

23 August 2023

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

## Full Year Results Presentation

Attached for release to the market is the Full Year Results Presentation for the period ended 25 June 2023.

**Authorised by:** Kate Eastoe, Group Company Secretary

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# Woolworths Group

Full Year Results 2023



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# Acknowledgement of Country

Woolworths Group acknowledges the many Traditional Owners of the lands on which we operate and pay our respects to their Elders past and present.

We recognise their strengths and enduring connection to lands, waters and skies as the Custodians of the oldest continuing cultures on the planet.

We remain committed to actively contributing to Australia's reconciliation journey through listening and learning, empowering more diverse voices and working together for a better tomorrow.

Woolworths Group reaffirms our support for the Uluru Statement from the Heart, and its call for a First Nations Voice to Parliament enshrined in the Constitution.

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



# F23 summary

## Investing in our customers, team and platforms

Delivered value and convenience to our customers in response to challenging inflationary environment with more to do in F24

Customer metrics largely stable over the year and improving as we exited Q4; Customer Care scores remain a highlight

Improved Group performance led by Australian Food with financial results benefitting from relative stability and absence of material COVID costs of \$323m incurred in F22

Strong WooliesX performance with eCom returning to growth in H2; Cartology and Rewards & Services businesses growing strongly

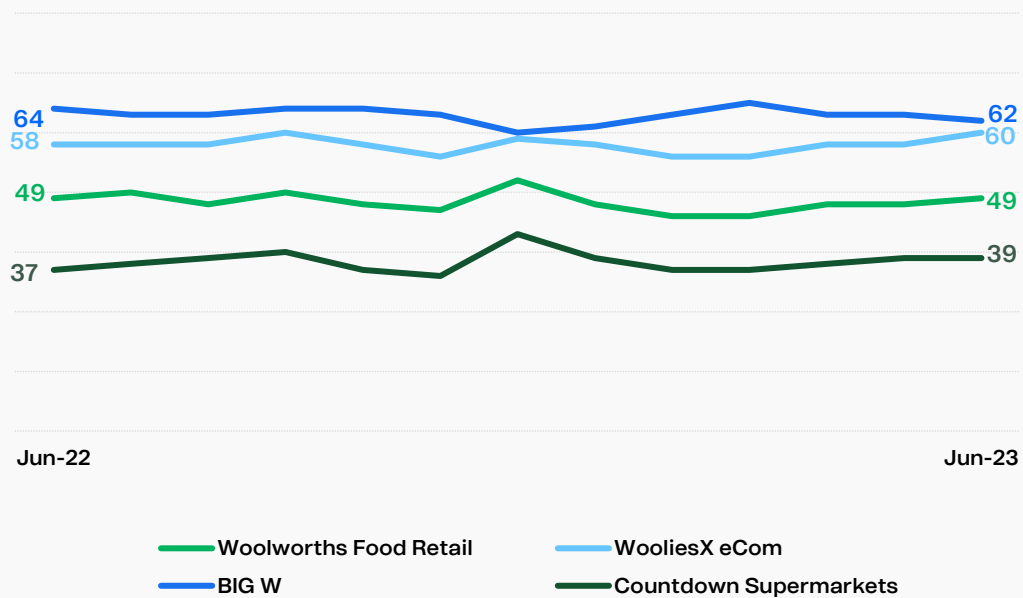
Progress on evolving our Connected Group; focused on sustainable long-term value creation for all stakeholders



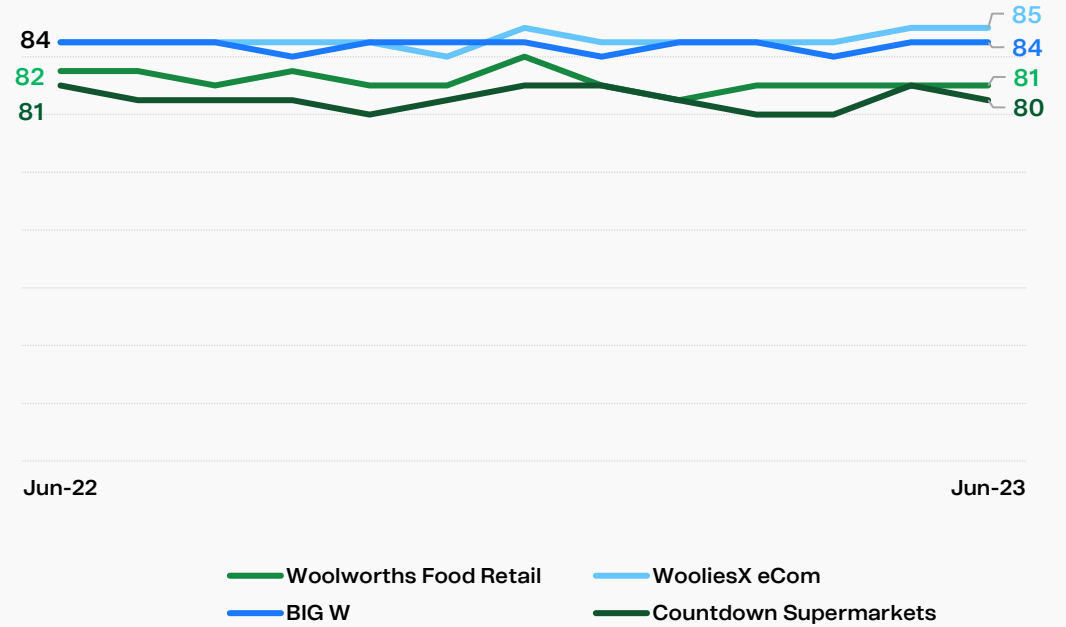
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## Customer scores largely stable over the year but some momentum as we exited F23; Care remains strong

Voice of Customer: Net Promoter Score



Voice of Customer: Customer Care Score

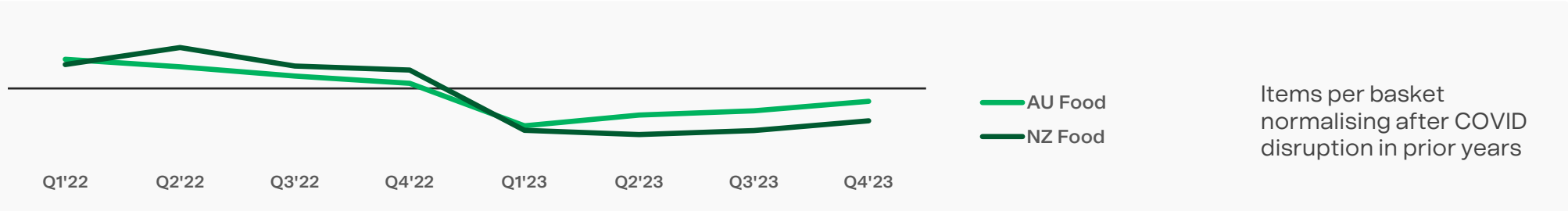


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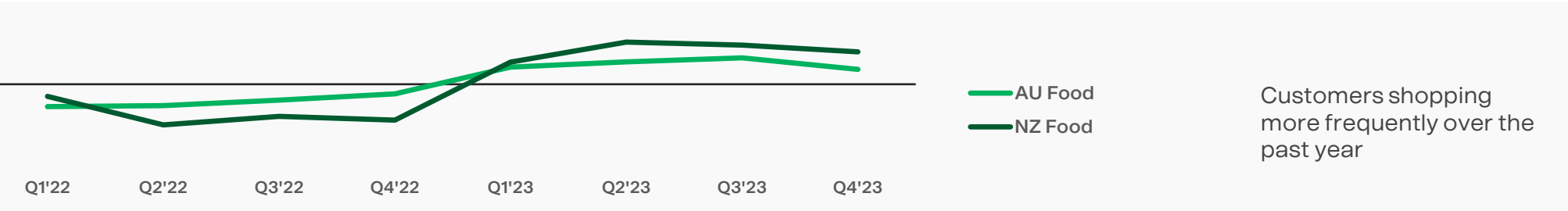
# Pre-COVID shopping behaviours returning but value an increasing focus for customers



