

4 December 2025

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

Moorebank Site Visit Presentation

Attached for release is a copy of the presentation accompanying a site visit to the Group's Moorebank distribution centres on 4 December 2025.

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Moorebank NDC & RDC Investor Site Visit

4 December 2025

Amanda Bardwell, Managing Director and CEO
Stephen Harrison, CFO



Supply chain transformation a key pillar of our Group strategy

Our unique strengths



Iconic Australian and New Zealand brands



Large, connected customer base



Leading loyalty program



Digital, data and AI advantage



Widest network reach, best-in-class retail assets



Experienced team with deep retail expertise

Supporting our medium-term strategic priorities



Priority
1

Become first choice for the Freshest Australian Food



Improved customer experiences



Improved availability and fewer out-of-stocks



Improved store and team experiences



Improved store service levels and pick accuracy; safer working environment



Improved cost and network efficiencies



Reduced cost to serve for network and improved supply chain efficiencies through automation

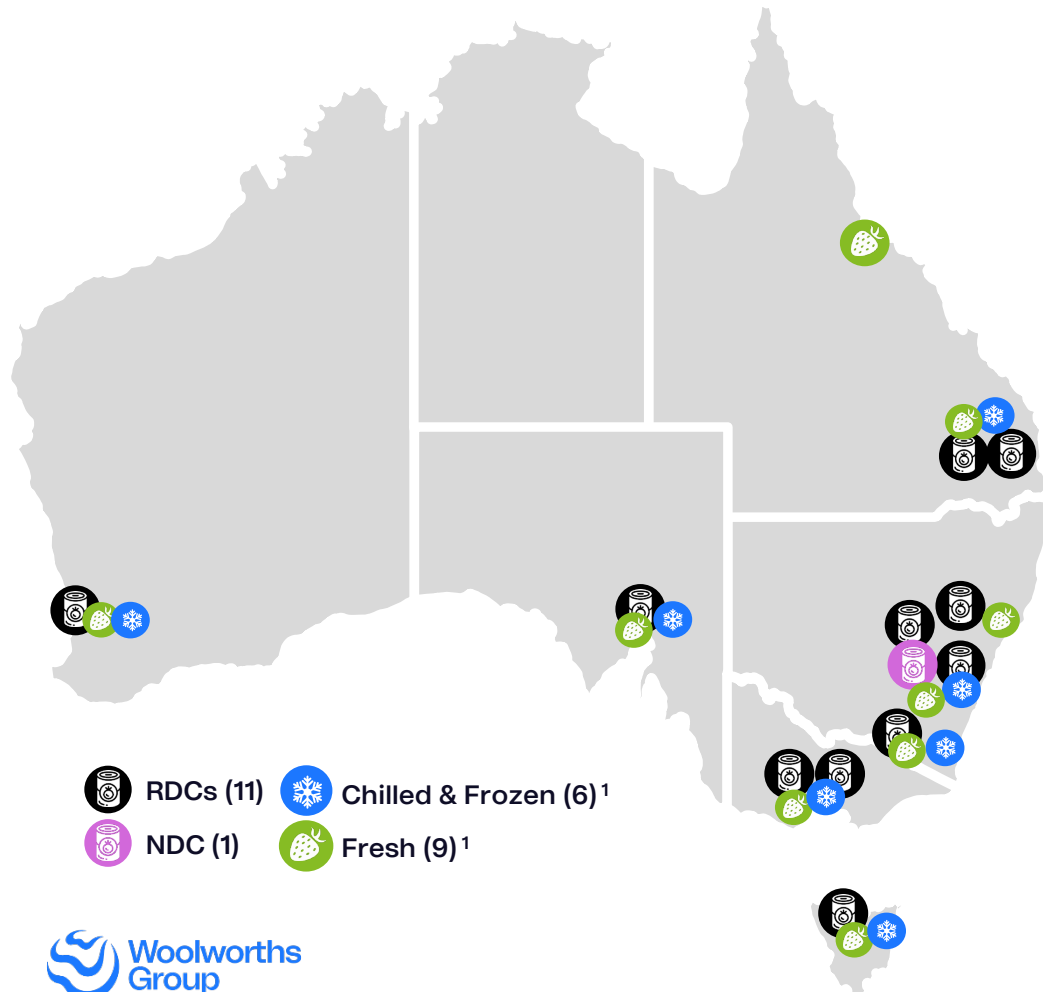
Priority
2

Improve returns in NZ Food and BIG W

Priority
3

Grow complementary business and services

Modern network of Regional Distribution Centres supported by a strategically-located National Distribution Centre



Ambient
grocery

Regional Distribution Centres
driving improved availability with ~85% of
grocery volume closest to customers

