement, an increase of 6% on the prior year. In Q4, active eCom B2C customers increased by 12% on the prior year reaching the milestone of one million customers, with engaged and loyal customers a key driver of sales growth.

Direct to Boot continued to grow in popularity with pick up mix reaching 41% in Q4. A further 13 locations were added in H2 with 727 Direct to Boot locations by the end of the year. Direct to Boot Now, a sub-60-minute service launched in Q3, is already available in 307 stores.

Woolworths at Work normalised sales growth of 23.3% in F24 was driven by growth in existing customers and feature expansion including recurring orders and an in-store card for shopping on business line of credit.

eComX DAP in F24 was \$201 million, increasing by a normalised 119.2% on the prior year with the DAP margin increasing 148 bps to 3.2%. In H2, eComX DAP was \$102 million, a normalised increase of 77.6%. The improvement was driven by strong sales growth, higher pick up mix, efficiencies from growth in items per basket and targeted customer acquisition and retention initiatives. This was supported by productivity initiatives including team picking algorithms, optimisation of delivery mix between fleet and partner driver network and fleet routing optimisation.

In **Digital & Media**, weekly average traffic to Group digital platforms reached 27.8 million in Q4, up 19.3% on the prior year driven by increased traffic to the Woolworths and Everyday Rewards apps. Weekly average traffic to Food and Everyday digital platforms reached 19.9 million in Q4, up 22.2% on the prior year with Woolworths app users increasing by 24.3%. A new digital tool, Best Unit Price, was launched during the year to help customers find the lowest unit price for items as well as enhancements to the web and home pages to promote existing digital tools such as Shopping Lists and Recipes.

Cartology revenue increased by 9% supported by strong digital advertising growth including Cartology Promoted Products, front-of-store screens and BIG W. Highlights for the year included the roll out of around 400 Health & Beauty screens across Woolworths Supermarkets, a new partnership with Vicinity Centres adding around 1,000 screens to over 50 shopping centres and the launch of onsite brand video content on the website.

**Everyday Rewards & Services** normalised sales increased 13.2% in F24. Everyday Rewards active members reached 9.8 million, with more than 770,000 new members joining the program during the year including 162,000 in Q4. Member engagement continues to strengthen with weekly active app users increasing to two million and scan and tag rates increasing by approximately four points on the prior year, reflecting improved in-store presence and online engagement, particularly during Boost your Budget campaigns.

**HomeRun** was launched in H1 to bring together the Group's last mile delivery capabilities. During the year, through existing fleet and crowd partners, HomeRun delivered 20 million orders, driving efficiency through reduced delivery cost per order and improved customer convenience.

Segment results are before significant items and normalised growth has been adjusted to remove the impact of the 53<sup>rd</sup> week in F24

1 HomeRun is the Group's last mile delivery service provider

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 Customer metrics represent the final month of the quarter

4 Adjusted for the non-comparable timing of New Year's Day and Easter

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

6 Woolworths Supermarkets only (Stores and eCom)



# Australian B2B

\$ MILLION	F24 (53 WEEKS)	F23 (52 WEEKS)	CHANGE	CHANGE NORMALISED
<b>Total sales</b>	<b>4,589</b>	<b>4,324</b>	<b>6.1%</b>	<b>4.3%</b>
<b>EBITDA</b>	<b>250</b>	<b>176</b>	<b>41.8%</b>	<b>39.6%</b>
Depreciation and amortisation	(128)	(113)	13.4%	13.1%
<b>EBIT</b>	<b>122</b>	<b>63</b>	<b>92.7%</b>	<b>87.1%</b>
EBIT to sales (%)	2.7	1.5	120 bps	116 bps
Funds employed	1,325	1,286	3.0%	N/A
ROFE (%)	9.3	5.0	4.3 pts	4.0 pts
Scope 1 & 2 emissions (tonnes) <sup>1</sup>	73,121	73,585	(0.6)%	

## Sales performance by business

\$ MILLION	F24 (53 WEEKS)	F23 (52 WEEKS)	CHANGE	CHANGE NORMALISED
B2B Food (Woolworths Food Company 3 <sup>rd</sup> party)	3,305	3,126	5.7%	3.7%
B2B Supply Chain (Primary Connect 3 <sup>rd</sup> party)	1,284	1,198	7.1%	5.9%
<b>Total Australian B2B sales</b>	<b>4,589</b>	<b>4,324</b>	<b>6.1%</b>	<b>4.3%</b>

Segment results are before significant items and normalised growth has been adjusted to remove the impact of the 53<sup>rd</sup> week in F24

<sup>1</sup> Emissions data reflects market-based reporting and ACCUs estimated to be issued in the period 1 July 2023 to 30 June 2024

## Trading performance

**Australian B2B** total sales increased by 6.1% to \$4,589 million with normalised sales increasing by 4.3%. Normalised H2 sales increased by 5.9%. Excluding exited businesses, normalised Australian B2B total sales increased by 6.7%.

**B2B Food** normalised sales increased by 3.7% in F24 led by strong growth in PFD. PFD's key segments of Food Service, Key Accounts and QSR all grew strongly on the prior year delivering overall growth of 9%. PFD growth was partially offset by lower AGW sales due to cycling unprofitable meat sales that were exited in H2 F23, as well as the closure of Woolworths International and the sale of Summergate in F23.

**B2B Supply Chain** normalised sales increased by 5.9% in F24 due to new cross-dock warehouse openings in PC+ and growth in SIW.

**Australian B2B** F24 EBIT of \$122 million increased by a normalised 87.1% with H2 EBIT of \$51 million increasing by a normalised 221% compared to the prior year. The F24 EBIT margin increased to 2.7% from 1.5% in F23 with EBIT growth largely driven by cycling losses in the prior year in Woolworths International and Summergate, and EBIT growth in PC+.

ROFE of 9.3% increased by a normalised 4.0 pts reflecting the EBIT growth during the year.

