

Internal use only

# F21 Full Year Results

August 2021





# Creating a more sociable future together

Our Values	We're real	We're inclusive	We're responsible
Our Ways of Working	We work with spirit	We're team players	We endeavour for better



Location: Broadbeach Tavern

# 1

## Endeavour Group Overview of F21

Steve Donohue - Chief Executive Officer

# Solid results in a challenging year

Established Endeavour Group as an independent listed business

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Navigated the significant impacts of COVID-19

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Delivered solid financial results with record Retail sales and Hotels trade optimisation

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Invested for the future

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Remained committed to recognising “our imprint”

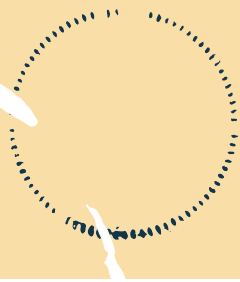


Location: BWS Glebe

# Establishing Endeavour Group

Delivered one of the largest demergers in Australian history

- Endeavour Group demerged from Woolworths on 28 June 2021
- Market capitalisation of c.\$10.8 billion on demerger



Established Endeavour as an independent public company

- Established our new board and governance frameworks
- Separated critical systems
- Stood-up new functions to support the business
- Implemented key partnership agreements with Woolworths

Created our independent identity and Group purpose

- Established our Purpose
- Defined our Values and Ways of Working
- Remain committed to recognising our imprint and will release our first Sustainability Strategy in Q2

# Navigating COVID-19

We remain focussed on keeping our customers and teams safe and supporting the communities we serve

- Extensive PPE<sup>1</sup> roll-out
- COVID-19 leave options for all team members
- Supporting vaccinations

## Retail

### Impacts

- Elevated demand
- Shift to in-home consumption
- Customers purchasing differently

### Our response

- Focus on in-store safety and team resourcing
- Launched contactless pick-up (direct-to-boot), contactless drive-thru, on-demand delivery, optimised websites and apps
- Significantly expanded local and smaller supplier ranging and shortened small supplier payment terms

## Hotels

- 169 days where one or more of our hotels were closed in F21 with VIC and QLD closures most material
- Trading restrictions continue to impact
- Once restrictions were lifted in each market, strong trading conditions quickly resumed as customers returned to hotels

- Constant agility and resilience
- Closing and reopening hotels as needed
- Meeting changing regulations
- All rooms and 4,000+ gaming machines made COVIDSafe
- Redeployment of team members to Retail
- Opportunity to reset operations

<sup>1</sup>: Personal protective equipment

# Delivering results

## F21 Financial highlights

\$11.6b

Total Sales<sup>1</sup>

+9.3%

\$899m

EBIT<sup>1</sup>

+22.1%

\$445m

Profit after tax

24.8c

Earnings per share

7.0c

Final dividend per share



### Retail

\$10.2b

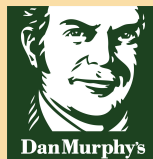
Total Sales<sup>1</sup>

+9.6%

\$669m

EBIT<sup>1</sup>

+17.6%



### Hotels

\$1.4b

Total Sales<sup>1</sup>

+7.3%

\$261m

EBIT<sup>1</sup>

+49.1%



Powered by:

endeavour **X**

Pinnacle Drinks

<sup>1</sup>: Year on year change is calculated with comparison to the Equivalent F20 result, refer to the Appendices for further detail on comparative figures.