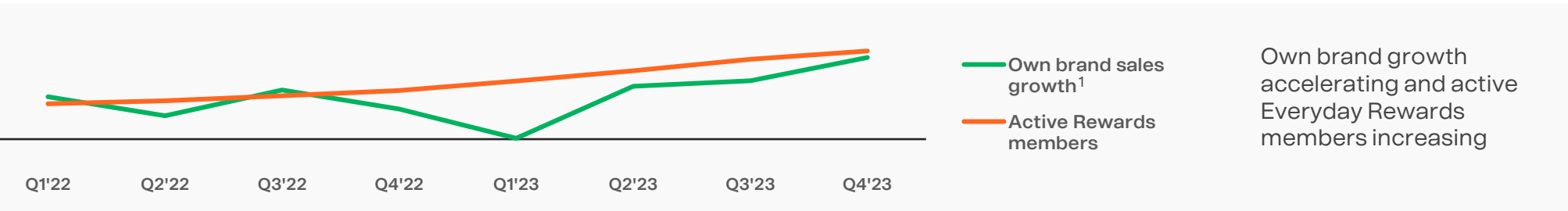
**Items per basket**  
Comp %



**Shopping frequency**  
Comp transaction growth %



**Shift to value**  
Own brand & EDR active members



# Impact of inflation and cost-of-living pressures having uneven impacts

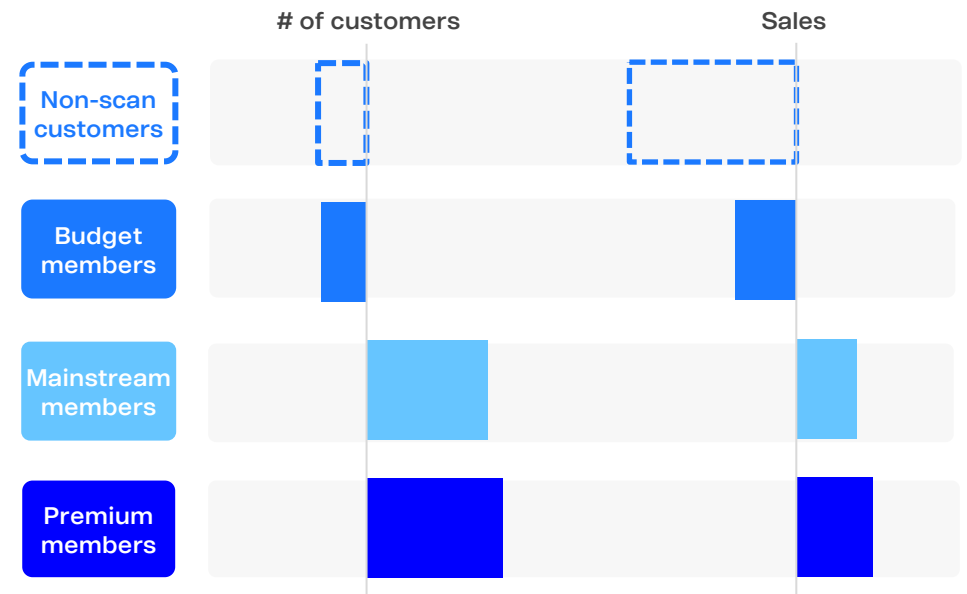
Woolworths Food Retail average price change and comp item growth<sup>1</sup>



Average price inflation began to moderate in H2 with item growth flat

<sup>1</sup> Year on year % change

BIG W Q4 growth by customer segment<sup>2</sup>



Mainstream and premium customers trading into BIG W. Budget customers cutting back



















<sup>2</sup> Year on year % change; based on Everyday Rewards sales and non-scan data

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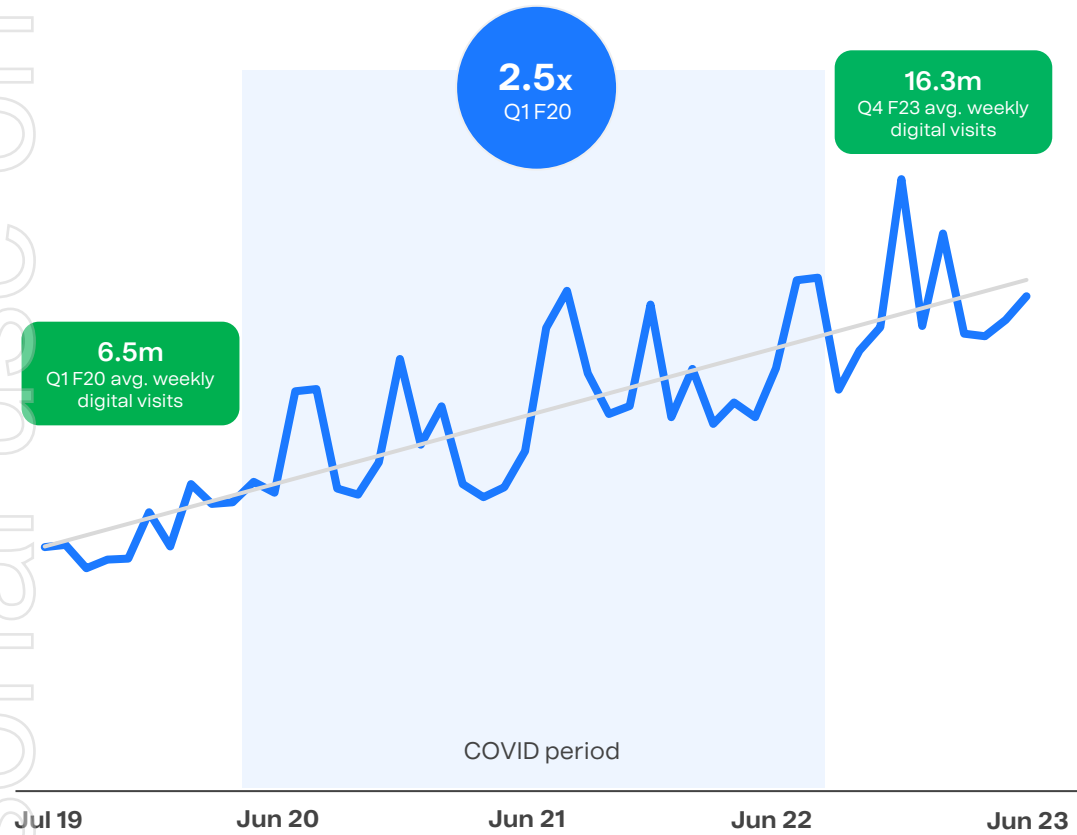
# Delivering value for customers with more to come in F24

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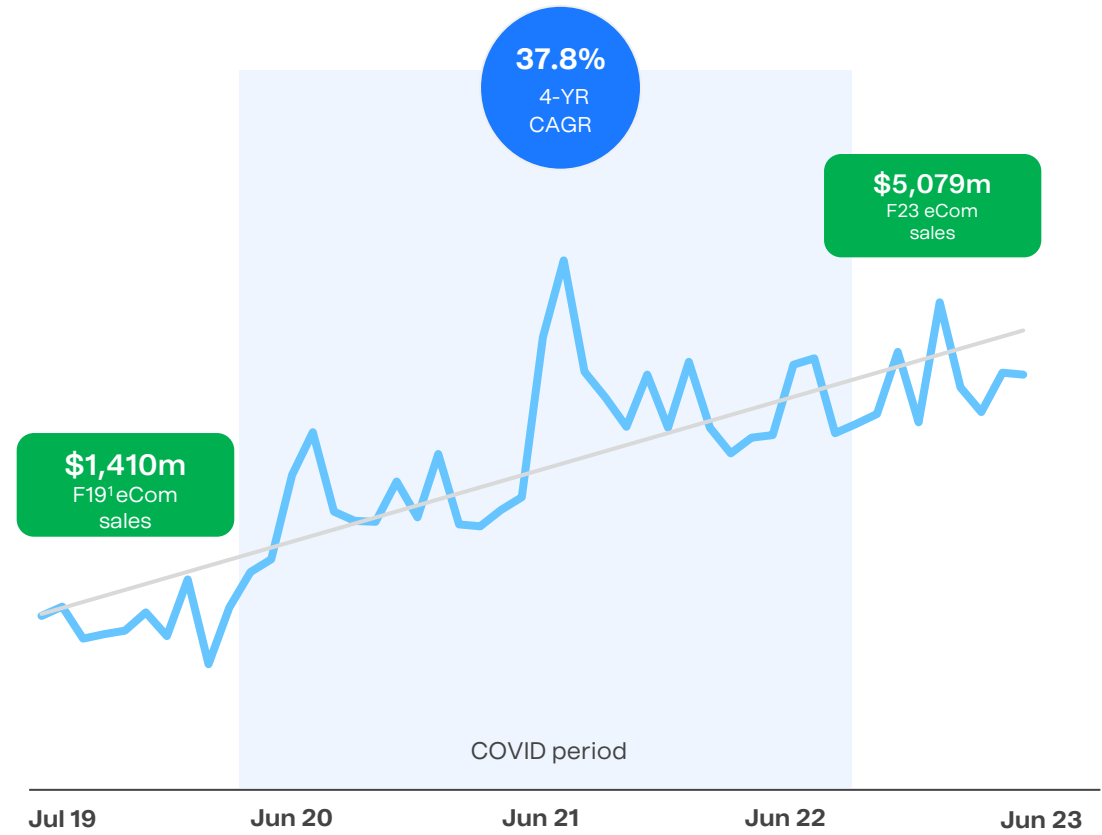
 <p><b>Get your Woolies worth</b></p> 	 <p>&gt;450 seasonal products on Prices Dropped for Spring</p>	 <p>6,000 weekly specials</p>	 <p>&gt;3,000 products on Low Price</p>	 <p>&gt;600 weekly Fresh specials</p>
 <p><b>More value every day</b></p> 	 <p>&gt;14 million total members</p>	 <p>Members accessing Boosters up 7% vs. F22</p>	 <p>Subscribers saving an extra ~\$300 per year</p>	 <p>Member Prices launched August 2023</p>
 <p><b>Big savings</b></p> 	 <p>'Last year's price' promise on key products</p>	 <p>500 specials on big brand toys</p>	 <p>Great deals and Everyday Reward points on hero lines</p>	 <p>Launched BigDeals in Q4</p>

# Digital traffic and eCom growth continues

Food and Everyday digital platforms  
(websites and apps)



WooliesX eCom sales



Note: Charts based on monthly data  
1 Normalised results and growth reflect adjustments in F19 to remove the impact of the 53rd week in F19