# New Zealand Food

\$ MILLION (NZD)	F24 (53 WEEKS)	F23 (52 WEEKS)	CHANGE	CHANGE NORMALISED
<b>Total sales</b>	<b>8,166</b>	<b>7,912</b>	<b>3.2%</b>	<b>1.3%</b>
<b>EBITDA</b>	<b>449</b>	<b>572</b>	<b>(21.4)%</b>	<b>(22.1)%</b>
Depreciation and amortisation	(341)	(323)	5.6%	4.9%
<b>EBIT</b>	<b>108</b>	<b>249</b>	<b>(56.5)%</b>	<b>(57.2)%</b>
Gross margin (%)	22.5	23.1	(58) bps	(58) bps
CODB (%)	21.2	20.0	124 bps	124 bps
EBIT to sales (%)	1.3	3.2	(182) bps	(182) bps
Sales per square metre (\$)	18,901	18,208	3.8%	1.9%
Funds employed	3,415	4,745	(28.0)%	N/A
ROFE (%)	2.8	5.2	(2.4) pts	(2.4) pts
Scope 1 & 2 emissions (tonnes) <sup>1</sup>	50,642	62,255	(18.7)%	N/A

## Sales performance by business

\$ MILLION (NZD)	F24 (53 WEEKS)	F23 (52 WEEKS)	CHANGE	CHANGE NORMALISED
Woolworths New Zealand Supermarkets (store-originated)	6,412	6,277	2.2%	0.3%
Franchise and other revenue <sup>2</sup>	679	633	7.2%	5.3%
eCommerce	1,075	1,002	7.2%	5.0%
<b>Total New Zealand Food sales</b>	<b>8,166</b>	<b>7,912</b>	<b>3.2%</b>	<b>1.3%</b>

## Operating metrics

	Q4'24 (13 WEEKS)	Q3'24 (13 WEEKS)	Q2'24 (13 WEEKS)	Q1'24 (14 WEEKS)
<b>Customer metrics</b>				
VOC NPS (Store and Online)	36	34	43	38
Store-controllable VOC (%)	78	77	78	77
<b>Sales productivity metrics</b>	NORMALISED ADJUSTED <sup>3</sup>	ADJUSTED <sup>3</sup>		
Total sales growth	0.1%	1.0%	1.7%	2.8%
Comparable sales growth	1.1%	1.5%	2.5%	2.6%
<b>Volume productivity metrics</b>	ADJUSTED <sup>3</sup>	ADJUSTED <sup>3</sup>		
Comparable transactions growth	2.3%	3.6%	5.2%	4.8%
Comparable items per basket growth	(0.6)%	(2.6)%	(4.2)%	(8.9)%
Comparable item growth	1.7%	0.9%	0.8%	(4.5)%
<b>Change in average prices</b>				
Total <sup>4</sup>	(2.3)%	(0.6)%	1.7%	6.3%

## WooliesX New Zealand

	Q4'24 (13 WEEKS)	Q3'24 (13 WEEKS)	Q2'24 (13 WEEKS)	Q1'24 (14 WEEKS)
<b>Customer metrics</b>				
Online VOC NPS (eCom and Digital)	47	46	56	52
<b>eCommerce sales metrics</b>				
eCommerce sales (NZD million)	283	252	267	273
	NORMALISED ADJUSTED <sup>3</sup>	ADJUSTED <sup>3</sup>		
eCommerce sales growth	13.0%	9.3%	4.7%	(4.2)%
eCommerce penetration	14.3%	12.4%	12.6%	13.2%
<b>Loyalty</b>				
Active Everyday Rewards members (million) <sup>5</sup>	1.6	1.5	-	-
Scan rate (% of transactions)	60.0	52.1	57.9	58.8
Tag rate (% of sales)	75.8	68.3	74.6	75.2

# New Zealand Food

## Trading performance

**Progress on New Zealand Food's** multi-year transformation was reflected in an improvement in key customer metrics in Q4. While VOC NPS (Store and Online) of 36 ended down two points compared to the prior year, it was up two points compared to Q3. Store-controllable VOC of 78% increased one point on Q3 and two points compared to the prior year with Fresh improvements and the reset of key price mechanics driving improved scores in Fruit & Vegetables and Value for Money. Availability scores also increased due to store service level improvements.

New Zealand Food's total sales increased by 3.2% in F24 to \$8,166 million with normalised sales growth of 1.3%. H2 normalised sales increased by 0.3% with H2 comparable sales increasing by 1.3%. F24 items declined reflecting weak consumer demand and a highly competitive trading environment but returned to growth in Q4.

Average prices continued to moderate significantly declining 2.3% in Q4. The decline was driven by deflation in Fruit & Vegetables, combined with lower cost price increases and continued investment in value for customers including through Everyday Rewards since its launch in February.

Franchise and other revenue increased by 5.3% with sales growth driven by three new FreshChoice stores and the conversion of sixteen SuperValue stores to FreshChoice during the year.

eCom sales of \$1,075 million increased by a normalised 5.0% in F24. Sales momentum improved in H2, with normalised adjusted growth of 13.0% in Q4 and penetration reaching 14.3%. As part of Woolworths New Zealand's transformation, investment in convenient same day delivery propositions including Express pick up and delivery and MILKRUN is supporting strong growth with MILKRUN now available in 57 stores and Direct to Boot in 43 stores.

Normalised sales per square metre increased by 1.9% reflecting sales growth and an average space reduction of 0.6%. During the year Woolworths New Zealand opened two new stores (including one eStore), closed four stores and completed eight renewals. At the end of the year, the total store network of 262 stores comprised 188 Supermarkets, 19 SuperValue and 55 FreshChoice franchise stores.

Normalised gross margin (%) decreased 58 bps compared to the prior year with H2 gross margin (%) declining by 100 bps. This was primarily driven by investment in value and the reset of pricing mechanics in an extremely competitive market. While higher freight costs and the Everyday Rewards program launch also contributed to the reduction in gross margin, this was partially offset by an improvement in stockloss and cycling a collectible program in the prior year.

Normalised CODB (%) increased 124 bps primarily reflecting the store team wage increase of 7% in July, transformation costs and modest sales growth, particularly in H2. Normalised H2 CODB (%) increased by 139 bps. Normalised depreciation and amortisation increased by 4.9% due to investment in the store network, including the rebranding of stores and supply chain investments.

F24 EBIT of \$108 million declined by a normalised 57.2% with an EBIT margin of 1.3%. In H2, EBIT of \$37 million declined by a normalised 72.0%.