# Delivering results - F21 Strategic highlights

## Knowing our customers

At the heart of our business is a market leading customer franchise

### Improving customer service

75 Combined Retail VOC NPS<sup>1</sup>

4.2/5 Hotels external online reviews<sup>2</sup>

### Growing customer engagement

5.5m My Dan's members +20%

## Innovating to meet customer needs

Continuing to deliver growth and portfolio enhancement

### Growing digital engagement

\$859m Online Retail sales

115+ Hotels with contactless order & pay

### Expanding & enhancing our network

+33 Retail stores +5 Hotels

64 Retail renewals 26 Hotel renewals

### Optimising the Group

c.530 New Pinnacle products

575+ New suppliers

500+ Upgraded EGMs<sup>3</sup>

## Being one team

Living Our Purpose and Values

Continually responding to COVID-19 for our customers, team, and community

Continuing our commitment to operating sustainably

1: Combined weighted online and instore Voice of Customer, across Dan Murphy's and BWS

2: External online reviews as measured by Revinate

3: Electronic Gaming Machines



# Commitment to “our imprint”



## F21 Highlights

- **Voluntary pre-commitment** for every gaming machine
- **Enhanced self-exclusion** enabled by facial recognition
- **Harm-minimisation initiatives:** ID25, “Don’t Buy It for Them”, “Choose to DrinkWise”
- **Together with our customers we supported** a range of local and national charities in F21
- Over 90 sites with **solar installed**
- **Committed to zero waste and a circular economy** in our South Australian operations
- ~36% **women in senior leadership** positions
- **Domestic and family violence awareness training** launched for our 28,000+ team members



## Our approach to responsibility

- **Remain a leader** in responsible service of alcohol and conduct of gambling
- **Go beyond minimum legal and regulatory compliance** via a range of voluntary initiatives intended to reduce harm and lead the industry. Examples include:
  - Tailored and bespoke training programs
  - Dedicated & experienced compliance teams
  - Application of harm minimisation technologies
  - Partnerships with community organisations
- **Invest and innovate to support the communities we serve**

# Investing for the future



## Accelerating digital investment to drive customer engagement

- Personalisation capabilities
- Evolving web and app experience
- Evolving Retail experience through contactless pick-up
- Evolving Hotel experience through TITO<sup>1</sup> and me&u<sup>2</sup>

endeavour **X**



## Brand building and product capabilities continue to drive growth

- Evolved Pinnacle from follower to trend leader
- Quality acquisitions growing Paragon Wine Estates
- Increasing 3rd party recognition of Pinnacle quality



**530+**  
new Pinnacle  
products

Retail

**76**  
online  
VOC

**+34.7%**  
online sales  
growth

**8.4%**  
online penetration  
+157bps

1: Ticket-In Ticket Out for gaming

2: Digital ordering system for Hotels, which enables customers to make contactless orders from their table





# 2

## Financial Results

Shane Gannon - Chief Financial Officer

# F21 Financial Result highlights

## Strong trading in volatile conditions

**\$11.6b**

Sales  
+9.3%<sup>1</sup>

**\$899m**

EBIT  
+22.1%<sup>1</sup>

**\$445m**

Profit after  
income tax

## Solid cash and capital foundations

**\$1.1b**

Operating cash  
inflow

**117.3%**

Cash realisation  
ratio

**\$625m**

Debt headroom<sup>2</sup>

## Asset base with further potential to create value

**\$3.4b**

Net assets

**\$613m**

Book value of freehold  
land & property

**\$312m**

Capital expenditure

## Delivering for shareholders

**24.8c**

Earnings per share

**7.0c**

Final dividend  
per share

**71%**

H2 dividend payout  
ratio<sup>3</sup>

1: Represents growth when compared to the Equivalent F20 result; refer to the Appendices for further detail on comparative figures.

2: Debt headroom refers to committed undrawn debt facilities as at 28 June 2021.

3: Payout ratio based on portion of H2 F21 profit after income tax determined to be paid to shareholders as a final dividend.