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# Our Connected Group



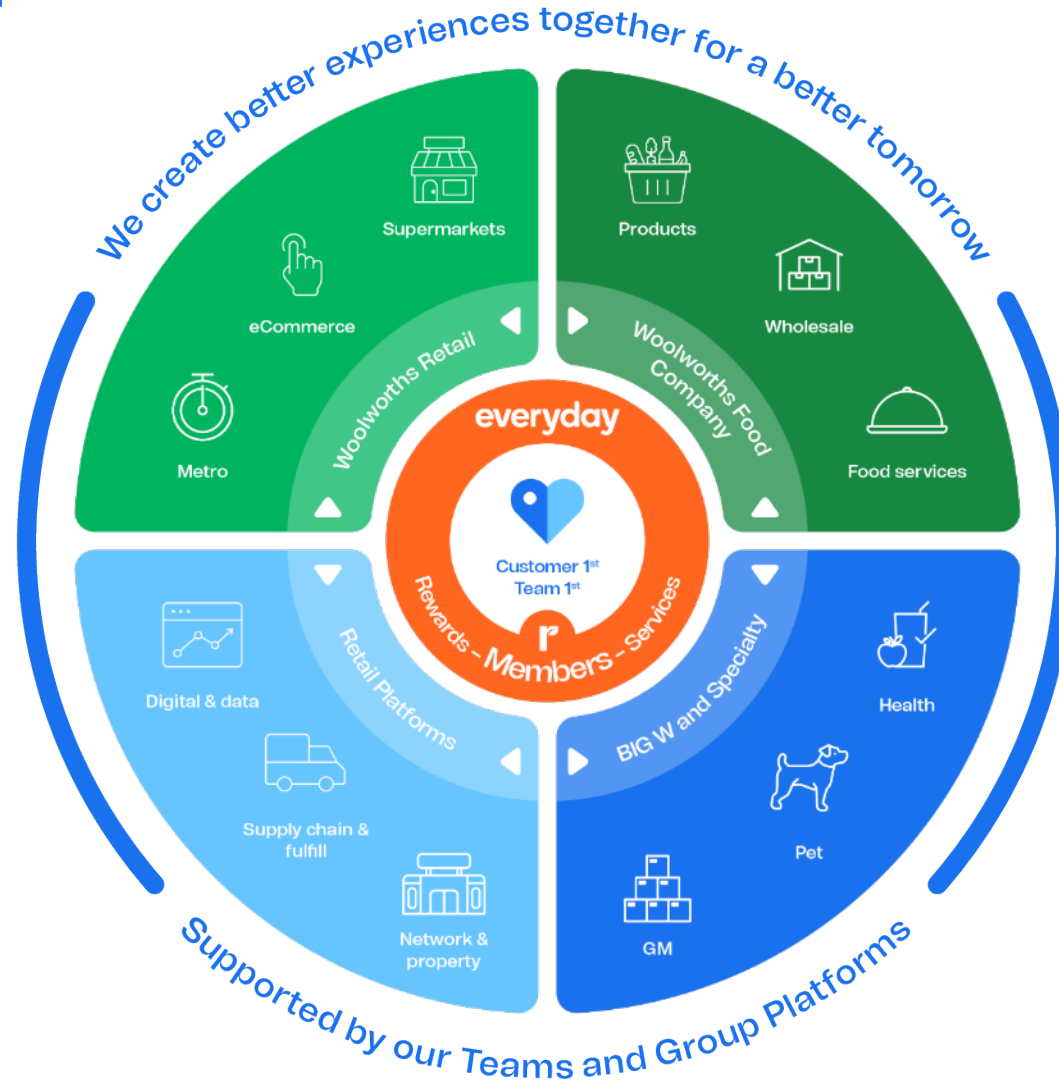
## Woolworths Retail

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



## Retail Business Platforms

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



## Woolworths Food Company

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



## BIG W & Specialty

Extending into meeting more of our customers everyday needs with real value, real solutions and real care through BIG W and Specialty (W Living)

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## Investing in our customers, team, communities and platforms

### Customers



- Highly competitive pricing across all businesses and strong value proposition
- Strong eCom and digital experience; WooliesX Q4 eCom sales growth of 17.2% and Group average weekly digital traffic of 23.7 million
- More personalised offers for Everyday Rewards members from Real Time Loyalty launch

### F24 focus

- Continue Value, Core, UP and multicultural range curation; grow same day eCom propositions
- Everyday Rewards Member Pricing and rollout of Everyday Extra
- More value through 'We can help you Spend Less today' including digital tools

### Team



- Supporting meaningful hours through multi-skilling and cross-store working
- Everyday Extra launched for team in Australia
- Launched 24hr health, safety and wellbeing app, Sonder, to New Zealand team members

### F24 focus

- >\$400m investment in Australian and New Zealand store teams through wage increases in F24
- ~\$40m capex investment in team safety, including CCTV upgrades, team safety camera and wearable duress device
- Embedding multi-skilling and cross-store working nationwide

### Communities



- Removal of reusable plastic bags nationwide resulting in ~350m fewer reusable bags annually once phase out completed
- 80% of food waste diverted from landfill from Woolworths supermarkets
- \$76 million surplus food and groceries donated to charity partners

### F24 focus

- Announced \$9m donation to Australian and NZ food rescue partners to support food relief
- Increasing influenceable spend with First Nations non-trade suppliers to 3% by 2025
- Partner with industry and government to restart soft plastic recycling

### Platforms



- Increasing volume in MFDC and Heathwood; MSRDC at 2.4m cartons per week and Moorebank NDC transitioning to commissioning and testing
- 23 new stores and 57 renewals completed across Group
- Strong growth in Cartology; media proposition further enhanced by Shopper Media

### F24 focus

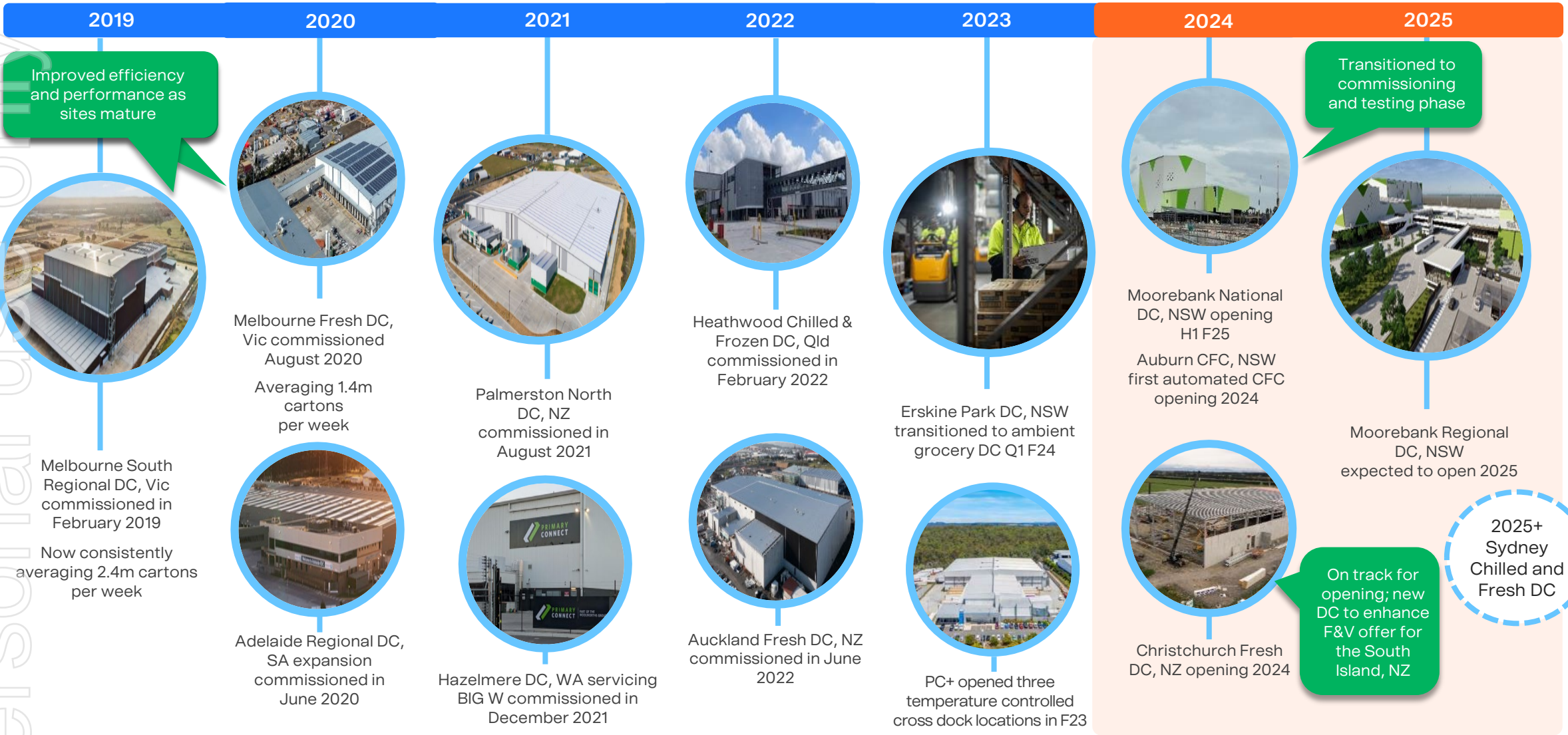
- SAP UDF upgrade; continue rollout of warehouse and transport management system, Blue Yonder
- Progress supply chain transformation with Auburn CFC, Moorebank NDC and Christchurch Fresh DC opening before end of 2024
- Scaling wiq, Cartology and MyDeal

# Adjacencies increasingly contributing to growth in F23

<p><b>Woolworths Food Company</b></p> 	<p>Delivering brands, products and capabilities that deliver value and differentiation for our Group</p>	 <p>F23 sales growth of 28% due to diversified customer base and new business wins</p>	 <p>New partnership established with remote store operator Community Enterprise Queensland</p>	 <p>Focus on E2E operational improvements through Hilton partnership, protein supply chain resilience and store service levels</p>
<p><b>Retail Business Platforms</b></p> 	<p>Digital, technology and analytics enabled platform businesses delivering value for Woolworths Group and partners</p>	 <p>Sales growth of 29% (inc. Shopper) despite a more challenging market</p>	 <p>Delivered 30+ use cases in F23 and working across the Group to deliver value</p>	 <p>PC+ delivered strong sales and EBIT growth</p>
<p><b>BIG W &amp; Specialty</b></p> 	<p>Extending into meeting more of our customers everyday needs with real value, real solutions and real care</p>	 <p>BIG W range on MyDeal since August 2022 with stable sales growth on the platform</p>	 <p>Healthylife and Superpharmacy partnership announced in Dec 2022, acquiring key technology and warehouse assets</p>	 <p>Proposed entry into specialty pet segment via Petstock Group (subject to ACCC approval)</p>