ROFE declined 2.4 pts to 2.8% primarily reflecting lower EBIT offset somewhat by a reduction in funds employed due to the New Zealand Food impairment disclosed at H1.

During the year we launched our mini woolies program in New Zealand with the opening of two mini woolies at Somerville School in Panmure and Central Auckland Specialist School, with plans to roll out more stores in F25. Woolworths New Zealand received its first Accessibility Tick and maintained the Rainbow Tick accreditation for the sixth consecutive year, recognising our ongoing commitment to disability and LGBTQ+ inclusion.

Segment results are before significant items and normalised growth has been adjusted to remove the impact of the 53<sup>rd</sup> week in F24

1 Emissions data reflects market-based reporting for the period 1 July 2023 to 30 June 2024

2 Includes franchise and export sales

3 Adjusted for the non-comparable timing of New Year's Day and Easter

4 Q3 average price change has been restated

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

\$ MILLION	F24 (53 WEEKS)	F23 (52 WEEKS)	CHANGE	CHANGE NORMALISED
<b>Total sales</b>	<b>4,685</b>	<b>4,785</b>	<b>(2.1)%</b>	<b>(3.9)%</b>
<b>EBITDA</b>	<b>225</b>	<b>348</b>	<b>(35.1)%</b>	<b>(35.6)%</b>
Depreciation and amortisation	(211)	(203)	4.4%	3.5%
<b>EBIT</b>	<b>14</b>	<b>145</b>	<b>(90.4)%</b>	<b>(90.3)%</b>
Gross margin (%)	30.3	31.6	(135) bps	(133) bps
CODB (%)	30.0	28.6	138 bps	139 bps
EBIT to sales (%)	0.3	3.0	(273) bps	(272) bps
Sales per square metre (\$)	4,620	4,756	(2.9)%	(4.7)%
Funds employed	1,406	1,424	(1.2)%	N/A
ROFE (%)	1.0	11.1	(10.0) pts	(10.0) pts
Scope 1 & 2 emissions (tonnes) <sup>1</sup>	82,488	103,061	(20.0)%	N/A

## Sales performance by business

\$ MILLION	F24 (53 WEEKS)	F23 (52 WEEKS)	CHANGE	CHANGE NORMALISED
BIG W (store-originated)	4,199	4,303	(2.4)%	(4.2)%
eCommerce	486	482	0.9%	(1.3)%
<b>Total BIG W sales</b>	<b>4,685</b>	<b>4,785</b>	<b>(2.1)%</b>	<b>(3.9)%</b>

## Operating metrics

	Q4'24 (13 WEEKS)	Q3'24 (13 WEEKS)	Q2'24 (13 WEEKS)	Q1'24 (14 WEEKS)
<b>Customer metrics</b>				
VOC NPS (Store and Online)	62	61	60	62
Store-controllable VOC (%)	82	82	80	82
<b>Sales productivity metrics</b>	NORMALISED ADJUSTED <sup>2</sup>	ADJUSTED <sup>2</sup>		
Total sales growth	(1.7)%	(4.9)%	(3.1)%	(5.5)%
Comparable sales growth	(2.1)%	(5.1)%	(3.1)%	(5.6)%
<b>Volume productivity metrics</b>	ADJUSTED <sup>2</sup>	ADJUSTED <sup>2</sup>		
Comparable transactions growth	0.9%	(2.3)%	(1.4)%	(4.3)%
Comparable items per basket growth	0.4%	(1.8)%	(3.4)%	(3.4)%
Comparable item growth	1.2%	(4.1)%	(4.8)%	(7.6)%

## BIG W X

	Q4'24 (13 WEEKS)	Q3'24 (13 WEEKS)	Q2'24 (13 WEEKS)	Q1'24 (14 WEEKS)
<b>Customer metrics</b>				
Online VOC NPS (eCom and Digital)	61	63	58	66
<b>eCommerce sales metrics</b>				
eCommerce sales (\$ million)	117	86	173	110
	NORMALISED ADJUSTED <sup>2</sup>	ADJUSTED <sup>2</sup>		
eCommerce sales growth	0.5%	(4.6)%	0.1%	(2.0)%
eCommerce penetration	10.7%	8.5%	11.8%	9.7%
<b>Loyalty</b>				
Everyday Rewards scan rate (% of transactions)	58.0	57.0	56.5	54.7

## Trading performance

**BIG W's** overall performance has been materially impacted by the challenging trading environment in F24. Despite this, customer metrics remained strong in F24 and were broadly stable on prior periods. Store-controllable VOC was 82%, in line with Q3 and down one point on the prior year. VOC NPS (Store and Online) ended the year at 62, up one point on Q3 and down one point on the prior year. Providing more consistent eCom experiences and availability are key focus areas for F25.

BIG W's total sales in F24 decreased 2.1% to \$4,685 million with a normalised decrease of 3.9% driven by item declines reflecting increasing customer caution as the year progressed. Normalised H2 sales decreased by 3.6%. Sales momentum improved through Q4 boosted by eCom and a successful Toy Sale event leading to item and transaction growth.

Across BIG W's four trading segments, Everyday sales were broadly flat with growth in Beauty Care and bulk offerings in Household Cleaning offsetting slower sales in Pet and Baby. In Play, Books and Toys were a highlight but overall sales were impacted by trading down to lower priced items. Over the year, Clothing and Home were most impacted due to longer lead-times on product and range enhancements. Clothing was also affected by a slow start to Autumn/Winter and Home sales by availability challenges caused by range changes. However, item growth in both segments improved in Q4.

Key transformation initiatives gained momentum during the year including the transition to Group platforms for range and space management, promotional planning and smart clearance activity in H2. The full Clothing range was also reset during the year with fewer styles, lower price points, more investment in all-year ranges and a focus on fit excellence, with new products available in store in Q1 F25. A new BIG W was also opened during the year in Stanhope Gardens in Sydney to trial a more modern store design.

BIG W online GMV (including 1P eCom sales and BIG W Market) increased by 6.4% in F24 with BIG W Market GMV sales of \$44 million. Traffic to the BIG W website increased by 11.2% supported by the 3P range expansion to around 100,000 items following the launch of BIG W Market in November, leveraging the MyDeal technology platform. BIG W X's reportable eCom sales of \$486 million were broadly in line with the prior year with eCom penetration increasing by 28 bps to 10.3%. BIG W app usage also continued to grow with active app users reaching 278,000 in Q4. Everyday Rewards scan rates increased to 58.0% in Q4 due to growth in active members driven by partnering on key events.