# Group financial performance

- Group Sales +9.3%<sup>2</sup> to \$11.6b, Retail and Hotels both higher than the equivalent prior period
- Group EBIT up 22.1%<sup>2</sup> due to strong sales and cycling of hotel closures in F20<sup>1</sup>
- EBIT margins improved versus F20<sup>1</sup> for Hotels and Retail
- Other includes Group overheads of \$31m (part year cost). Full year expectation of \$55m-\$60m
- Profit after income tax \$445m represents 24.8c earnings per share

\$ million	F21	F20 <sup>1</sup>	CHANGE
<b>Sales</b>			
Retail	10,178	9,286	9.6%
Hotels	1,417	1,320	7.3%
<b>Total Sales</b>	<b>11,595</b>	<b>10,606</b>	<b>9.3%</b>
<b>Profit for the year</b>			
Retail EBIT	669	569	17.6%
Hotels EBIT	261	175	49.1%
Other EBIT	(31)	(8)	n.m.
<b>Total EBIT</b>	<b>899</b>	<b>736</b>	<b>22.1%</b>
Finance costs	(247)	n/a	n/a
<b>Profit before income tax</b>	<b>652</b>	<b>n/a</b>	<b>n/a</b>
Income tax expense	(207)	n/a	n/a
<b>Profit for the year (after income tax)</b>	<b>445</b>	<b>n/a</b>	<b>n/a</b>
<b>EBIT Margin</b>			
Retail EBIT Margin (%)	6.6	6.1	45 bps
Hotels EBIT Margin (%)	18.4	13.3	516 bps
<b>Total EBIT Margin (%)</b>	<b>7.8</b>	<b>6.9</b>	<b>81 bps</b>

1: F20 refers to the Equivalent F20 result, refer to the Appendices for further detail on comparative figures.

2: Year on year change is calculated with comparison to the Equivalent F20 result, refer to the Appendices for further detail on comparative figures.

# Retail financial performance

- Strong sales growth with shift to in-home consumption (COVID-19)
- Margin gains from premiumisation, level of promotions and Pinnacle penetration
- CODB rate at 17.6%<sup>1</sup>, +63 bps with one-off costs and investments in digital and technology, offsetting benefits from the leverage of the fixed cost base
- ROFE benefited from higher sales and strong working capital management

	F21	F20 <sup>1</sup>	CHANGE
Sales (\$m)	10,178	9,286	9.6%
EBITDA (\$m)	936	807	16.0%
Depreciation and amortisation (\$m)	267	238	12.2%
EBIT (\$m)	669	569	17.6%
Gross margin (%)	24.2	23.1	110 bps
Cost of doing business (%)	17.6	17.0	63 bps
EBIT to sales (%)	6.6	6.1	45 bps
Sales per square metre (\$)	21,012	19,603	7.2%
Funds employed (\$m)	4,138	4,089	1.2%
Return on average funds employed (%)	16.5	13.4	311 bps

1: F20 refers to the Equivalent F20 result; refer to the Appendices for further detail on comparative figures.

# Hotels financial performance

- Performed well in light of significant COVID-19 closures and restrictions (195 days when all our Hotels were open for trading)
- Favourable trading as restrictions eased and strong variable cost management resulted in EBIT growth and healthy EBIT margin. Below pre-COVID-19 levels due to fixed costs.
- Continued to invest for the future

	F21	F20 <sup>1</sup>	CHANGE
Sales (\$m)	1,417	1,320	7.3%
EBITDA (\$m)	499	408	22.3%
Depreciation and amortisation (\$m)	238	233	2.1%
EBIT (\$m)	261	175	49.1%
Gross margin (%)	85.0	83.0	208 bps
Cost of doing business (%)	66.6	69.7	(308) bps
EBIT to sales (%)	18.4	13.3	516 bps
Funds employed (\$m)	3,852	3,886	(0.9%)
Return on average funds employed (%)	6.7	4.5	224 bps

1: F20 refers to the Equivalent F20 result; refer to the Appendices for further detail on comparative figures.

