ASX Announcement

26 August 2026

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 28 June 2026.

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26 August 2026

Woolworths Group 2026 Full Year Results

For the 52 weeks ended 28 June 2026

Amanda Bardwell, Managing Director and CEO
Stephen Harrison, CFO

Woolworths Group

Contents

We create better experiences together for a better tomorrow

Acknowledgment 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 are committed to actively contributing to Australia's reconciliation journey through listening and learning, empowering more diverse voices, caring deeply for our communities and working together for a better tomorrow.

Woolworths Group

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

F26 Summary

Good progress on strategy to become first choice for customers; Group VOC NPS up four points on prior year

Customer investment and improved execution in Australian Food delivering solid sales growth, particularly in H2

Group EBIT[1] up 12.7% driven by growth in all trading segments. Significant contribution from complementary businesses & services

Group eCommerce sales growth of 15.9% with acceleration in H2 led by On Demand; strong profit improvement

Above-store cost savings delivered in line with expectations supporting 24 bps reduction in Group CODB

1 Before significant items. Refer to page 16 of the F26 Profit and Dividend Announcement for further detail on significant items

All trading segments contributing to an improved performance

F26 Group sales

$71.5b

▲ 3.6% vs. F25

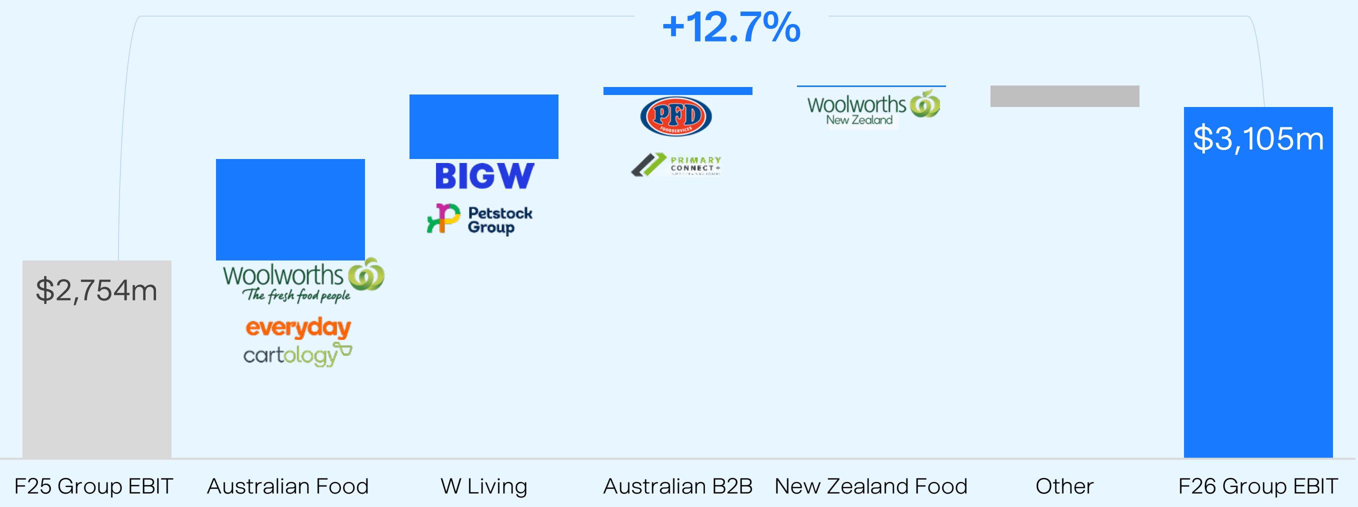
F26 Group EBIT[1]