National Distribution Centre
holds ~15% of grocery volume

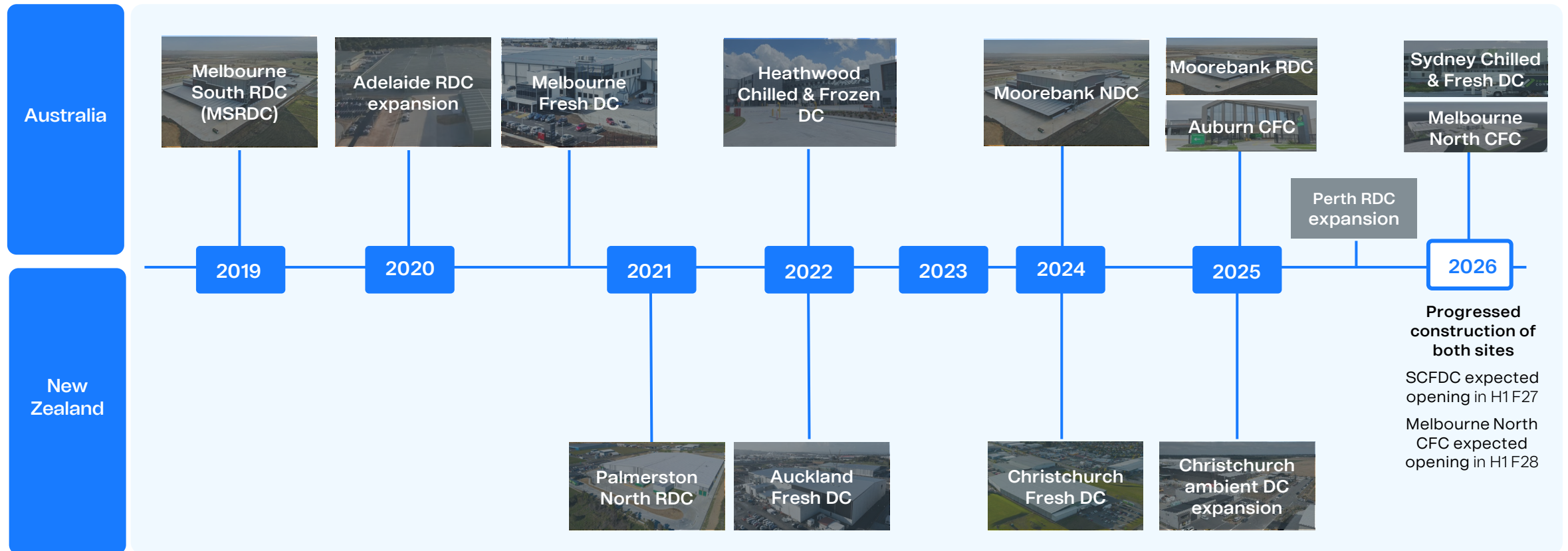


Temperature-
controlled
and Fresh

Streamlined temperature-controlled
network across Fresh
and Chilled & Frozen
supporting Fresh offer

¹ Tasmania facility co-locates Fresh and Chilled & Frozen

Significant progress on Group's Food supply chain transformation



Moorebank precinct a key strategic location

Material network efficiencies delivered through strategic location within Australia's largest logistics hub



Moorebank investment to transform ambient network



Key investment metrics

- Largest single capital investment project in Woolworths Group's history
- \$1.3 billion capital investment (inc. leases)
- Significant gross efficiency benefits
- Double-digit ROFE and IRR >10%



Moorebank National Distribution Centre

**40,500 sqm semi-automated site;
slower moving ambient grocery and
everyday needs products**

Servicing	National network
Throughput	2.5m cartons per week
Volume	~15% of ambient grocery volume
SKUs	~12,000 SKUs
Automation partner	Dematic



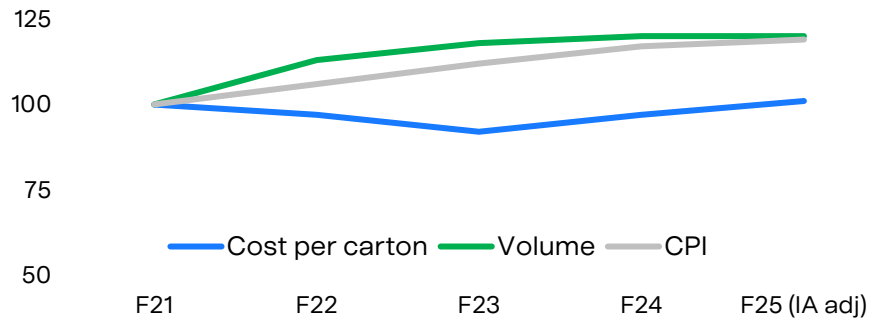
Moorebank Regional Distribution Centre

**55,600 sqm fully automated site;
fast-moving ambient grocery and
everyday needs products**

Servicing	NSW regional market of 300+ stores
Throughput	2.8m cartons per week
Volume	~85% of ambient grocery volume
SKUs	~9,000 SKUs
Automation partner	Vanderlande

Leveraged learnings from MSRDC; Moorebank RDC significantly more efficient than Minchinbury

MSRDC the blueprint



Note: Cost per carton, volume and CPI indexed to 100 in F21

- Proven automation partnership with Vanderlande at MSRDC
- Strong operating performance with 2.5 million cartons per week
- Previous sites ~30% more expensive on cost per carton basis



Moorebank RDC



Minchinbury DC

Team	250-300 team members
Storage	56,000 pallets
Throughput	2.8m cartons per week
Range	~9,000 SKUs
Accuracy	99.99%

310 team members
36,000 pallets
1.5m cartons per week
~3,700 SKUs
99.50%

Benefits



MoRDC expected to see similar cost per carton improvements as MSRDC

Moorebank also expected to deliver significant non-financial benefits

Together, the new sites will materially improve the experience of our team and customers and unlock greater efficiencies across our supply chain network



Customers

- Improved availability and fewer out-of-stocks
- Supporting tailored ranges



Stores

- Improved store service levels (with fewer combined NDC/RDC deliveries in NSW)
- Improved pick accuracy through automated technology
- Delivery of store specific 2/3 pallets making it faster and easier for store teams



Team members

- Safer working environment through reduction of manual handling activities and ergonomic design
- Supporting greater gender diversity and career paths



Costs

- Improved productivity
- Lower transportation costs and reduced handling
- More resilient network



Sustainability

- Reduction of ~26,000 truck movements annually, contributing to emissions reductions targets
- 5 Star Green Star rated sites
- Solar panels generating 5.3MW and electric charging for team and heavy vehicles