# Balance sheet

## Trade working capital (TWC)

- Higher Retail sales achieved without increasing trade working capital due to strong inventory management
- TWC days 24 (-6 days vs F20)

## Property

- Significant property portfolio underpinning the Hotels business
- Freehold land property includes 6 retail sites, 49 hotels, and wine assets

## Intangibles

- Includes liquor and gaming licences

## Other

- Endeavour retains stake in ALE Property Group valued at \$87m at year end

\$ million	F21	F20	CHANGE
Inventory	1,213	1,269	(56)
Trade payables	(889)	(950)	61
Trade and other receivables <sup>1</sup>	159	158	1
Trade working capital	483	477	6
Lease assets	3,117	2,983	134
Property, plant and equipment	1,887	1,843	44
Intangible assets	3,845	3,838	7
Other liabilities (net) <sup>2</sup>	(535)	(507)	(28)
<b>Funds employed</b>	<b>8,797</b>	<b>8,634</b>	<b>163</b>
Tax liabilities (net)	268	224	44
Related party liabilities/(assets)	85	(46)	131
Net debt	1,277	1,458	(181)
Lease liabilities	3,779	3,611	168
Equity	3,388	3,387	1
<b>Total funding &amp; tax</b>	<b>8,797</b>	<b>8,634</b>	<b>163</b>
<b>Return on funds employed<sup>3</sup> (%)</b>	<b>11.1</b>	<b>9.0</b>	<b>208 bps</b>

1.Excludes related party balances.

2.Comprises mainly other financial assets, accruals and provisions.

3.Calculated as EBIT as a percentage of average (opening, mid and closing) adjusted funds employed. F20 Return on Funds employed is based on Equivalent F20 results.



# Cash and liquidity

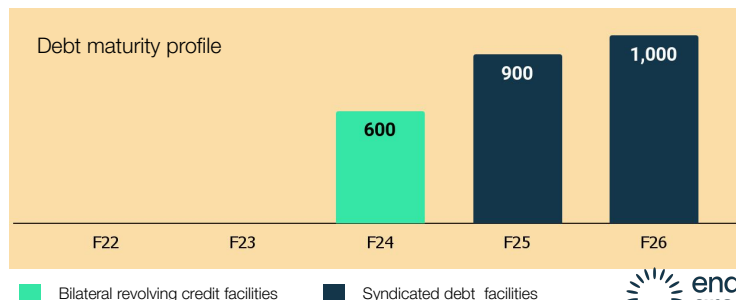
## Cash generative

**\$1.1b**  
Operating  
Cash inflow

**117.3%**  
Cash  
Realisation  
Ratio

## Long-term debt facilities in place

- Net debt \$1.3b at year end
- Committed undrawn debt facilities of \$625m<sup>1</sup> plus material cash balances
- On demerger,
  - \$1.9b syndicated debt facility was established (oversubscribed)
  - \$600m bilateral revolving credit facilities



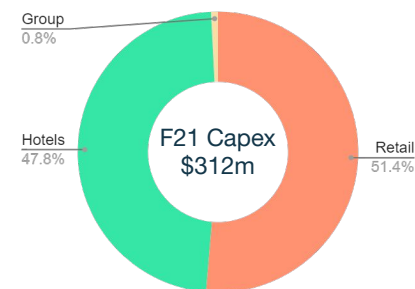
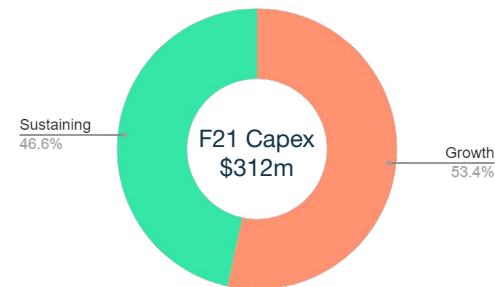
1: As at the Demerger date of 28 June 2021