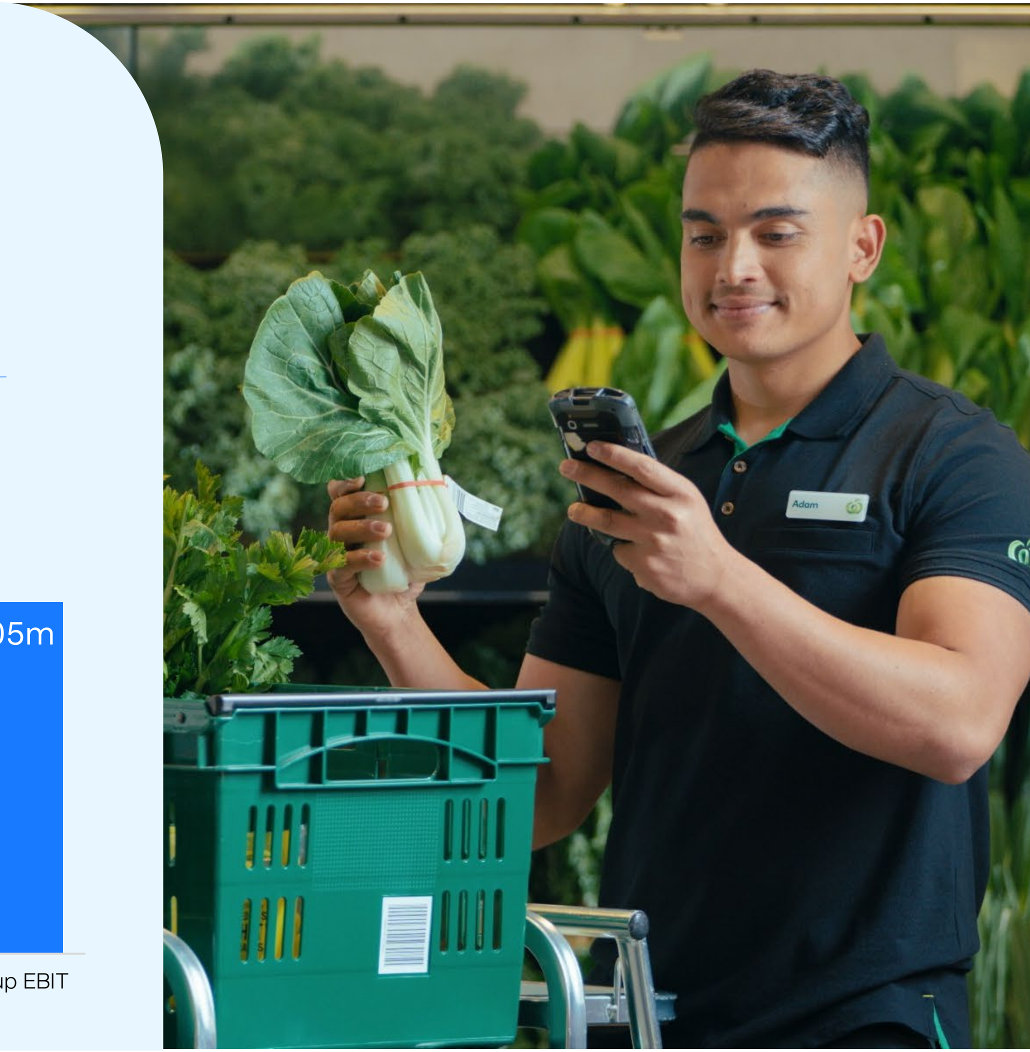
$3,105m

▲ 12.7% vs. F25

▲ 8.7% vs. F25 ex. IA and supply chain[2]

F26 Group EBIT contribution





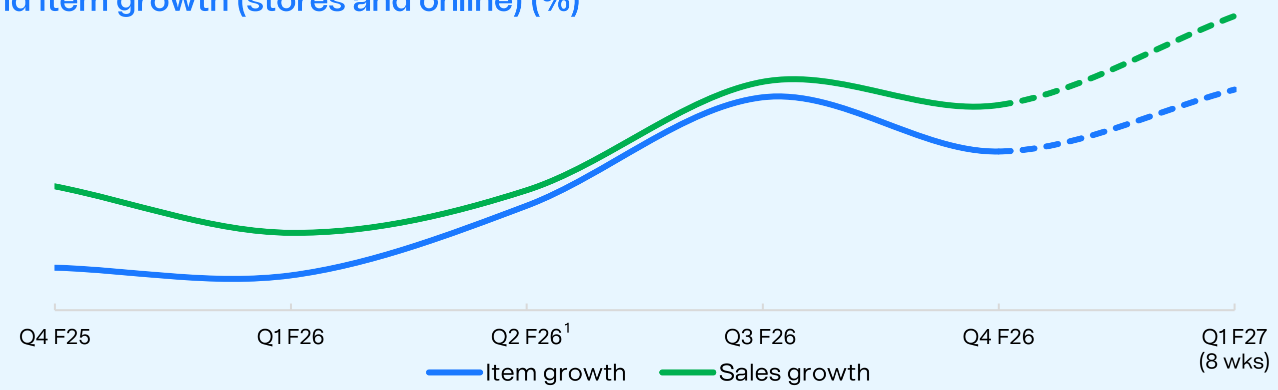
1 Before significant items. Refer to page 16 of the F26 Profit and Dividend Announcement for further detail on significant items
2 Excluding the impact of cycling industrial action and supply chain implementation costs. Refer to Appendix Four on page 21 of the F26 Profit and Dividend Announcement