1 Includes redesigned, reformulated and new to market

# Supply chain transformation past the halfway mark; big year in 2024



Improved efficiency and performance as sites mature




Transitioned to commissioning and testing phase

On track for opening; new DC to enhance F&V offer for the South Island, NZ

2025+ Sydney Chilled and Fresh DC

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## Progress across our sustainability pillars in F23

<p><b>People</b> Making a positive change to the future of our people, our partners and our communities</p> 	<p><b>Platinum</b> AWEI employer status achieved in 2023</p>	<p><b>Launched</b> Innovate level Reconciliation Action Plan in June 2023</p>	<p><b>\$122m</b> of direct community contributions</p>	<p><b>#1 Retailer</b> globally in 2022 Corporate Human Rights Benchmark</p>
<p><b>Planet</b> Ensuring we leave the environment better off for future generations</p> 	<p><b>36%</b> reduction in scope 1 &amp; 2 emissions<sup>1</sup> from 2015 baseline</p>	<p><b>22.6%</b> Green electricity across operations ▲ 6% vs F22</p>	<p><b>27 EV trucks</b> deployed as part of goal to achieve full EV home delivery fleet by 2030</p>	<p><b>&gt;34m meals</b> donated via food rescue partnerships</p>
<p><b>Product</b> Having a positive impact on people and the planet through the product and services provided</p> 	<p><b>&gt;14,000t</b> virgin plastic packaging reduction 26% reduction vs F18 baseline<sup>2</sup></p>	<p><b>49%</b> average recycled content across all packaging</p>	<p><b>#1</b> Australia's Healthiest Supermarket Own Brand<sup>3</sup> fourth year in a row</p>	<p><b>&gt;30m</b> pieces of Free Fruit for Kids in F23</p>

1 Using the market-based method for calculating electricity emissions. Further details of the emissions profile are available in the 2023 Sustainability Data Pack  
 2 Own brand virgin plastic packaging reductions from targeted initiatives across Australian Food, New Zealand Food and BIG W. Calculated based on the change in virgin plastic weight multiplied by the volume of either sales or purchases in the 12 months prior to the packaging change  
 3 The George Institute for Global Health's FoodSwitch: State of the Food Supply report (2019 - 2022)

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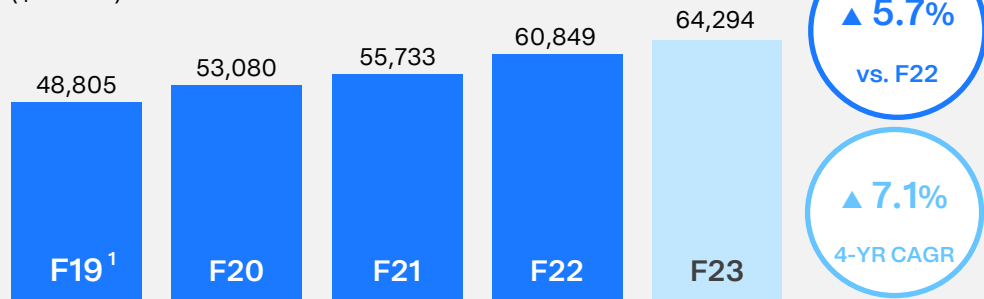
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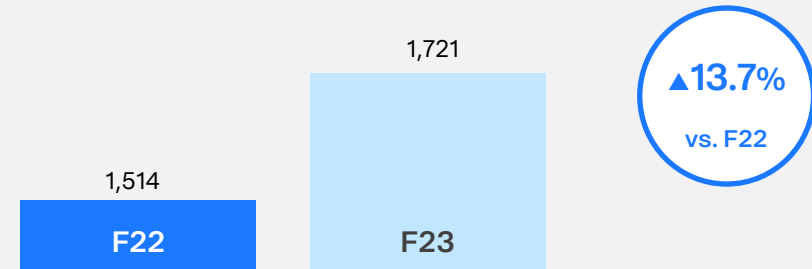
# Group financial results and capital management

## F23 results summary

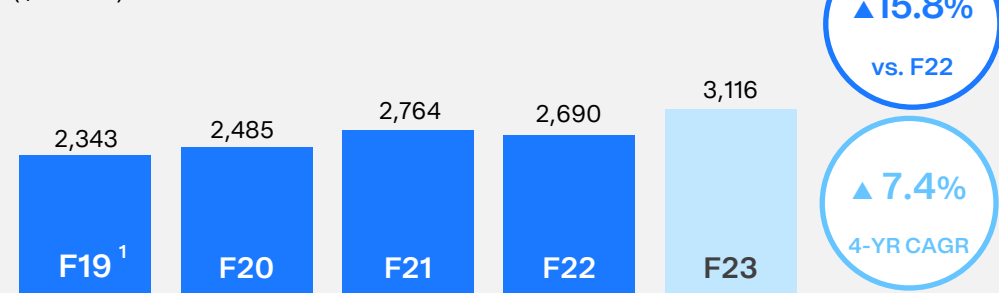
### Group sales (\$ million)



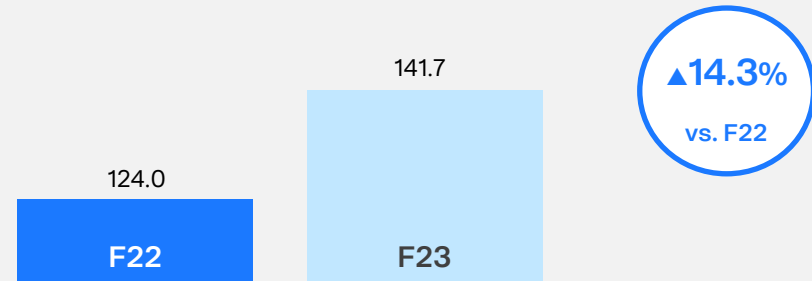
### Group NPAT<sup>2</sup> (\$ million)



### Group EBIT (\$ million)



### Basic EPS<sup>2</sup> (\$ cents)



## Group trading performance

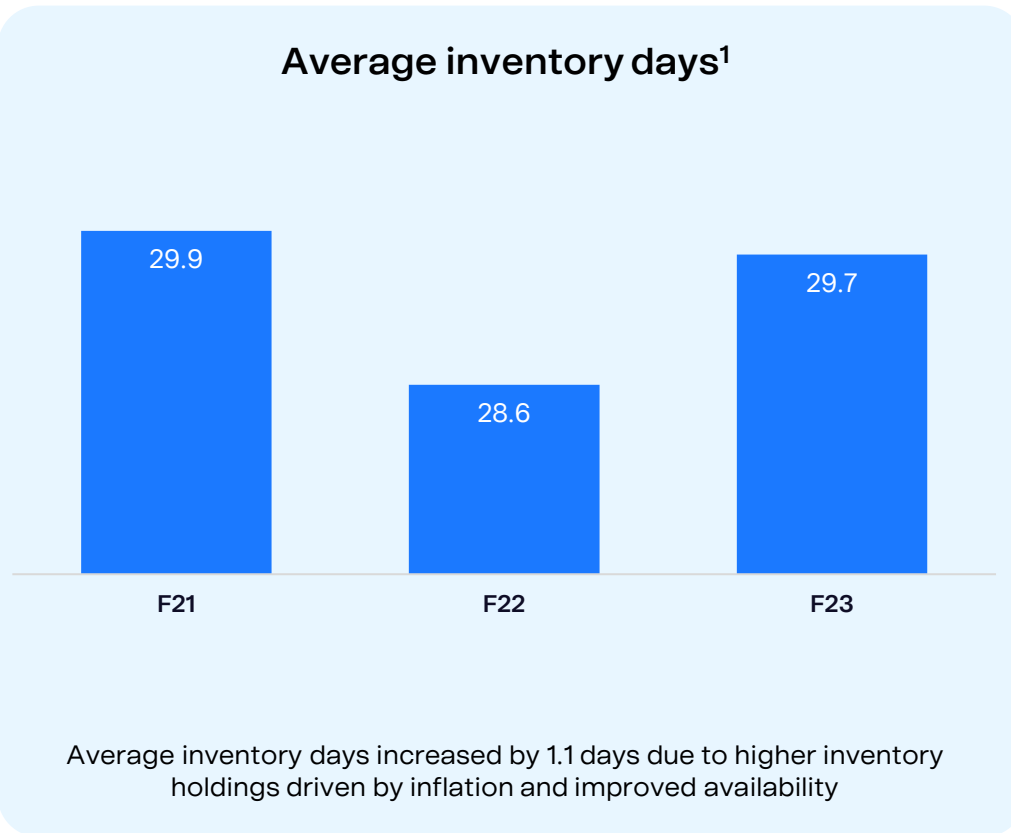
### Group sales and EBIT

\$ MILLION	H2 F23				F23			
	H2 F23 SALES	CHANGE	H2 F23 EBIT	CHANGE	F23 SALES	CHANGE	F23 EBIT	CHANGE
<b>Before significant items</b>								
Australian Food	23,487	7.6%	1,437	20.1%	48,047	5.0%	2,865	19.1%
Australian B2B <sup>1</sup>	2,066	12.0%	14	(49.3)%	4,324	17.4%	63	13.0%
New Zealand Food	3,537	8.7%	117	11.6%	7,240	2.1%	228	(22.9)%
<i>New Zealand Food (NZD)</i>	3,833	8.4%	127	10.3%	7,912	4.6%	249	(21.0)%
BIG W	2,077	(0.3)%	11	(63.7)%	4,785	8.0%	145	165.3%
Other <sup>1,2</sup>	(42)	(11.1)%	(100)	90.4%	(102)	4.4%	(185)	51.7%
<b>Total Group before significant items</b>	<b>31,125</b>	<b>7.5%</b>	<b>1,479</b>	<b>13.1%</b>	<b>64,294</b>	<b>5.7%</b>	<b>3,116</b>	<b>15.8%</b>