# Capital expenditure

## EXAMPLE INVESTMENT TYPES

SIB CAPEX	<h3>Sustaining Capex</h3> <ul style="list-style-type: none"> <li>Essential spend prioritised first to maintain operations and minimum site standards</li> <li>Optimised to lowest sustaining level</li> <li>Returns created via renewals and productivity</li> </ul>	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 50%;">Core Technology</td> <td style="width: 50%;">Productivity &amp; Supply Chain</td> </tr> <tr> <td>Stay in Business</td> <td>Renewals</td> </tr> </table>	Core Technology	Productivity & Supply Chain	Stay in Business	Renewals				
Core Technology	Productivity & Supply Chain									
Stay in Business	Renewals									
GROWTH CAPEX	<h3>Growth Capex</h3> <ul style="list-style-type: none"> <li>Capex prioritised based on maintaining and improving market share</li> <li>Plus Capex utilised for strategic opportunities including Acquisitions</li> <li>Target threshold = EPS accretive over a 3 year horizon.</li> </ul>	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 50%;">Site Upgrades</td> <td style="width: 50%;">Major Site Redevelopments</td> </tr> <tr> <td>New sites</td> <td>Gaming</td> </tr> <tr> <td>Acquisitions</td> <td>Incubators / Other growth</td> </tr> <tr> <td>Digital</td> <td>Pinnacle</td> </tr> </table>	Site Upgrades	Major Site Redevelopments	New sites	Gaming	Acquisitions	Incubators / Other growth	Digital	Pinnacle
Site Upgrades	Major Site Redevelopments									
New sites	Gaming									
Acquisitions	Incubators / Other growth									
Digital	Pinnacle									

## SNAPSHOT OF F21 CAPEX



# Capital allocation strategy

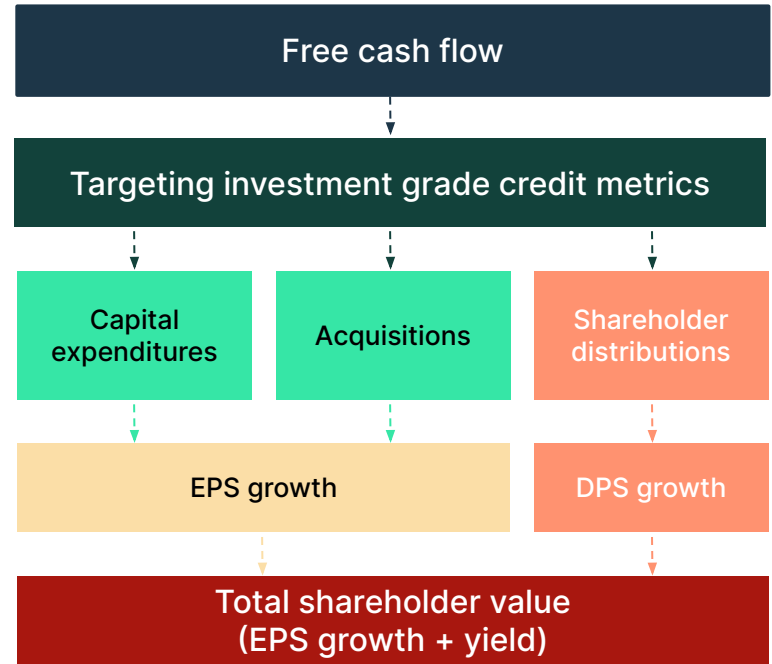
Developing a financial framework to optimise shareholder returns through a disciplined approach to capital management

Strong free cash flow generation to be deployed inline with capital allocation priorities:

- Maintain shareholder dividend distributions
- Target outcomes consistent with investment grade credit metrics
- Capex prioritised to deliver a balance of short and long-term returns
- Disciplined approach to organic and inorganic investments

Further leverage balance sheet

- Property network optimisation
- Invest in longer term opportunities that deliver above-average returns





# 3

## F22 priorities and outlook

Steve Donohue - Chief Executive Officer

# Priorities for F22

Continue to manage and respond to COVID-19 impacts

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Maintain stability of the business in our first year of independent operation

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Sustain growth momentum across the Group