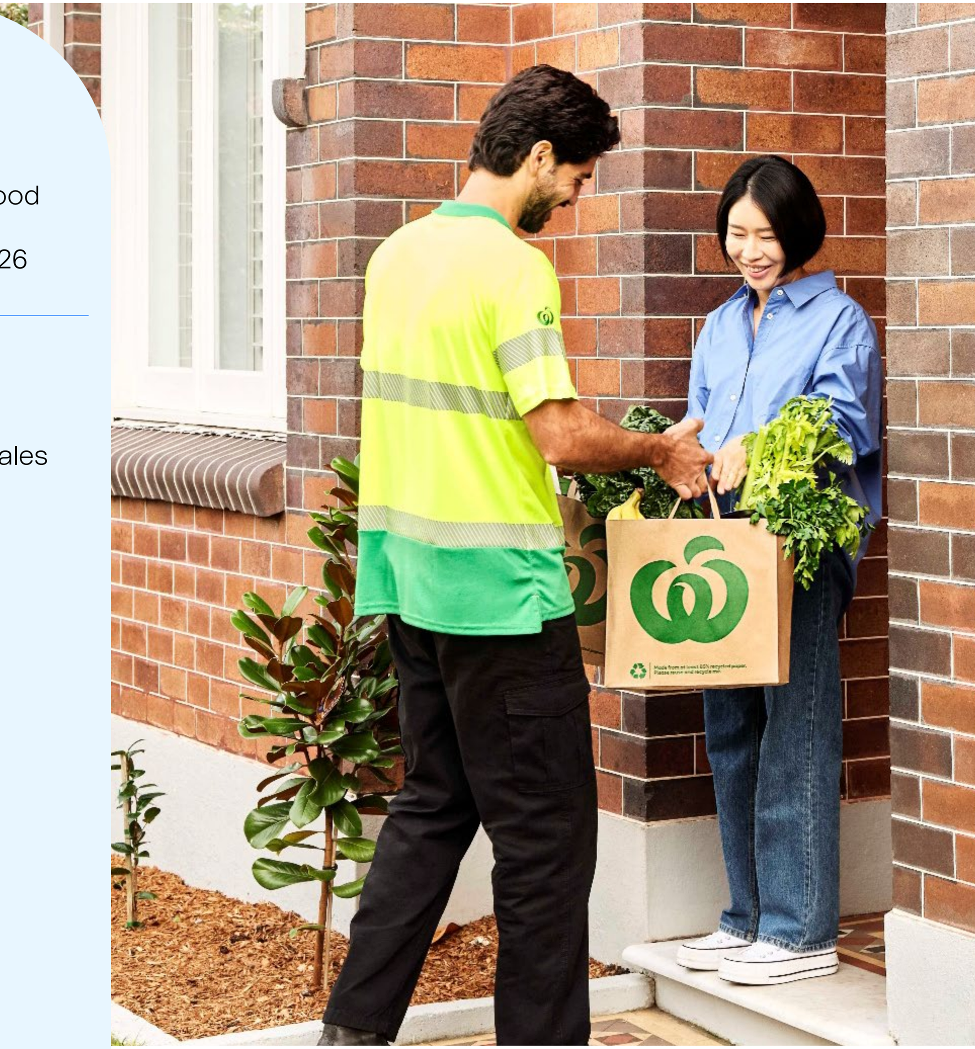
Restoring momentum in Australian Food

Key actions

Invested in more value for customers including Lower Shelf Price and Everyday Rewards	**+3 pts** Increase in Value for Money VOC NPS (store & online) vs. June 2025	**Strong item growth** supported by major trading events and seasonal campaigns	**4.8%** Woolworths Food Retail item growth in H2 F26
Team investment and increased delivery frequency in key departments and times of day	**58 bps** Increase in average shelf edge availability F26 vs. F25	Expanded network to support **eCommerce and On Demand growth**	**15.9%** Group eCommerce sales growth in F26

Woolworths Food Retail sales and item growth (stores and online) (%)





1 Excludes the impact of cycling industrial action in Q2 F26

Connecting with customers more than ever

Customers remain value conscious as cost-of-living pressures persist

41%

of Australian customers feel they struggle to make ends meet[1]

Competition has grown giving customers more choice than ever

67%

of customers tell us they are cross-shopping between supermarkets[1]

The customer base is more culturally diverse with generational and household composition shifts

32%

of Australian population born abroad in 2025[2]

48%

of retail spend from Gen Z and Millennials by 2030[3]

Customers want greater convenience and AI is rapidly reshaping how and where customers shop

64%

of Australian customers surveyed have used AI assistants to shop (higher for Gen Z and Millennials)[4]

1 Woolworths Customer Pulse Survey, 3MR as of June 2026