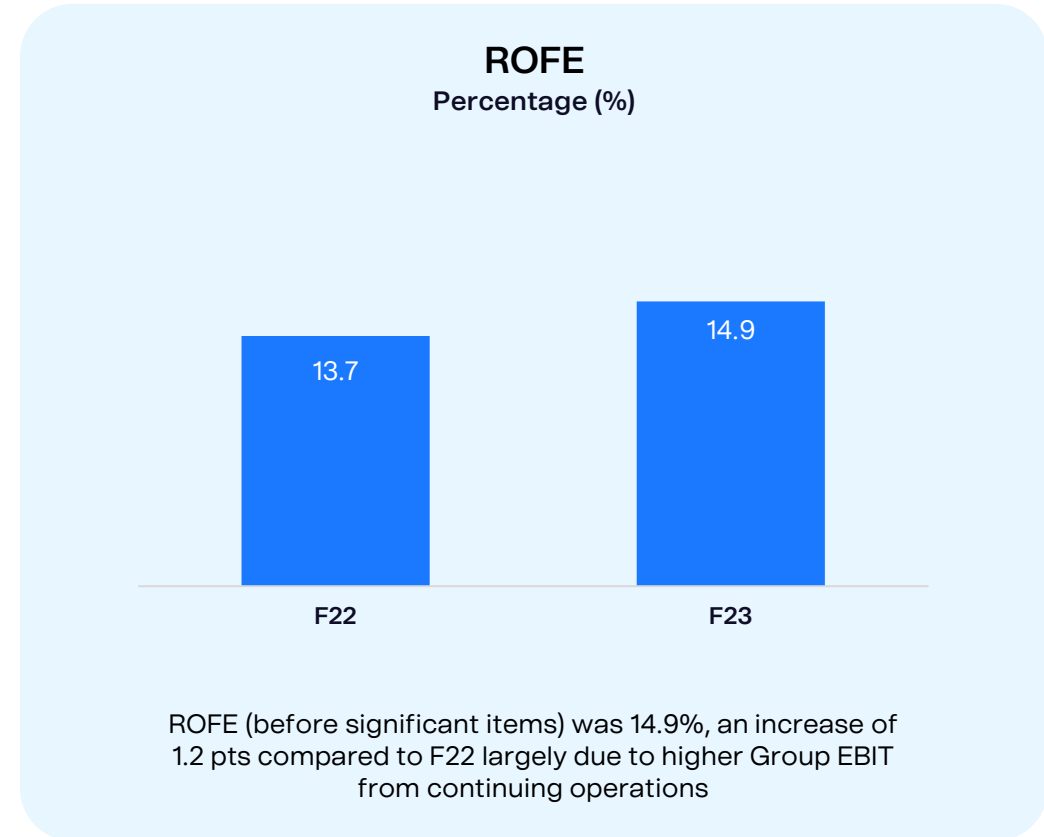
Excluding direct COVID costs in the prior year, EBIT increased by 9.5%

## Average inventory days up marginally; strong ROFE growth on COVID-impacted prior year

### Average inventory days<sup>1</sup>



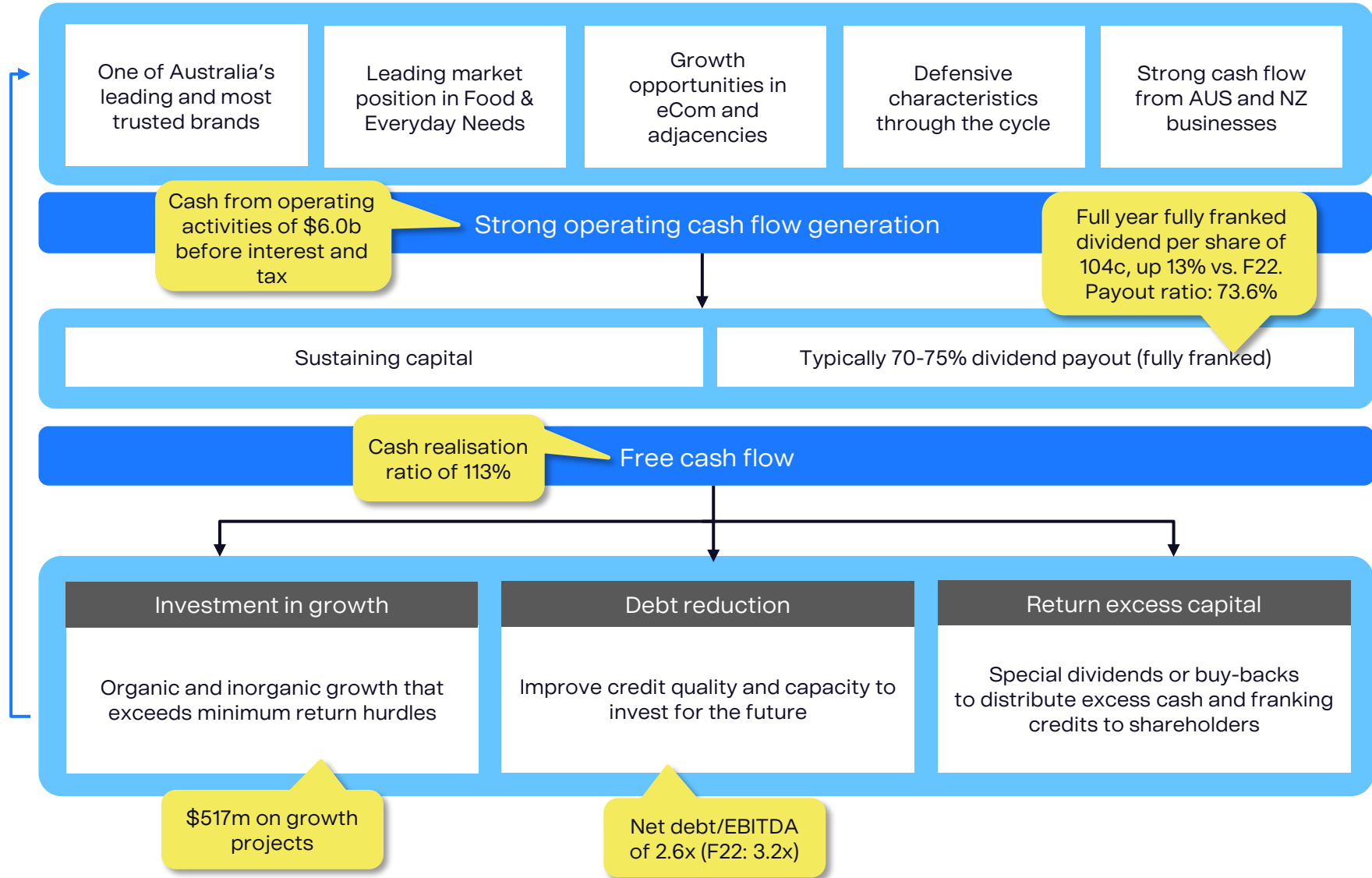
### ROFE Percentage (%)



<sup>1</sup> Average inventory days is calculated as the average of the last 13 months divided by the last 52 weeks cost of sales multiplied by 364 days. Days reflect the reclassification of DC costs into gross profit

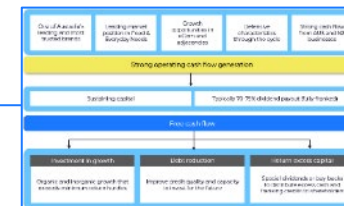
# Woolworths Group capital management framework

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Solid investment grade credit rating

# Strong operating cash flow to sustain the business and invest for growth



\$ MILLION	F23	F22	CHANGE
EBITDA – continuing operations	5,577	5,052	10.4%
EBITDA – discontinued operations	-	6,387	n.m.
<b>Group EBITDA</b>	<b>5,577</b>	<b>11,439</b>	<b>(51.2)%</b>
Working capital and non-cash movements – continuing operations	439	(235)	n.m.
Working capital and non-cash movements – discontinued operations	-	(6,387)	n.m.
<b>Cash from operating activities before interest and tax</b>	<b>6,016</b>	<b>4,817</b>	<b>24.9%</b>
Interest paid – leases	(542)	(542)	-
Net interest paid – non-leases	(133)	(59)	125.4%
Tax paid	(587)	(838)	(30.0)%
<b>Total cash provided by operating activities</b>	<b>4,754</b>	<b>3,378</b>	<b>40.7%</b>
<b>Total cash used in investing activities</b>	<b>(1,844)</b>	<b>(2,457)</b>	<b>(24.9)%</b>
<b>Cash flow before lease payments, dividends, share payments and proceeds from loans to related party</b>	<b>2,910</b>	<b>921</b>	<b>216.0%</b>
Repayment of lease liabilities	(1,067)	(1,019)	4.7%
Dividends paid and payments for shares held in trust	(1,141)	(1,137)	0.3%
Proceeds from loan to related party	-	1,712	n.m.
Payments for share buy-backs	-	(2,000)	n.m.
<b>Net cash flow</b>	<b>702</b>	<b>(1,523)</b>	<b>n.m.</b>
<b>Cash realisation ratio (CRR)</b>	<b>113%</b>	<b>86%<sup>1</sup></b>	

Prior year included Endeavour Group gain on demerger

Working capital inflow in F23 driven by reduction in net investment in inventory. Prior year outflow due to stock build to better manage supply chain disruption and improve availability

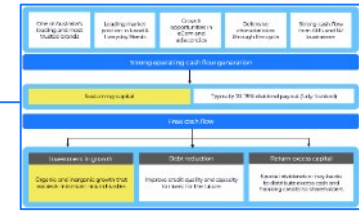
Operating cash flow increase due to strong EBITDA growth and working capital inflow

Higher interest paid reflects higher floating interest rates and higher average net debt