Normalised gross margin (%) decreased 133 bps compared to the prior year with H2 decreasing by 119 bps. The decline was mainly driven by customers shifting to lower priced items within categories, increased clearance activity in Autumn/Winter clothing, price investment and stockloss, partially offset by supply chain productivity improvements. Stockloss initiatives during the year included a targeted program across the highest risk categories and stores, with further investment planned in F25.

Normalised CODB (%) increased 139 bps compared to the prior year with H2 CODB (%) increasing 130 bps. Dollar CODB increased by 0.8% in F24 despite material wage rate increases due to strong cost control across above-store and volume-based measures. Productivity benefits in store partially offset higher wages with a focus on simplification.

F24 EBIT of \$14 million declined by a normalised 90.3% with the H2 LBIT of \$40 million reflecting the challenging trading environment, increased Autumn/Winter clearance activity and higher stockloss.

Closing inventory was 6% above the prior year; however, average inventory days declined on the prior year as purchases were reduced to reflect softer trading. Closing inventory health improved with the proportion of 'aged and quit' stock below the prior year. Despite the closing inventory increase, funds employed declined reflecting the reduction in BIG W's weighted average lease term. ROFE was down 10 pts reflecting the EBIT decline.

In partnership with our customers, BIG W donated \$79,000 to the Australian Literacy and Numeracy Foundation during the year and continued its support for the Breakfast Library program, as well as donating over \$1 million for children's hospitals and research institutes across the country. BIG W also worked with Good360 to donate surplus goods to communities in need, raising close to \$70,000 for their EveryOne Day fundraiser and collecting over 42,000 gifts across stores for families in need through local charity partners as part of the Giving Tree initiative.

Segment results are before significant items and normalised growth has been adjusted to remove the impact of the 53<sup>rd</sup> week in F24

1 Emissions data reflects market-based reporting and ACCUs estimated to be issued in the period 1 July 2023 to 30 June 2024

2 Adjusted for the non-comparable timing of New Year's Day and Easter

## Other

\$ MILLION	F24 (53 WEEKS)	F23 (52 WEEKS)	CHANGE	CHANGE NORMALISED
<b>Gross revenue</b>	<b>712</b>	<b>249</b>	<b>186.4%</b>	<b>186.4%</b>
Eliminations <sup>1</sup>	(356)	(351)	1.5%	(0.3)%
<b>Total revenue</b>	<b>356</b>	<b>(102)</b>	<b>n.m.</b>	<b>n.m.</b>
<b>EBITDA</b>	<b>104</b>	<b>(5)</b>	<b>n.m.</b>	<b>n.m.</b>
Depreciation and amortisation	(227)	(180)	25.6%	25.6%
<b>LBIT</b>	<b>(123)</b>	<b>(185)</b>	<b>(33.3)%</b>	<b>(36.7)%</b>

### Loss before interest and tax

\$ MILLION	F24 (53 WEEKS)	F23 (52 WEEKS)	CHANGE	CHANGE NORMALISED
Petstock	28	-	n.m.	n.m.
Endeavour Group	50	69	(28.4)%	(28.4)%
Other	(201)	(254)	(21.1)%	(23.5)%
<b>LBIT</b>	<b>(123)</b>	<b>(185)</b>	<b>(33.3)%</b>	<b>(36.7)%</b>

**Other** includes Group functions such as Property, Group overheads as well as the consolidated results of the Petstock, Quantum, MyDeal businesses and the Group's investment in Endeavour Group.

Gross revenue increased from \$249 million to \$712 million in F24 largely reflecting the inclusion of Petstock revenue of \$426 million following the acquisition of a 55% interest in early January. On an underlying basis, Petstock revenue was broadly in line with the prior year. In July, Petstock disposed of 41 retail stores and 25 co-located veterinary clinics under an undertaking to the ACCC.

Quantum revenue increased due to growth in its Consumer and Retail verticals and MyDeal contributed a full year of revenue compared to a partial period in the prior year. Woolworths MarketPlus GMV<sup>2</sup> (Everyday Market, BIG W market and MyDeal) increased 12.1% with a strong increase in Everyday Market and BIG W Market offsetting a decline in MyDeal.

EBITDA increased to \$104 million reflecting the contribution from Petstock of \$60 million, property sales and lower analytics and M&A costs. This was partially offset by a lower Endeavour Group contribution due to a lower shareholding in F24 as well as a change in accounting treatment reflecting a loss of significant influence whereby from H2 only dividend income is recognised.

Depreciation and amortisation increased by 25.6% largely due to a \$32 million increase related to the acquisition of Petstock.

F24 LBIT of \$123 million decreased by \$62 million compared to the prior year.

Segment results are before significant items and normalised growth has been adjusted to remove the impact of the 53<sup>rd</sup> week in F24

<sup>1</sup> Revenue in Australian B2B includes \$356 million (F23: \$351 million) of freight revenue received from suppliers for freight services provided on products sold by the Group. At the Group level, this revenue represents a reduction in the cost of the products and is reclassified as a reduction in cost of sales in Other, resulting in no change to EBIT

<sup>2</sup> Everyday Market and BIG W Market revenue reported in Australian Food and BIG W segments respectively



# Significant items

\$ MILLION	F24 PROFIT/(LOSS) BEFORE TAX
New Zealand Food impairment	(1,505)
Loss of significant influence over Endeavour Group	(209)
Revaluation of put option liabilities over non-controlling interests	107
<b>Total Group significant items before income tax</b>	<b>(1,607)</b>
Income tax benefit <sup>1</sup>	4
<b>Total Group significant items</b>	<b>(1,603)</b>

<sup>1</sup> There is no tax impact on the goodwill impairment of \$1,492 million included in the New Zealand Food impairment, the loss of significant influence over Endeavour Group, and the revaluation of put option liabilities over non-controlling interests as these items are non-deductible or non-assessable for tax purposes. The income tax benefit for the current period relates to the tax impact on the impairment of property, plant and equipment of \$13 million included in the New Zealand Food impairment of \$1,505 million.

Individually significant items have been highlighted to help better understand the financial performance of the Group during the period.