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Invest and build to drive long-term growth

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Launch our Sustainability strategy



# F22 - First 8 weeks

- Continued significant volatility due to COVID-19 outbreaks
- Retail tracking well (cycling Retail trading highs of Q1 F21)
- Very challenging start to the year for Hotels. As at 24th August, 41% of our Hotels were closed due to public health orders (54 in NSW & 85 in VIC)
- We have remained focussed on supporting our teams through COVID-19 related impacts

F22 - first 8 weeks Sales	vs F21	vs F20 <sup>1</sup>
Retail	(1.7%)	21.5%
Hotels	(7.3%)	(36.2%)
Group	(2.3%)	11.1%

1: F20 refers to the Equivalent F20 result; refer to the Appendices for further detail on comparative figures.

# In summary

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## Business fundamentals

Excellent business fundamentals, well positioned to continue to perform and grow

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## Solid F21 financial results

Record results for Retail, Hotels proving to be resilient but limited by COVID-19 closures

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## Innovation

Continuing to invest in innovations to meet customer needs

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## COVID-19

Continued volatility and restrictions impacting F22 performance, particularly in Hotels



# Q&A

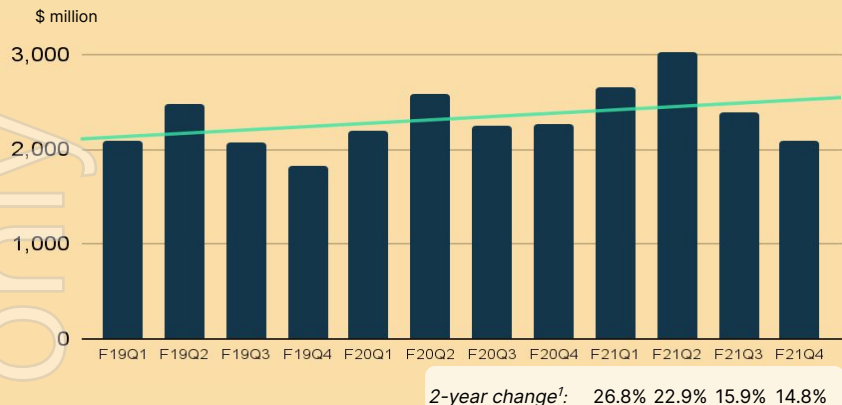
Steve Donohue - Chief Executive Officer  
Shane Gannon - Chief Financial Officer





# Appendices

# 2 year and quarterly sales



## Retail

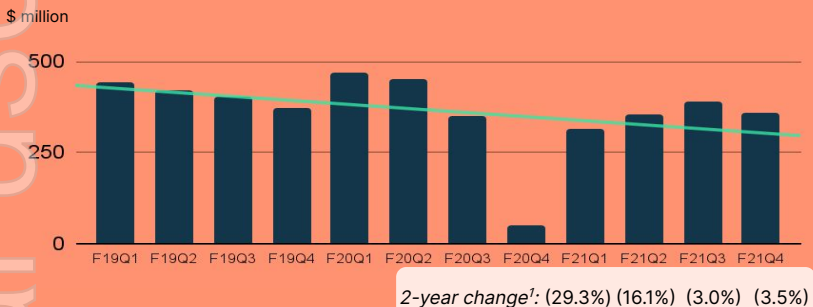
- Retail sales growing strongly over two years
- Benefitted from the switch to in-home consumption, particularly in H1 F21
- Comparisons to F20 are distorted by record Retail sales growth rates in March to June 2020

**+20.4%**  
Retail Sales  
2 year change<sup>1</sup>

## Hotels

- Hotel sales were impacted by closures and restrictions in both F20 and F21
- Customers and sales returned quickly once restrictions lifted
- Cycling extensive closures in Q4 of F20