2 Australian Bureau of Statistics (ABS) June 2025
3 Afterpay The Next Gen Index
4 Adyen 2026 Australia Retail Report

Our strategic priorities are clear with a focus on execution

AMBITION

Be the first choice for customers, offering the best products and shopping experiences, led by our People and powered by Technology

STRATEGIC IMPERATIVES

HOW WE WILL EXECUTE

- Deliver competitive value for every customer
- Differentiate with products customers love
- Create the best shopping experience
- Reshape to be a modern, future-fit retailer
- Develop leaders who deliver and transform

MEDIUM-TERM PRIORITIES

WHAT WE WILL ACHIEVE

1 | Become first choice for the Freshest Australian Food

2 | Improve returns in New Zealand Food and BIG W

3 | Grow complementary businesses & services

FINANCIAL ASPIRATIONS

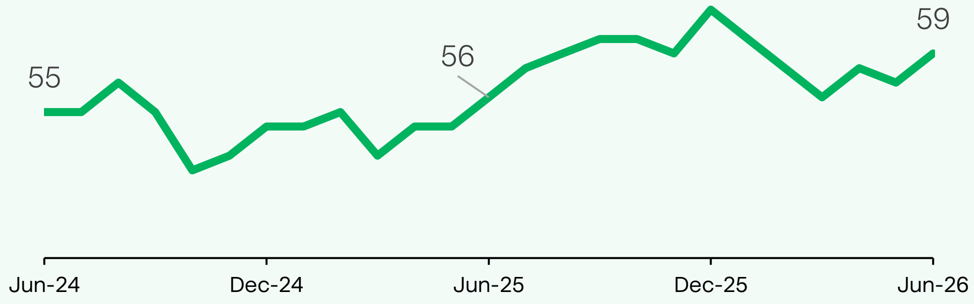
WHAT WE WILL DELIVER

- Sales growth from Woolworths Food Retail in line or above the market
- Woolworths Food Retail EBIT growth > sales
- Incremental growth from complementary businesses & services
- Double-digit TSR

1 Become first choice for the Freshest Australian Food

More rewarding and competitive value

Woolworths Food Retail
Value for Money VOC NPS (Store & Online)



+3 pts

Increase in Value for Money VOC NPS vs. June 2025

-0.8%[1]

Reduction in Q4 average prices; down every quarter in F26[1]

Affordable and dependable prices

800+ products on Lower Shelf Price with an average shelf price reduction of ~16%

Strong promotional program

Strong promotional execution on key family lines like bananas, nappies and chicken breasts