## New Zealand Food impairment

During the half-year ended 31 December 2023, the trading performance of New Zealand Food continued to be impacted by a challenging economic environment and competitive landscape. Whilst progress was made during the period on the New Zealand Food transformation agenda, including improved customer metrics, the ongoing challenging environment led to a review of its forecasts for the next three years and recoverable amount.

As a result, the carrying value of New Zealand Food exceeded its recoverable amount and a non-cash impairment of \$1,492 million (NZ \$1,613 million) was recognised against goodwill within intangible assets. In addition, the Group recognised a \$13 million (NZ \$14 million) impairment loss relating to property, plant and equipment, as a result of the transformation and rebranding of Countdown stores to Woolworths New Zealand. Notwithstanding that momentum improved towards the end of the period, trading performance continued to be impacted by a challenging economic environment. As at 30 June 2024, no further impairment was recognised.

A total impairment loss of \$1,505 million was recognised as a significant item during the period.

## Loss of significant influence over Endeavour Group

In H1 the Group discontinued the equity method of accounting and recognised its investment in Endeavour Group as a financial asset at fair value through equity with a loss of \$209 million, which represents the difference between the derecognition of the carrying value of its equity accounted investment and the fair value of its investment in Endeavour Group as at 31 December 2023.

On 3 May 2024, the Group sold a 5% equity interest in Endeavour Group for \$466 million (net of transaction costs) and no gain or loss was recognised as the investment is measured at fair value through other comprehensive income.

## Revaluation of put option liabilities over non-controlling interests

The Group has recognised put option liabilities over its non-controlling interests of PFD, Quantum and MyDeal. At each reporting period the put option liabilities are reassessed to reflect the present value of the Group's best estimate of the amounts expected to be paid at the estimated time of exercise. During the period, a net revaluation gain of \$107 million was recognised, which largely related to the revised revaluation of the PFD put option liability due to changes in key assumptions, including EBITDA, net debt, discount rate, and expected exercise date. The minority shareholders have exercised their put option effective 30 June 2024 and the Group will acquire the remaining 35% of PFD in H1 F25. The F24 EBITDA of PFD (the basis of the put option liability) was ahead of the Group's original acquisition case for PFD.

# Group balance sheet

## Group balance sheet as at 30 June 2024

\$ MILLION	30 JUNE 2024	25 JUNE 2023	CHANGE
Inventories	4,187	3,698	489
Trade payables	(5,815)	(5,621)	(194)
<b>Net investment in inventory</b>	<b>(1,628)</b>	<b>(1,923)</b>	<b>295</b>
Trade, other receivables and prepayments	1,358	1,319	39
Other creditors, provisions and other liabilities	(4,590)	(4,559)	(31)
Property, plant and equipment and investments	10,319	10,082	237
Net assets held for sale	162	250	(88)
Intangible assets	4,873	5,693	(820)
Lease assets	9,604	9,467	137
Other assets	390	413	(23)
<b>Total funds employed</b>	<b>20,488</b>	<b>20,742</b>	<b>(254)</b>
Net tax balances	1,261	1,248	13
<b>Net assets employed</b>	<b>21,749</b>	<b>21,990</b>	<b>(241)</b>
Cash and borrowings	(3,280)	(2,620)	(660)
Derivatives	(80)	(60)	(20)
<b>Net debt (including derivatives and excluding lease liabilities)</b>	<b>(3,360)</b>	<b>(2,680)</b>	<b>(680)</b>
Lease liabilities	(12,144)	(11,980)	(164)
<b>Total net debt (including derivatives)</b>	<b>(15,504)</b>	<b>(14,660)</b>	<b>(844)</b>
Put option liabilities over non-controlling interests	(675)	(765)	90
<b>Net assets</b>	<b>5,570</b>	<b>6,565</b>	<b>(995)</b>
Non-controlling interests	162	140	22
Shareholders' equity	5,408	6,425	(1,017)
<b>Total equity</b>	<b>5,570</b>	<b>6,565</b>	<b>(995)</b>
<b>KEY RATIOS – BEFORE SIGNIFICANT ITEMS</b>			
Closing inventory days (based on cost of sales)	31.5	28.6	2.9
Closing trade payable days (based on cost of sales)	(43.6)	(43.6)	-
Normalised Group ROFE <sup>1</sup> (%)	15.7	14.9	78 bps

<sup>1</sup> Normalised ROFE is calculated using EBIT before significant items adjusted to remove the impact of the 53<sup>rd</sup> week in F24. No adjustments to average funds employed have been made

**Inventories** of \$4,187 million increased by \$489 million due to investments to improve availability, higher goods in transit due to timing of purchases and global delays, inflation, and inventory acquired on the acquisition of Petstock of \$111 million. Closing inventory days increased 2.9 days with average inventory days increasing by 0.3 days.

**Trade payables** of \$5,815 million increased \$194 million driven by higher inventory investments and trade payables recognised on the acquisition of Petstock. This was partially offset by the timing of payments in New Zealand Food made in the 53<sup>rd</sup> week.

**Property, plant and equipment (PPE) and investments** of \$10,319 million increased by \$237 million. The increase in PPE reflected investment in new and existing stores, property development, supply chain and IT infrastructure and assets recognised on the acquisition of Petstock. This was partly offset by depreciation and properties transferred to assets held for sale. Investments declined, primarily reflecting a loss on the derecognition of equity accounting the Group's investment in Endeavour Group of \$209 million and a \$466 million (net of transaction costs) decline resulting from the sale of 5% of Endeavour Group.

**Intangible assets** of \$4,873 million decreased by \$820 million following the New Zealand Food goodwill impairment of \$1,492 million partly offset by the recognition of intangible assets on the acquisition of Petstock of \$706 million.

**Lease assets** of \$9,604 million increased by \$137 million with lease assets recognised on the acquisition of Petstock and recognition of the new lease on the Moorebank National DC, partially offset by lease asset depreciation and terminations.

**Net debt (including derivatives and excluding lease liabilities)** of \$3,360 million increased by \$680 million mainly due to the acquisition of Petstock and lower operating cash flows offset by the proceeds from the sale of shares in Endeavour Group.