**(13.6%)**  
Hotels Sales  
2 year change<sup>1</sup>



# F21 Cash flow

Cash realisation ratio of  
117% due to strong  
Retail performance

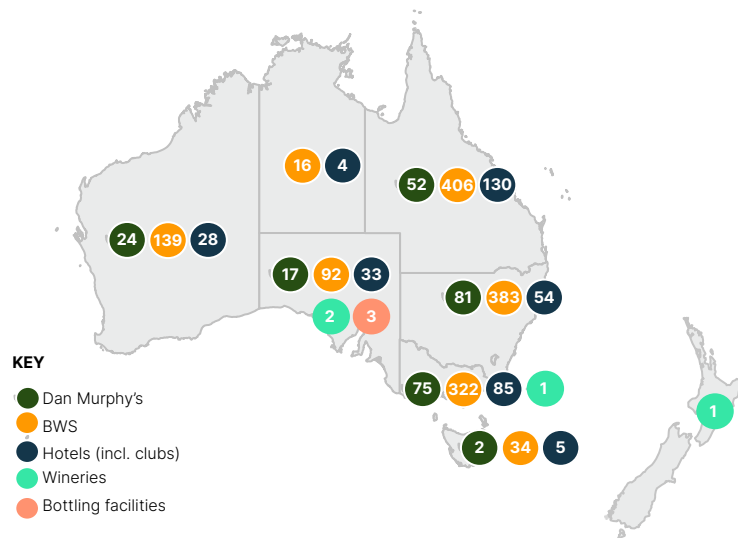
	\$ million
<b>EBIT</b>	899
Depreciation and amortisation expenses	505
Changes in trade and other receivables	5
Changes in inventories	61
Changes in trade payables	(59)
Changes in assets and liabilities and other non-cash items	130
Finance costs on borrowings paid	(72)
Payment for the interest component of lease liabilities	(174)
Income tax paid	(181)
<b>Operating cash flow</b>	<b>1,114</b>
Payments for property, plant and equipment and intangible assets	(279)
Payments to acquire businesses, net of cash acquired	(39)
Proceeds from sale of businesses, net of cash disposed	-
Repayment of lease liabilities	(247)
Dividend paid <sup>1</sup>	(52)
<b>Free cash flow</b>	<b>497</b>
<b>Cash realisation ratio<sup>2</sup> (%)</b>	<b>117.3</b>

1: Dividends paid of \$52 million reflects total dividends of \$282 million, less Woolworths Group's \$230 million share which was settled through intercompany borrowings.

2: Represents operating cash flow as a percentage of profit after income tax before depreciation and amortisation expense.

# Network

	Network as at 28 June 2020	New / Acquisitions	Closures / disposals	Network as at 27 June 2021
Dan Murphy's	241	11	(1)	251
BWS	1,369	40	(17)	1,392
Retail	1,610	51	(18)	1,643
Hotels (incl. clubs)	334	5	-	339
Bottling facilities	3	-	-	3
Wineries	3	1	-	4



# Current market dynamics

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## Tailwinds

- Shift to in-home consumption continuing to support Retail sales
- Strong returns from digital investments
- Premiumisation and moderation trends
- Reduced consumer spending on international travel and duty free drinks
- Reduced promotional activity during COVID-19 impacted periods

## Headwinds

- Continuing COVID-19 related trading restrictions in the Hotels business
- Cycling F21 retail trading highs and leverage of fixed cost base
- Additional costs across the Group associated with ensuring customer and team safety
- International trade & logistics

# Endeavour's investment thesis

## Why invest in Endeavour Group

- Leading retail bands
- Largest retail & hotel network in Australia
- 1,775+ Liquor Licences and ~12,400 gaming machine entitlements
- Leading digital presence
- 5.5m My Dan's members and Everyday Rewards partnership

Market leading brands and position

- EndeavourX provides a dedicated function to drive eCommerce, digital and loyalty capability
- Pinnacle drinks provides consumer brand and product development capabilities