Transparent value communication

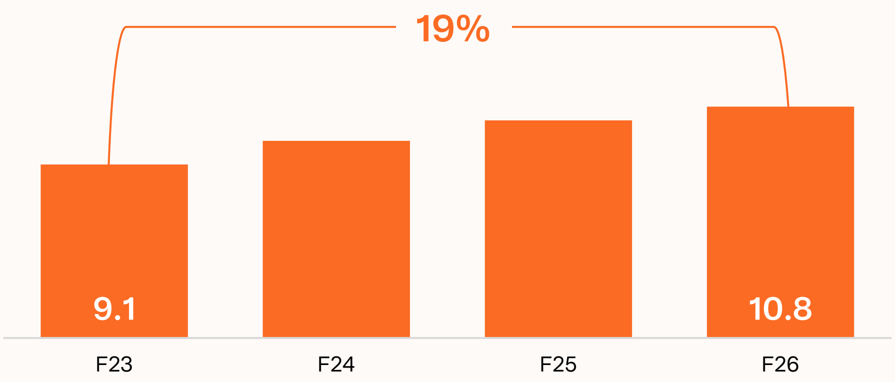
Increased value messaging to highlight total basket savings for customers

1 Woolworths Food Retail average prices excluding Tobacco compared to the prior year

1 Become first choice for the Freshest Australian Food

More rewarding and competitive value

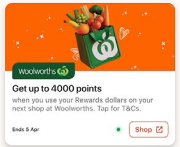
Active members (m)[1]

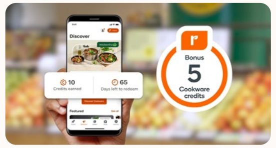


10.8m
Active Everyday Rewards members[1], +3.4% vs. F25

+13%
Increase in members accessing Boost offers vs. F25

Members get more in the Everyday Rewards app.





Delivering more personalised member value

Upweighted Everyday Rewards plan contributing to strong member engagement and sales growth

Launching compelling Rewards offers & experiences

Delivered new and enhanced campaigns incl. Fissler Cookware, Shop & Scan to Win, Big Points Blitz

Expanding our set of trusted program partners

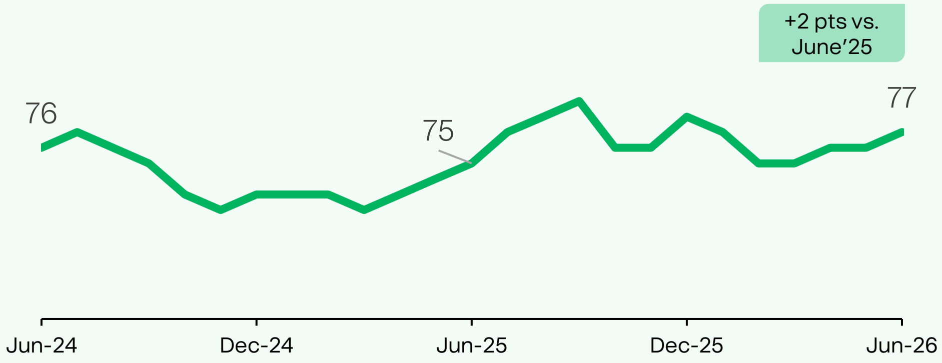
New Financial Services partners ANZ and American Express

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

1 Become first choice for the Freshest Australian Food

First choice for Fresh

Woolworths Food Retail Fruit & Veg VOC (Store & Online)



7.7%

Growth in Fresh sales[1] in H2 F26

+3.5 pts

Increase in Meat availability vs. F25

Best flavour & freshness that lasts longer

Continued to grow exclusive and premium F&V lines including premium apples, grapes and stone fruit

More ripened options for customers

Completed latest ripening room project in Perth to deliver the best 'Eat Now, Eat Later' banana and avocado options for customers