Lower tax paid, primarily reflecting lower taxable income in F22, paid in F23

Reduction compared to prior year due to sale of 5.5% of Endeavour Group in December offset by business acquisitions. Operating capex in line with prior year. Refer to slide 22

Strong CRR due to working capital inflows and lower cash tax paid



# Operating capex profile largely in line with prior year

\$ MILLION	F23	F22
Sustaining capex	1,371	1,396
Growth capex	517	525
<b>Operating capex</b>	<b>1,888</b>	<b>1,921</b>
Property development	594	486
<b>Gross capex</b>	<b>2,482</b>	<b>2,407</b>
Property sales	(361)	(332)
<b>Group net capex</b>	<b>2,121</b>	<b>2,075</b>
Net lease asset additions <sup>1</sup>	324	542

## Sustaining capex

\$ MILLION	F23	F22
SIB	317	242
Renewals	364	423
Supply chain	254	358
IT	274	197
Productivity	162	176

## Growth capex

\$ MILLION	F23	F22
New stores	124	111
Digital	151	121
eCom	123	147
Other growth	119	146

## Sustainability capex<sup>2</sup>

\$123 million including refrigeration, solar, LED lighting and energy management

**F24 operating capex expected to be ~\$2b**



<sup>1</sup> Lease asset additions (excluding acquisition of businesses) less terminations

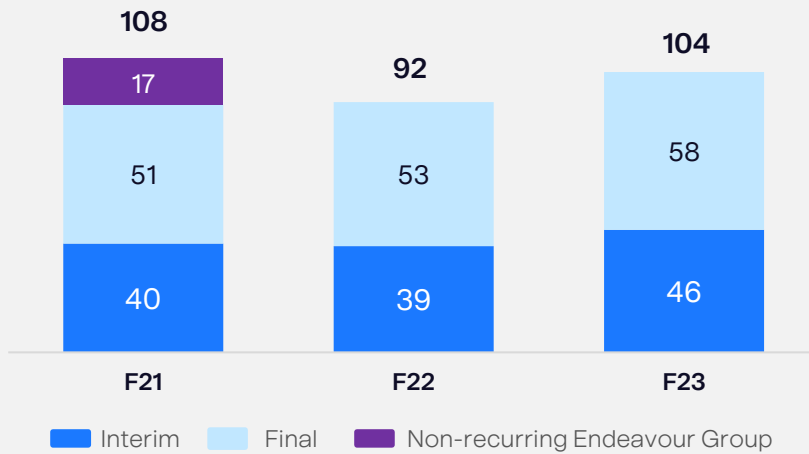
<sup>2</sup> Sustainability capex included in sustaining and growth capex. Includes capex on direct sustainability initiatives as well as initiatives with a strong sustainability benefit

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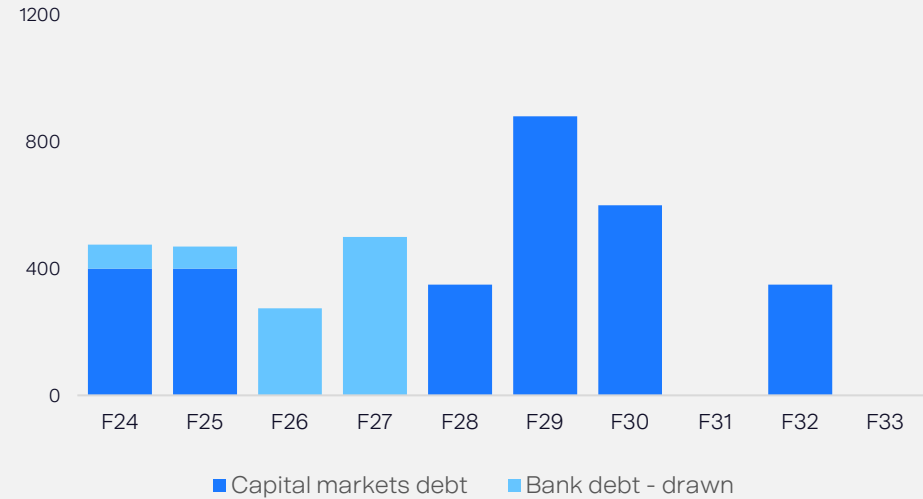
# Dividends and funding

**58 cps final dividend<sup>1</sup>**  
Dividends (cents per share)



- Fully franked final dividend of 58 cps, taking the full year ordinary dividend to 104 cps, up 13% with the dividend reflecting NPAT growth
- Full year payout ratio of 73.6% consistent with prior years
- H2 F23 DRP expected to be satisfied via issues of new shares, no discount
- Franking credit balance of ~\$700m after payment of F23 final dividend

**Debt maturity profile (\$m)<sup>2</sup>**



- Weighted average debt maturity of 3.8 years
- Net debt/EBITDA (leverage ratio) of 2.6x (F22: 3.2x)<sup>3</sup>
- Solid investment-grade credit rating with significant headroom
  - S&P: BBB (stable outlook)<sup>4</sup>
  - Moody's: Baa2 (stable outlook)<sup>4</sup>
- The Group has \$400m of domestic medium-term notes maturing in April 2024, which will be refinanced or repaid from existing committed undrawn bank facilities prior to maturity

<sup>1</sup> Fully franked

<sup>2</sup> Bank debt drawn as at 25 June 2023 under short-term uncommitted facilities included in F24 maturities. Excludes lease liabilities and undrawn committed bank debt

<sup>3</sup> Calculated as net debt (incl. lease liabilities) / EBITDA on continuing operations before significant items

<sup>4</sup> Credit ratings issued by a credit rating agency which holds an Australian Financial Services Licence authorised to issue credit ratings to wholesale clients only and are published for the benefit of the Group's debt providers



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Woolworths 

Today's Fresh Food People

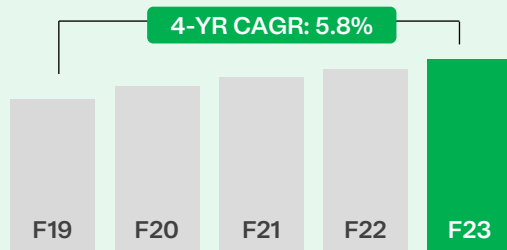
Good people



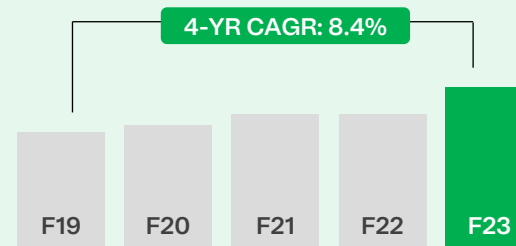
## Australian Food

	F23	F22 <sup>1</sup>	CHANGE
Total sales (\$m)	48,047	45,740	5.0%
EBITDA (\$m)	4,651	4,044	15.0%
EBIT (\$m)	2,865	2,406	19.1%
EBIT (\$m) – excluding direct COVID costs	2,865	2,617	9.5%
Gross margin (%)	28.1	27.4	76 bps
CODB (%)	22.1	22.1	6 bps
EBIT to sales (%)	6.0	5.3	70 bps
ROFE (%)	29.0	24.9	4.1 pts
<b>F23 SUSTAINABILITY METRICS</b>			
Scope 1 & 2 emissions (tonnes) <sup>2</sup>	1,546,804	1,687,757	(8.4)%

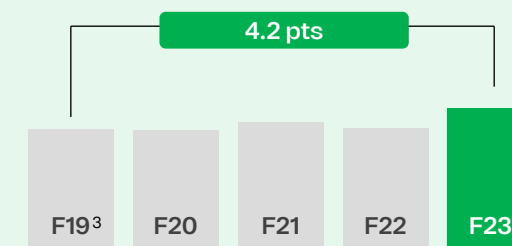
Sales (\$m)



EBIT (\$m)



ROFE (%)



<sup>1</sup> Prior period restated to reflect Woolworths at Work

<sup>2</sup> F23 and F22 emissions data reflect market-based scope 2 electricity reporting. F22 has been restated to also reflect new guidance from the Clean Energy Regulator for treatment of Australian Carbon Credit Units

<sup>3</sup> F19 ROFE has not been restated to conform with new reporting segments

## Australian Food

### Woolworths Food Retail (Stores and eCom)

	F23	F22 <sup>1</sup>	CHANGE
Total sales (\$m)	47,648	45,445	4.8%
EBITDA (\$m)	4,550	3,982	14.3%
EBIT (\$m)	2,838	2,399	18.3%
EBIT to sales (%)	6.0%	5.3%	68 bps
Sales per square metre <sup>2</sup> (\$)	18,921	18,364	3.0%
<b>SALES PERFORMANCE BY BUSINESS (\$m)</b>			
Woolworths Supermarkets (store-originated)	41,413	39,557	4.7%
Metro Food Stores (store-originated)	1,156	951	21.6%
eCom	5,079	4,937	2.9%
<b>Woolworths Food Retail (Stores and eCom)</b>	<b>47,648</b>	<b>45,445</b>	<b>4.8%</b>

<sup>1</sup> Prior period restated to reflect Woolworths at Work

<sup>2</sup> Prior year sales per square metre has been restated to conform to the current year's presentation of sales channel

# Progress against strategic priorities

Build love for Today's Fresh Food People

## Caring for our communities and team



28m meals donated via store food waste diversion; additional 13m meals in F24 via Woolworths donation



Healthier checkouts in all stores with 80% of snacks 3.5+ HSR

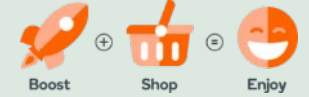


41 Mini Woolies stores

## Convenient and connected experiences



708 Direct to boot enabled stores



Members accessing Booster offers up 7% vs. June 2022

Innovate our core offer

## Helping customers get their Woolies worth



Four seasonal and Christmas Prices Dropped campaigns



~3,000 products on Low Price; 30% more products vs. F22



20% discount on Odd Bunch; sales growth of 9% vs. F22

## Tailoring our range



Curated range (Value, Core, UP) cover 52% of sales, generating incremental sales and GP