Advanced digital and product capabilities through EndeavourX and Pinnacle Drinks

- Combination and co-location of retail and hotel assets enables enhanced financial performance
- Partnership with Woolworths provides scale and capability through partner stores, digital, supply chain and technology

Partnerships that reinforce the portfolio

- Resilient performance through COVID-19 with natural hedge between on/off premise consumption
- Strong operating cash flow and access to liquidity to fund growth and distributions to shareholders

Strong earnings & cash generation

## How we drive growth

- Core growth through new stores and hotels and renewal program

- Expand share in eComm through investments in digital and loyalty
- Income growth and enhanced margins through expansion of Pinnacle brands

- Leverage joint capabilities to unlock growth opportunities through partnerships

- Reinvestment of cash generated in earnings accretive opportunities

# Comparative figures

## F20: Statutory and Equivalent Information

Statutory F20 relates to the 52-week period ended 28 June 2020. However, this 52-week period only includes the results for Woolworths' Drinks and Hotels businesses after they were transferred to, and merged with, Endeavour Group Limited (Endeavour Group) on 2 February 2020 and 4 February 2020, respectively. Prior to this only the results of Endeavour Group Limited, previously known as Pinnacle Liquor Group Pty Limited, were included.

To enhance comparability of profit or loss information between reporting periods Equivalent F20 financial information is presented, which includes the results of Woolworths' Drinks and Hotels businesses for the full 52-week period ended 28 June 2020. This information has been sourced from the data used in the F20 Woolworths Group Limited ('Woolworths Group') Annual Report, before significant items and adjusted to exclude consolidation adjustments not applicable to the Endeavour Group on a standalone basis.

# Glossary

Term	Description
Cash realisation ratio	Operating cash flow as a percentage of Group net profit after tax before depreciation and amortisation
Comparable sales	Measure of sales which excludes stores that have been opened or closed in the last 12 months and demonstrable impact on existing stores from store disruption as a result of store renewals or new store openings / closures
Cost of doing business (CODB)	Expenses which relate to the operation of the business
Direct-to-boot	A convenient option for customers to pick up online orders where the order is provided to customers while they wait in their car
Drive-thru	Convenient options for customers to pick up online orders or shop using drive-through facilities
eCommerce (eComm)	Online channels including but not limited to store websites, apps and other digital platforms.
Free cash flow	Cash flow generated by the Group after equity related financing activities including dividends and repayment of lease liabilities
Funds employed	Net assets employed excluding net tax balances
Key Partnership Agreements	Synergistic agreements with Woolworths for the continuing provision of certain services consistent with relationship prior to demerger



# Glossary (cont.)

Term	Description
n.m.	Not meaningful
Net assets employed	Net assets excluding net debt and other financial assets and liabilities
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)
On-demand/express delivery	An express or scheduled delivery service providing online orders at the customer's convenience
Online penetration	Online penetration is calculated as total online sales as a percentage of total Retail sales for the same time period
Pick-up	A service which enables collection of online shopping orders in-store or at select locations
Return on Funds Employed (ROFE)	ROFE is calculated as EBIT before significant items for the previous 12 months as a percentage of average (opening, mid and closing) funds employed including significant items provisions
Total net debt	Borrowings less cash balances including debt hedging derivatives and lease liabilities
VOC NPS	Voice of Customer Net Promoter Score (VOC NPS) is based on feedback from Woolworths Rewards members (for BWS) or My Dan's members (for Dan Murphy's). VOC NPS is the number of promoters (score of nine or 10) less the number of detractors (score of six or below)

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Balance sheet and cash flow information presented in this presentation is consistent with the information disclosed in Endeavour Group's Appendix 4E Preliminary Final Report issued on 26 August 2021. That Preliminary Final Report has been prepared in accordance with ASX Listing Rule 4.3A and has been derived from the unaudited Financial Report. The Financial Report is being audited and is expected to be made available on 8 September 2021.

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The release of this announcement has been authorised by the Board