Cultivate more love for Fresh

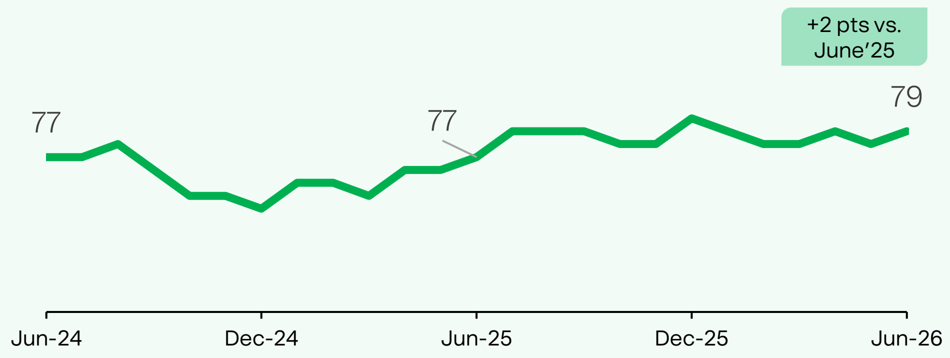
World-first virtual reality F&V program for avocado orchard-to-shelf training – rolled out to all stores in July

1 Woolworths Food Retail

1 Become first choice for the Freshest Australian Food

Products customers love

Woolworths Food Retail in-store range VOC



5.5%

Own and exclusive brands sales growth in F26

148

Product awards in F26 including CHOICE, Canstar Blue and Healthy Food Guide

Quality own brand

Relaunched Little One's nappies in H2 with a focus on quality featuring an improved fit and absorbency. 80%+ repeat purchase rate[1]

Serving growing customer needs

Added 41 new and 24 rebranded globally-inspired own brand pantry products across La Mesita, Lantern Alley and La Gina

Market-leading shifts

83 new and 60 reformulated ready-made, convenience meals, helping to better meet growing customer demand

1 In the 10 weeks post launch

1 Become first choice for the Freshest Australian Food

Easiest ways to shop

Delivering market-leading digital experiences to simplify the weekly shop

14m

average weekly visits to Woolworths digital platforms (app & web) ↑ **22.9% vs. F25**

70%+

of Woolworths eCom orders placed through the app in Q4 F26 ↑ **4.6 pts vs. Q4 F25**

2.4x

Connected customers spent 2.4x more than in-store only customers in Q4 F26

Agentic Olive

Personal shopping companion

✓ Create meal plans and recipe inspiration based on customers' preferences, comparing products to suggest specials and dietary needs

Smart Basket

Ready-made personalised basket

✓ Builds an online basket with a single click by predicting items based on past shopping habits

Snap & Shop

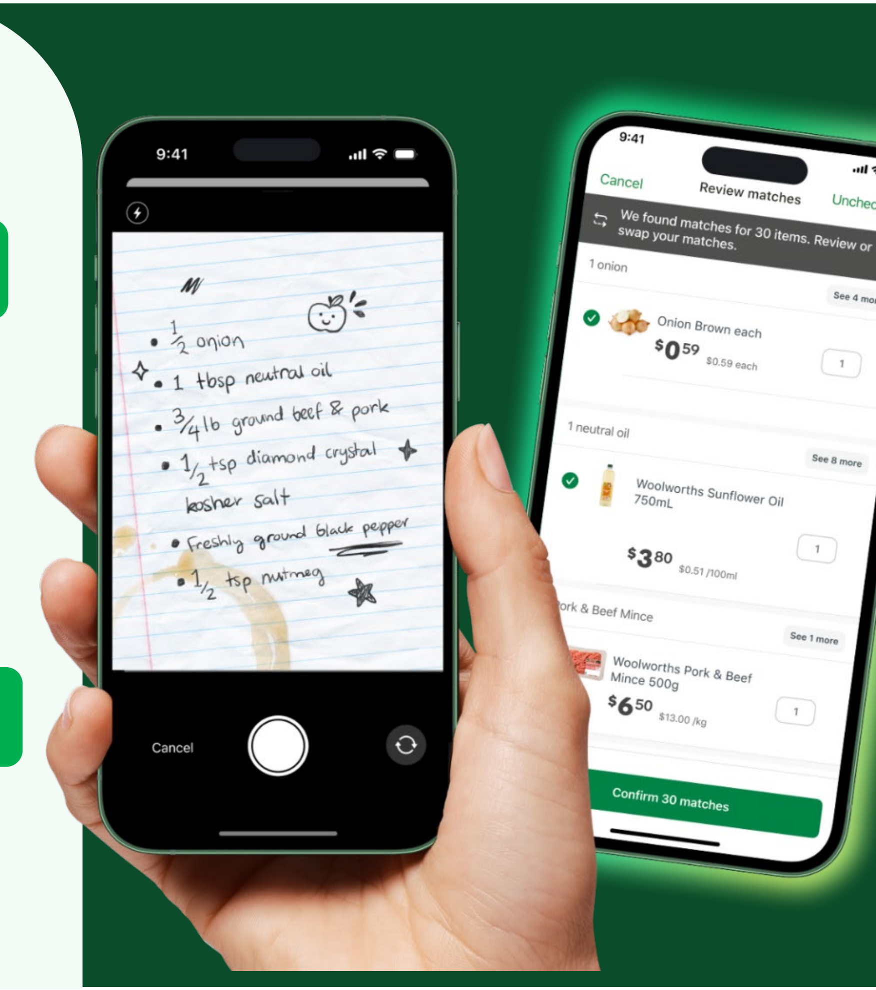
Turns an image into a digital shopping list