## Freshest fresh



Launched Bakery cadetship program



Poultry-first layout in 78 Value stores to highlight affordable protein

Simplify our E2E processes, leveraging technology and data

## Rostering, resourcing and ways of working



Agile for store teams with visual management boards and daily huddles



RT3 rostering tool rolled out nationally



Focus on multi-skilling team and enabling cross-store working

## Technology



Electronic shelf labels in 144 stores



Scan Assist live in 474 stores

## Operational excellence



Customer 1<sup>st</sup> availability: embedding consistently good inventory routines

## Woolworths 360 evolving our integrated network to best serve our customers



Opened 10 net new stores and completed 43 renewals across Woolworths Supermarkets and Metro



Launched Proactive Services in Woolworths Supermarkets, an in-house trolley collection and cleaning team, currently in 69 stores



Opened two new CFCs in Rochedale and Caringbah; and progressed construction of first automated CFC in Auburn, NSW



Rolled out solar panels to 54 supermarkets, two DCs and two CFCs with a total of 231 sites across Australia



Completed flagship renewal at Bondi Beach Metro Food Store



Expanded Direct to boot with 81 net new Direct to boot enabled stores, with 708 stores at end of F23

## Australian Food

### WooliesX (including eCom)

	F23	F22	CHANGE
<b>Total sales (\$m)</b>	<b>6,432</b>	<b>6,090</b>	<b>5.6%</b>
DAP & EBIT before depreciation and amortisation (\$m)	340	261	30.0%
<b>DAP &amp; EBIT (\$m)</b>	<b>181</b>	<b>147</b>	<b>23.1%</b>
DAP & EBIT to sales (%)	2.8	2.4	40 bps
<b>SALES PERFORMANCE BY PLATFORM (\$m)</b>			
eComX (B2C and Woolworths at Work)	5,079	4,937	2.9%
Digital & Media (idX/ Cartology) and Rewards & Services (EverydayX)	1,353	1,153	17.3%
Total WooliesX sales	6,432	6,090	5.6%
Eliminations and reclassifications	(1,018)	(877)	16.1%
<b>WooliesX sales after eliminations and reclassifications</b>	<b>5,414</b>	<b>5,213</b>	<b>3.9%</b>
<b>DAP &amp; EBIT PERFORMANCE BY PLATFORM (\$m)</b>			
eComX DAP	89	93	(4.9)%
idX/ Cartology, EverydayX, TechX & support costs EBIT	92	54	70.9%
<b>WooliesX DAP &amp; EBIT</b>	<b>181</b>	<b>147</b>	<b>23.1%</b>

# WooliesX F23 highlights

## idX & Cartology

Record levels of digital traffic across Group and Food and Everyday digital platforms



**+21%**  
vs. Q4 F22



**+39%**  
weekly active users vs. F22



**+21%**  
vs. Q4 F22

Woolworths and Everyday Rewards app now overtaking web in digital traffic



**New and enhanced digital experiences** with new tools to help engaged customers find value

Shopping Lists users: **+26%** vs. F22

**13x**  
more offers enabled

**Completed transition to Real Time Loyalty Platform**

Enabled more personalised offers in real time and faster analysis of campaigns

cartology **+29%**  
revenue vs. F22

**Launch of Cartology** in BIG W and Metro Food Stores and acquisition of Shopper in F23

## eComX

Continued demand for convenience



**+9%**  
increase in B2C active customers vs. F22



**>80%**  
of orders fulfilled within 24 hours in June +8 pts vs. F22



**60** +2 pts vs. Q4 F22  
improvement in Online VOC NPS



**+29%**  
Woolworths at Work sales growth vs. F22

Continued investment in eCom network



**81** Direct to boot sites added



**2** new CFCs opened in Rochedale & Caringbah

Progressed our sustainability commitments



**27** electric vehicles added to fleet



**~1,500t** plastic removed through transition to paper bags

## EverydayX

Providing members with more value

**14.5m**  
members  
+750,000 vs. F22



**+6%**  
increase in active members vs. F22



**+42%**  
increase in EDR active app users vs. F22

**Continued engagement with the Everyday Rewards app** supported by an enhanced user experience and more partners



**+7%** increase in members accessing Booster offers in June F23 vs. F22



**Rebranded and relaunched** Everyday Insurance in February 2023, enabling capping more member-only offers



**Canstar Blue's 2022 Most Satisfied Customers in a Rewards Program** for second consecutive year

Note: idX was previously known as ConnectedX and includes Digital & Media



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# Australian B2B

## Australian B2B

	F23	F22 <sup>1</sup>	CHANGE
<b>Sales (\$m)</b>	<b>4,324</b>	<b>3,684</b>	<b>17.4%</b>
B2B Food (Woolworths Food Company 3 <sup>rd</sup> party)	3,126	2,599	20.3%
B2B Supply Chain (Primary Connect 3 <sup>rd</sup> party)	1,198	1,085	10.4%
<b>EBITDA (\$m)</b>	<b>176</b>	<b>154</b>	<b>14.8%</b>
<b>EBIT (\$m)</b>	<b>63</b>	<b>56</b>	<b>13.0%</b>
EBIT to sales (%)	1.5%	1.5%	(6) bps
ROFE (%) <sup>2</sup>	5.0	4.2	83 bps

### F23 SUSTAINABILITY METRICS

Scope 1 & 2 emissions (tonnes) <sup>4</sup>	73,585	78,483	(6.2)%
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### Sales and EBIT breakdown by continuing and exited business

	F23	F22 <sup>1</sup>	CHANGE
<b>Sales (\$m)</b>			
Continuing businesses	3,947	3,217	22.7%
Exited businesses	377	467	(19.2)%
<b>Total Australian B2B sales</b>	<b>4,324</b>	<b>3,684</b>	<b>17.4%</b>
<b>EBIT (\$m)</b>			
Continuing businesses	105	62	68.7%
Exited businesses (included exit costs) <sup>3</sup>	(42)	(6)	n.m.
<b>Total Australian B2B EBIT</b>	<b>63</b>	<b>56</b>	<b>13.0%</b>

1 Prior period restated to exclude Woolworths Work which has moved to Australian Food

2 F22 ROFE has been calculated based on the average of mid and closing funds employed

3 In addition to the exit costs, \$30 million was recognised in relation to the exit of the Summergate business in significant items in H1

4 F23 & F22 emissions data reflect market-based scope 2 electricity reporting. F22 has been restated to also reflect new guidance from the Clean Energy Regulator for treatment of Australian Carbon Credit Units

## Australian B2B

### B2B Food



Strong sales growth in PFD driven by new business, higher customer demand, and impact of inflation



Australian Grocery Wholesalers partnership with Community Enterprise Queensland to supply its remote store network



Reorganised B2B Food portfolio, including the sale of Summergate and the closure of Woolworths International in H2

### B2B Supply Chain



Strong growth in PC+ driven by new customers and supported by opening of three temperature controlled cross-dock locations in H2



Successful transition of BIG W Hoppers Crossing DC to Primary Connect from 3PL; MSRDC consistently averaging 2.4m cartons per week



Progressed multi-year supply chain transformation with initial phase of Sydney NDC in Moorebank complete and operational launch date planned for H1 F25

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# Woolworths

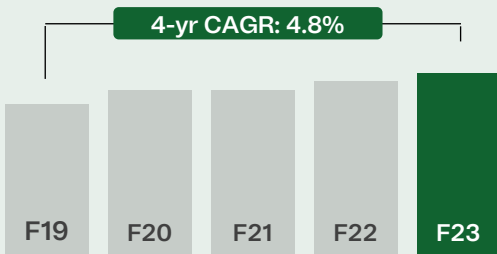
New Zealand



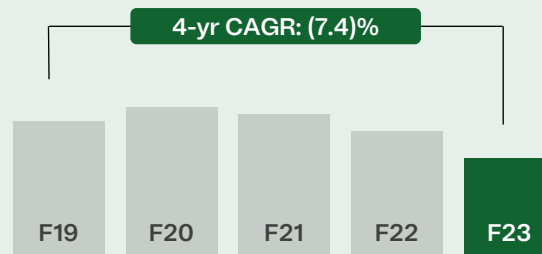
## New Zealand Food

NZD (\$)	F23	F22	CHANGE
<b>Total sales (\$m)</b>	<b>7,912</b>	<b>7,563</b>	<b>4.6%</b>
EBITDA (\$m)	572	611	(6.3)%
<b>EBIT (\$m)</b>	<b>249</b>	<b>316</b>	<b>(21.0)%</b>
Gross margin (%)	23.1	23.2	(9) bps
CODB (%)	20.0	19.0	94 bps
EBIT to sales (%)	3.2	4.2	(102) bps
Sales per square metre (\$)	18,208	17,881	1.8%
ROFE (%)	5.2	7.0	(1.8) pts
<b>F23 SUSTAINABILITY METRICS</b>			
Scope 1 & 2 emissions (tonnes)	62,255	63,782	(2.4)%

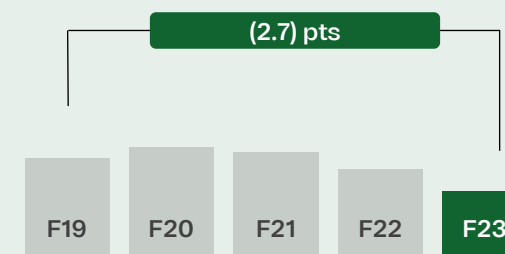
Sales (NZD\$m)



EBIT (NZD\$m)



ROFE (%)