**Lease liabilities** of \$12,144 million increased by \$164 million with the interest expense, lease liability additions and remeasurements, and lease liabilities recognised on the acquisition of Petstock partially offset by lease payments and terminations.

**Put option liabilities over non-controlling interests** of \$675 million decreased by \$90 million mainly driven by revaluation of the put option liabilities for PFD and Quantum.

**Normalised Group ROFE** was 15.7%, an increase of 78 bps compared to F23, largely due to higher Group EBIT and a reduction in average funds employed. Excluding the impact of the New Zealand Food goodwill impairment on mid and closing funds employed, normalised ROFE would have been 14.9%, up 4 bps on the prior year.

# Group cash flow

## Group cash flows for the 53 weeks ended 30 June 2024

\$ MILLION	F24 (53 WEEKS)	F23 (52 WEEKS)	CHANGE
<b>Group EBITDA before significant items</b>	<b>6,001</b>	<b>5,694</b>	<b>5.4%</b>
Working capital and non-cash			
Increase in inventories	(357)	(119)	200.0%
Increase in trade payables	135	371	(63.6)%
Increase/(decrease) in provisions	64	(37)	n.m.
Net change in other working capital and non-cash items	20	107	(81.3)%
<b>Cash from operating activities before interest and tax</b>	<b>5,863</b>	<b>6,016</b>	<b>(2.5)%</b>
Interest paid – leases	(570)	(542)	5.2%
Net interest paid – non-leases	(160)	(133)	20.3%
Tax paid	(774)	(587)	31.9%
<b>Total cash provided by operating activities</b>	<b>4,359</b>	<b>4,754</b>	<b>(8.3)%</b>
Proceeds from the sale of property, plant and equipment	342	361	(5.3)%
Payments for the purchase of property, plant and equipment and intangible assets	(2,548)	(2,519)	1.2%
Payments for the purchase of businesses net of cash acquired	(487)	(373)	30.6%
Proceeds from the sale of subsidiaries and investments, net of cash disposed	466	659	(29.3)%
Other	(50)	28	n.m.
<b>Total cash used in investing activities</b>	<b>(2,277)</b>	<b>(1,844)</b>	<b>23.5%</b>
Repayment of lease liabilities	(1,138)	(1,067)	6.7%
Dividends paid (including to non-controlling interests)	(1,188)	(1,031)	15.2%
Payments for shares held in trust	(44)	(110)	(60.0)%
<b>Net cash flow</b>	<b>(288)</b>	<b>702</b>	<b>n.m.</b>
<b>Cash realisation ratio<sup>1</sup> (%)</b>	<b>97</b>	<b>113</b>	

<sup>1</sup> Cash realisation ratio in F24 has been normalised to exclude the New Zealand Food goodwill impairment of \$1.5 billion (NZD\$1.6 billion), the derecognition of equity accounting of the Endeavour Group of \$209 million due to the loss of significant influence and the gain on revaluation of put option liabilities over non-controlling interests (\$107 million)

**EBITDA before significant items** increased 5.4% to \$6,001 million reflecting higher EBITDA from Australian Food and Australian B2B, partially offset by lower EBITDA from BIG W and New Zealand Food.

**Increase in inventories** of \$357 million reflects the investment in inventory in Australian Food to support improved availability and an increase in goods in transit due to timing of purchases and global delays.

**Increase in trade payables** of \$135 million reflects price and volume growth. The increase was lower than the prior year increase of \$371 million when the impact of inflation on purchases was more pronounced together with the impact of additional supplier payments in New Zealand in the 53<sup>rd</sup> week this year.

**Increase in provisions** of \$64 million reflects the increase in employee provisions compared to the prior year.

**Cash from operating activities before interest and tax** decreased 2.5% to \$5,863 million with the EBITDA increase offset primarily by the increase in net investment in inventory.

**Interest paid – leases** increased 5.2% largely attributable to new leases including through the acquisition of Petstock.

**Net interest paid – non-leases** was \$160 million, an increase of 20.3% compared to the prior year due to higher floating interest rates and higher net debt primarily due to the acquisition of Petstock.

**Tax paid** increased 31.9% compared to the prior year driven by higher taxable income for F23, paid in F24 and a tax refund received in H2 F23.

**Payments for the purchase of property, plant and equipment and intangible assets** of \$2,548 million was largely in line with the prior year and reflects investment in development properties, new stores and store renewals, IT, digital and eCom.

**Payments for the purchases of businesses net of cash acquired** of \$487 million relates mainly to the Group's acquisition of a 55% interest in Petstock in January.

**Proceeds from the sale of subsidiaries and investments, net of cash disposed** of \$466 million relates to the net proceeds received on the sale of a 5% interest in Endeavour Group.

**Repayment of lease liabilities** of \$1,138 million increased 6.7% reflecting new property leases in F24 including Moorebank NDC.

**Dividends paid (including to non-controlling interests)** of \$1,188 million increased by 15.2% and reflects an increase in the F23 final and F24 interim dividend per share.

**The normalised cash realisation ratio** was 97% (F23: 113%) with the reduction compared to the prior year due to the increase in net investment in inventory.

# Capital management

## Capital management objectives

The Group manages its capital structure with the objective of enhancing long-term shareholder value through funding its business at an optimised weighted average cost of capital. The capital management framework has been approved by the Board, and management is responsible for monitoring and operating within this framework.

In managing its capital, the Group monitors a number of metrics including the cash realisation ratio and leverage (net debt to EBITDA). The Group remains committed to solid investment grade credit ratings. These ratings are BBB and Baa2 according to Standard & Poor's and Moody's respectively. The Group returns capital to shareholders when consistent with its long-term capital structure objectives and will enhance shareholder value.

## Financing transactions during F24

In October 2023, the Group successfully issued \$450 million of domestic medium-term notes with a tenor of seven-and-a-half years. The proceeds from the issuance were used to refinance \$400 million of domestic medium-term notes that matured in April 2024. Committed bank facilities, which were due to mature prior to 30 June 2024, were also extended during the period with a minimum tenor of at least 12 months.

The Group maintains compliance with its financial covenants, which are tested on a regular basis during the year.

## Upcoming maturities and transactions

The Group has \$400 million of domestic medium term notes maturing in May 2025, which are expected to be refinanced from either a new bond issuance or bank debt facility.