✓ Saves time by creating a shoppable list to use online or in store

Scan&Go

Digital supermarket trolleys in 52 stores

✓ Enabling customers to scan and bag items and track their spend as they shop

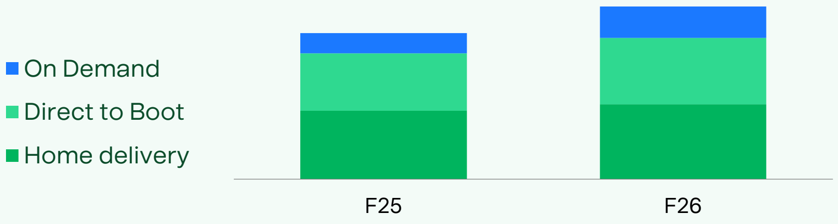


Easiest ways to shop

eCommerce growth supported by shift toward rapid fulfilment and network expansion

18.6%

F26 eComX sales growth driven by strong On Demand growth



67 renewed and 13 new stores[1] delivered in F26

86%

of Australian population is <10 min drive from a Woolworths Supermarket

785 stores servicing Direct to Boot

42.3%

F26 Pick up mix of eCom sales
↑ 113 bps vs. F25

850+ stores offering On Demand services

47%

of eCom delivery orders fulfilled in <2 hours
↑ 7 pts vs. F25

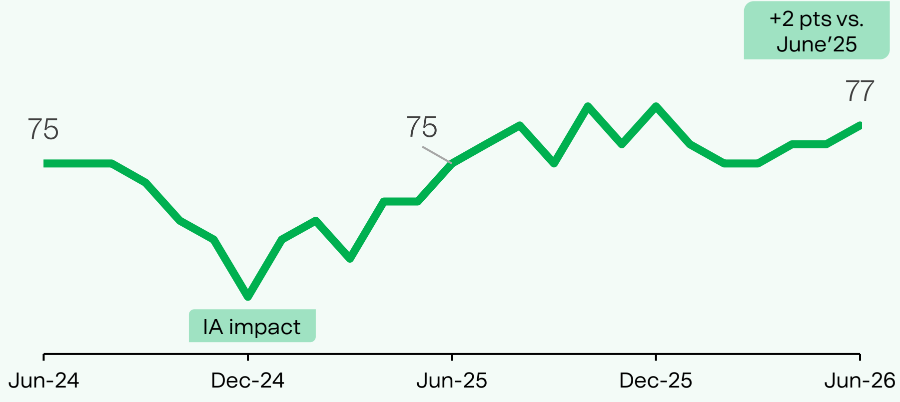
1 Woolworths Food Retail net new stores