## F23 highlights

### Living our purpose



**+9 pts**  
Improved VOT  
advocacy vs. F22

**+2 pts**  
Q4 VOC NPS score  
vs. Q3 F23 and Q4 F22

Improved  
pay and conditions  
for store team

Invested in a number  
of safety initiatives for  
customers and team

### Digital, eCom and innovation



**12.7%**  
Q4 eCom  
penetration

**104**  
stores with  
eLocker and  
Drive solutions

**16.3%**  
increase in  
average weekly  
app users

**55**  
stores with  
electronic shelf  
labels

### Foundations for the future



Announced multi-year  
transformation  
program to deliver  
better experiences for  
customers and team

Established  
NZ Grocery  
Wholesalers

Began rollout  
of RT3, new  
rostering tool

Ramp up of Auckland Fresh  
DC and commenced  
construction on  
Christchurch Fresh DC

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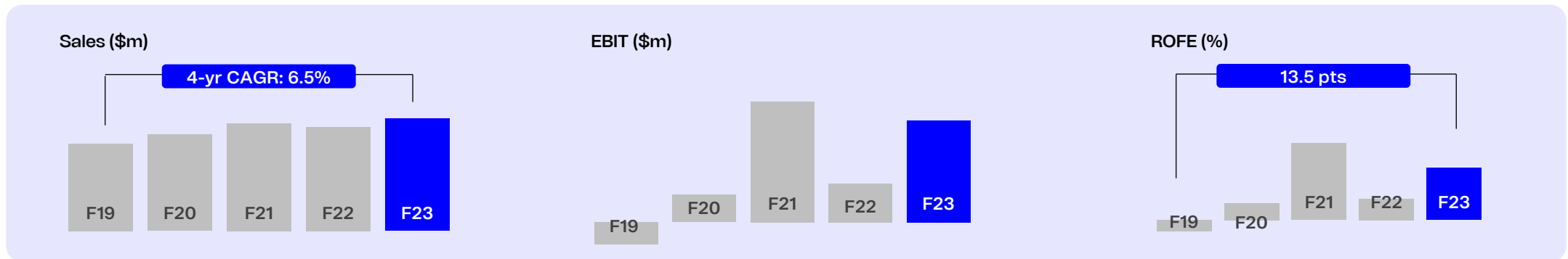


# BIG W

	F23	F22	CHANGE
<b>Total sales (\$m)</b>	<b>4,785</b>	<b>4,431</b>	<b>8.0%</b>
EBITDA (\$m)	348	245	41.6%
<b>EBIT (\$m)</b>	<b>145</b>	<b>55</b>	<b>165.3%</b>
Gross margin (%)	31.6	31.5	9 bps
CODB (%)	28.6	30.3	(170) bps
EBIT to sales (%)	3.0	1.2	180 bps
Sales per square metre (\$)	4,756	4,409	7.9%
ROFE (%)	11.1	4.6	6.5 pts

## F23 SUSTAINABILITY METRICS

Scope 1 & 2 emissions (tonnes) <sup>1</sup>	103,061	125,533	(17.9)%
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<sup>1</sup> F23 & F22 emissions data reflect market-based scope 2 electricity reporting. F22 has been restated to also reflect new guidance from the Clean Energy Regulator for treatment of Australian Carbon Credit Units





## F23 highlights

<p>Live our purpose and show real care</p>		<p>Store-controllable VOC stable in F23 at 83%</p>	<p>National Toys for Joy program saving over 130 tonnes of waste from landfill in F23</p>	<p>Breakfast library program now supporting 30 schools every week in partnership with Australian Literacy and Numeracy Foundation</p>
<p>Accessible and relevant to all Australian families</p>		<p>Ranked in Australia's Top 7 Most Trusted Brand by Roy Morgan June 2023</p>	<p>Created new core store blueprint and completed two renewals at Kawana Waters, Qld and Greenhills, NSW</p>	<p>Opening of new small format BIG W store at Town Hall, the only discount department store in Sydney CBD</p>
<p>Turbocharge digital experience and eCom</p>		<p>Opened 21 new Direct to boot sites and two eStores in Winston Hills, NSW and Watergardens, Vic</p>	<p>~500k downloads of BIG W app in F23</p>	<p>Launched Cartology in BIG W, with 175 screens installed in F23</p>
<p>Distinctive offer underpinned by great value</p>		<p>Record sales in H1 and strong performance in seasonal events, including Black Friday, Easter and Christmas</p>	<p>More value on offer with the launch of two new own brands Openook (Home &amp; Living) and Somersault (Toys)</p>	<p>Record Everyday Rewards scan rates in F23</p>
<p>Best in class availability and supply chain</p>		<p>Successful transition of Hoppers Crossing DC (Vic) from 3PL to Primary Connect</p>	<p>Improvements to customer availability as supply chains continue to stabilise with Store-controllable VOC Availability score reaching 80</p>	



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Brad Banducci	

# Transformation of Woolworths New Zealand to deliver improved medium-term performance

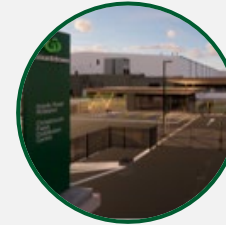
## Better place to shop



Countdown rebranded to Woolworths. 80 renewals planned over three years. Real focus on value (WFC and value mechanics)



Everyday Rewards to launch in Feb 2024. MILKRUN by Woolworths New Zealand launched in July 2023



Greater focus on Fresh; Christchurch Fresh DC opening in 2024 complementing Auckland Fresh DC opened in June 2022

## Better place to work



Leveraging Group tech platforms including Next-Gen Promotions, RT3, Kronos, SuccessFactors, Workjam and Team Space in F24



Better team benefits including the roll out of Everyday Rewards Plus in F24



Investing in making stores safer with >\$NZ45m in security measures and upskilling team members

## Better for New Zealand's tomorrow



Increased investment in Food for Good Foundation



Grassroot community support; futureFERNs netball sponsorship



Reducing food waste and extension of scope 3 emission pilot, engaging with over 30 New Zealand suppliers

# Current trading and outlook

Continuing to invest in our customers, team and platforms

Sales in the first eight weeks of F24 showing similar trends to Q4 F23 with solid growth in Food but BIG W sales declining, reflecting cost-of-living pressures

Woolworths Food Retail sales up ~6.5%<sup>1</sup> with inflation moderating and low single-digit item growth. F24 EBIT growth needs to be viewed in the context of cost inflation and a strong focus on delivering value for our customers

New Zealand Food sales up ~4.5%<sup>1</sup>. Short-term outlook remains challenging

BIG W sales down ~6%<sup>1</sup>. The outlook for the remainder of the year is uncertain but trading in Q2 will be key to the full year results

Continuing to invest to deliver value for our customers including actively helping them to Spend Less this Spring



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# Thank you

# Glossary

Active eCom customers	Customers that have made a purchase online in the last four weeks
AGW	Australian Grocery Wholesalers Pty Limited
B2B	Business to business
B2C	Business to customer
CAGR	Compound annual growth rate
Cash realisation ratio	Operating cash flow as a percentage of Group net profit after tax before depreciation and amortisation
Comparable sales	Measure of sales which excludes stores that have been opened or closed in the last 12 months and demonstrable impact on existing stores from store disruption as a result of store refurbishment or new store openings/closures
Cost of doing business (CODB)	Expenses which relate to the operation of the business
Customer fulfilment centre (CFC)	Dedicated online distribution centres
DAP	Directly-attributable profit includes costs directly-attributable to the B2C eCommerce business, such as picking, packing and delivery costs; marketing costs; eCom support costs; and variable DC costs
DC	Distribution centre
Direct to boot	Where a customer places an order online and drives to a dedicated area where a team member places the order directly in the customer's boot
E2E	End-to-end
eStore	Dedicated store for the fulfilment of online orders, sometimes incorporating automation
Four-year CAGR	Four-year compound annual growth rate. F23 results have been compared to normalised F19 results which have removed the impact of the 53 <sup>rd</sup> week and if AASB 16 had been in place in F19
Funds employed	Net assets employed, excluding net tax balances
HSR	Health Star Rating
MSRDC	Melbourne South Regional Distribution Centre

## Glossary continued

NDC	National distribution centre
Net Promoter Score (NPS)	A loyalty measure based on a single question where a customer rates a business on a scale of zero to 10. The score is the net result of the percentage of customers providing a score of nine or 10 (promoters) less the percentage of customers providing a score of zero to six (detractors)
n.m.	Not meaningful
PC+	Primary Connect third-party logistics
Pick up	A service which enables collection of online shopping orders at a store or at select locations
Renewals	A total store transformation focused on the overall store environment, team, range and process efficiency (including digital)
Return on Funds Employed (ROFE)	ROFE is calculated as EBIT before significant items for the previous 12 months as a percentage of average (opening, mid and closing) funds employed including significant items provisions
RT3	A new team rostering and store standards solution in Woolworths Supermarkets (Right team, right task, right time)
Sales per square metre	Total sales for the previous 12 months by business divided by average trading area of stores and fulfilment centres
SIB	Stay in business
Total net debt	Borrowings less cash balances including debt hedging derivatives and lease liabilities
Voice of Customer (VOC)	Externally facilitated survey of a sample of Woolworths Group customers where customers rate Woolworths Group businesses on several criteria. Expressed as the percentage of customers providing a rating of six or seven on a seven-point scale
Voice of Team (VOT)	Survey measuring sustainable engagement of team members as well as their advocacy of Woolworths as a place to work and shop. The survey consists of nine sustainable engagement questions, three key driver questions and two advocacy questions
VOC NPS	VOC NPS is based on feedback from Woolworths Rewards members. VOC NPS is the number of promoters (score of nine or 10) less the number of detractors (score of six or below)
WFC	Woolworths Food Company
Woolworths 360	Woolworths Group's format and network development team looking after network plans, formats, eCommerce fulfilment, smart operations, facilities management and energy and waste management

## Glossary continued

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

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



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