## Dividend reinvestment plan (DRP)

Shares issued under the DRP will be purchased on-market.

## Special dividend

On 28 August 2024, the Group announced a 40 cents per share special dividend in addition to the 2024 final dividend reflecting the Group's disciplined approach to capital management.

# Subsequent events

## Sale of Petstock businesses

On 1 July 2024, following acceptance of Petstock's undertaking to the Australian Competition and Consumer Commission (ACCC), it divested a portfolio of stores, brands and vet clinics. As the net assets held for sale were recognised at the lower of their carrying amounts and fair value less costs to sell, no material gain or loss was recognised on sale relating to the divestiture.

## Acquisition of interest in B&J City Kitchen and Beak & Johnston New Zealand

Subsequent to 30 June 2024, the Group announced its intention to increase its shareholding in B&J City Kitchen from 23% to 100% and acquire 100% of Beak & Johnston New Zealand. This transaction is subject to approval by the ACCC and the New Zealand Commerce Commission.

In partnership with B&J City Kitchen and Beak & Johnston New Zealand, the Group already produces a range of Woolworths ready meals. Through this transaction, the Group will strengthen its partnership, unlocking innovation and speed to market. It will also allow the Group to strengthen its food and own brand manufacturing capability enabling the Group to capture the full sales potential from its own brands.

## Acquisition of additional interest in PFD Food Services

Following the exercise of the put option by the minority shareholders on 14 August 2024, the Group will acquire the remaining 35% of PFD Food Services Pty Ltd, with the consideration to be paid in H1 F25. The redemption liability of ~\$400 million approximates the put option liability recognised and included in Other Financial Liabilities as at 30 June 2024.

## For further information

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# Appendices

## Appendix One: Quarterly sales summary

\$ MILLION	Q4'24 (13 WEEKS)	Q4'23 (12 WEEKS)	CHANGE	NORMALISED CHANGE
Australian Food	12,264	11,093	10.6%	2.2%
Australian B2B	1,168	1,001	16.7%	8.9%
New Zealand Food (AUD)	1,809	1,679	7.8%	(0.4)%
<i>New Zealand Food (NZD)</i>	<i>1,972</i>	<i>1,815</i>	<i>8.7%</i>	<i>0.5%</i>
BIG W	1,088	1,031	5.4%	(3.1)%
Other	158	(17)	n.m.	n.m.
<b>Group sales</b>	<b>16,487</b>	<b>14,787</b>	<b>11.5%</b>	<b>6.9%</b>

TOTAL SALES GROWTH	Q1'24 (14 WEEKS)	Q2'24 (13 WEEKS)	H1'F24 (27 WEEKS)	Q3'24 (13 WEEKS)	NORMALISED Q4'24 (12 WEEKS)	NORMALISED H2'F24 (25 WEEKS)	NORMALISED F24 (52 WEEKS)
Australian Food	6.4%	4.5%	5.4%	1.5%	2.2%	1.8%	3.7%
Australian B2B	1.5%	4.1%	2.8%	3.2%	8.9%	5.9%	4.3%
New Zealand Food (AUD)	5.8%	2.8%	4.2%	1.4%	(0.4)%	0.5%	2.4%
<i>New Zealand Food (NZD)</i>	<i>2.8%</i>	<i>1.7%</i>	<i>2.3%</i>	<i>0.2%</i>	<i>0.5%</i>	<i>0.3%</i>	<i>1.3%</i>
BIG W	(5.5)%	(3.1)%	(4.1)%	(4.1)%	(3.1)%	(3.6)%	(3.9)%
<b>Group sales</b>	<b>5.3%</b>	<b>3.6%</b>	<b>4.4%</b>	<b>2.8%</b>	<b>6.9%</b>	<b>3.0%</b>	<b>3.7%</b>

COMPARABLE SALES GROWTH	Q1'24	Q2'24	H1'F24	ADJUSTED <sup>1</sup> Q3'24	ADJUSTED <sup>1</sup> Q4'24	ADJUSTED <sup>1</sup> H2'24	F24
Australian Food							
(Woolworths Food Retail)	5.5%	3.8%	4.6%	1.1%	1.3%	1.2%	2.8%
New Zealand Food (NZD)	2.6%	2.5%	2.5%	1.5%	1.1%	1.3%	1.9%
BIG W	(5.6)%	(3.1)%	(4.2)%	(5.1)%	(2.1)%	(3.5)%	(4.0)%

Normalised growth has been adjusted to remove the impact of the 53<sup>rd</sup> week in F24

<sup>1</sup> Adjusted for the non-comparable timing of New Year's Day and Easter

# Appendices

## Appendix Two: Five-year store and trading area analysis

STORES (NUMBER)	2024 FULL YEAR	2023 FULL YEAR	2022 FULL YEAR	2021 FULL YEAR	2020 FULL YEAR
<b>Continuing operations</b>					
NSW & ACT	358	349	346	343	334
QLD	260	256	253	250	242
VIC	274	273	270	268	265
SA & NT	79	79	79	78	78
WA	109	107	106	104	101
TAS	31	31	31	31	31
<i>mini woolies</i> <sup>1</sup>	66	42	13	3	2
<b>Total Australian Food</b>	<b>1,111</b>	<b>1,095</b>	<b>1,085</b>	<b>1,074</b>	<b>1,051</b>
New Zealand Supermarkets	188	191	190	184	182
<i>mini woolies</i> <sup>1</sup>	2	-	-	-	-
BIG W	178	177	176	176	179
Petstock Retail <sup>2</sup>	216	-	-	-	-
<b>Total Group</b>	<b>1,693</b>	<b>1,463</b>	<b>1,451</b>	<b>1,434</b>	<b>1,412</b>
<b>Wholesale customer stores</b>					
SuperValue and FreshChoice	74	72	72	71	70
Statewide Independent Wholesalers	220	220	220	220	220
Petstock Franchise	30	-	-	-	-
<b>Total wholesale customer stores</b>	<b>324</b>	<b>292</b>	<b>292</b>	<b>291</b>	<b>290</b>
<b>Exited businesses</b>					
Summergate	-	-	2	2	1
<b>Total Group including exited businesses</b>	<b>1,693</b>	<b>1,463</b>	<b>1,453</b>	<b>1,436</b>	<b>1,413</b>
<b>Vets</b>					
Petstock Retail <sup>2</sup>	27	-	-	-	-
Petstock Franchise	5	-	-	-	-
<b>Total vets</b>	<b>32</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Trading area (sqm)</b>					
Australian Food	2,531,657	2,491,102	2,460,633	2,435,065	2,382,764
New Zealand Supermarkets	418,750	422,818	421,142	410,229	405,425
BIG W <sup>3</sup>	1,009,596	1,004,537	1,004,914	1,004,914	1,021,775
Petstock Retail <sup>4</sup>	120,143	-	-	-	-

1 mini woolies sites not included in trading area calculation

2 Excludes 41 retail stores and 25 retail vet clinics divested after 30 June 2024

3 BIG W trading area in F23 has been remeasured due to conversion of trading area to eStores

4 Relates to Petstock Retail stores only (excluding divestments) and excludes vets



# Appendices

## Appendix Three: New stores, refurbishments, and new store rollout plans

Q4'24	GROSS NEW STORES (INC. ACQUISITIONS)	NET NEW STORES (INC. ACQUISITIONS)	RENEWALS/ REFURBISHMENTS
Australian Supermarkets	4	4	18
Metro	2	1	1
New Zealand Food	-	(1)	3
BIG W	1	1	-
Petstock	3	-	5
<b>Total Group</b>	<b>10</b>	<b>5</b>	<b>27</b>

F24	GROSS NEW STORES (INC. ACQUISITIONS)	NET NEW STORES (INC. ACQUISITIONS)	RENEWALS/ REFURBISHMENTS
Australian Supermarkets	17	13	48
Metro	7	3	1
New Zealand Food	1	(3)	8
BIG W	1	1	3
Petstock (including Retail vets) <sup>1</sup>	246	243	10
<b>Total Group</b>	<b>272</b>	<b>257</b>	<b>70</b>

<sup>1</sup> Excludes 41 divested retail stores and 25 divested retail vet clinics

The store rollout is supported by detailed plans for the next three to five years, identifying specific sites.

MEDIUM TERM ANNUAL TARGET (NET)		
Australian Food		
<i>Woolworths Supermarkets</i>	10-20 new full range supermarkets	
<i>Metro</i>	5-10 new Metros	
New Zealand Food		
<i>Woolworths New Zealand Supermarkets</i>	2-4 new supermarkets	

## Appendix Four: Retail Calendars

Full year 2025	1 July 2024 – 29 June 2025 (52 weeks)
Q1 F25	1 July 2024 – 6 October 2024 (14 weeks)
Q2 F25	7 October 2024 – 5 January 2025 (13 weeks)
Q3 F25	6 January 2025 – 6 April 2025 (13 weeks)
Q4 F25	7 April 2025 – 29 June 2025 (12 weeks)

Full year 2024	26 June 2023 – 30 June 2024 (53 weeks)
Q1 F24	26 June 2023 – 1 October 2023 (14 weeks)
Q2 F24	2 October 2023 – 31 December 2023 (13 weeks)
Q3 F24	1 January 2024 – 31 March 2024 (13 weeks)
Q4 F24	1 April 2024 – 30 June 2024 (13 weeks)

Full year 2023	27 June 2022 – 25 June 2023 (52 weeks)
Q1 F23	27 June 2022 – 2 October 2022 (14 weeks)
Q2 F23	3 October 2022 – 1 January 2023 (13 weeks)
Q3 F23	2 January 2023 – 2 April 2023 (13 weeks)
Q4 F23	3 April 2023 – 25 June 2023 (12 weeks)

# Glossary

1P	Sales of Woolworths Group's owned merchandise
3P	Sales of third-party seller's merchandise
Active eCom customer	Customers that have made a purchase online in the last four weeks
AGW	Australian Grocery Wholesalers
AI	Artificial Intelligence
B2B	Business to business
B2C	Business to customer
Cash realisation ratio (CRR)	Operating cash flow as a percentage of Group net profit after tax before depreciation and amortisation
Comparable sales	Measure of sales, excluding stores that have been opened or closed in the last 12 months and existing stores where there has been a demonstrable impact from store disruption because of store refurbishment or new store openings/closures
Cost of doing business (CODB)	Expenses relating to the operation of the business
Customer fulfilment centre (CFC)	Dedicated online distribution centre
DAP	Directly-attributable profit only includes costs directly attributable to the B2C eCommerce business, such as picking, packing and delivery costs; CFC and variable DC costs; marketing costs; eCommerce support costs; and CFC and eCommerce-specific asset depreciation
DC	Distribution centre
Direct to Boot (DTB)	Where a customer places an online order and drives to a dedicated area where a team member places the order directly in the customer's boot
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
GMV	Gross merchandise value
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)
NDC	National distribution centre
n.m.	Not meaningful
PC+	Primary Connect third-party logistics
Pick up	A service which enables collection of online shopping orders in store or at selected locations
Renewal	A total store transformation focused on the overall store environment, team, range and process efficiency (including digital)
Return on funds employed (ROFE)	Calculated as EBIT before significant items for the previous 12 months as a percentage of average (opening, mid and closing) funds employed
RFID	Radio Frequency Identification

# Glossary

<b>Sales per square metre</b>	Total sales for the previous 12 months by business divided by average trading area of stores and fulfilment centres
<b>Severity Rate</b>	A blended rolling 12-month measure that includes all team and customer injuries/illnesses and their severity
<b>Total net debt</b>	Borrowings less cash balances, including debt hedging derivatives and lease liabilities
<b>TRIFR</b>	12-month rolling total recordable injury frequency rate
<b>Voice of Customer (VOC)</b>	Externally facilitated survey of a sample of Woolworths Group customers where customers rate Woolworths Group businesses on several criteria. Expressed as a percentage of customers providing a rating of six or seven on a seven-point scale
<b>Voice of Supplier (VOS)</b>	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
<b>Voice of Team (VOT)</b>	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
<b>VOC NPS</b>	VOC NPS is based on feedback from Everyday Rewards members. VOC NPS is the number of promoters (score of nine or 10) less the number of detractors (score of six or below)
<b>Woolworths MarketPlus (WMP)</b>	Woolworths Group's third-party marketplace platform, combining Everyday Market, MyDeal and BIG W Market capabilities into one team

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

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