1 Become first choice for the Freshest Australian Food

Execution excellence

Improved availability in F26 through targeted investments

Woolworths Food Retail Out of Stock VOC



Product availability

Average shelf edge availability improved by 58 bps vs. F25

Stores

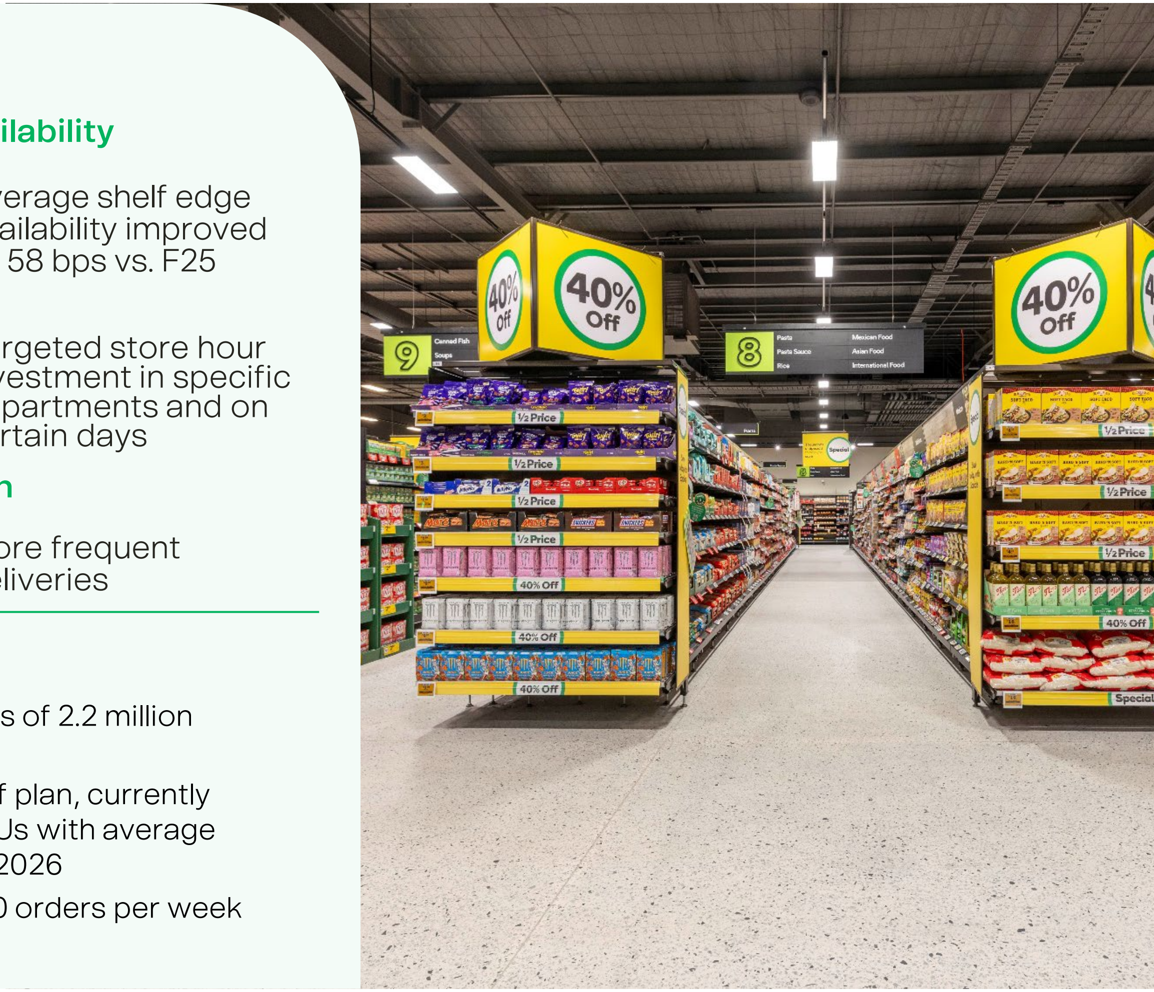
Targeted store hour investment in specific departments and on certain days

Supply chain

More frequent deliveries

Supported by the ramp up of key supply chain assets

- Moorebank NDC average weekly cartons of 2.2 million with strong service performance
- Launch of Moorebank RDC and ahead of plan, currently servicing over 300 stores and 6,800 SKUs with average weekly cartons of 2.4 million as at June 2026
- Auburn CFC now fulfilling around 30,000 orders per week



Improved performance in New Zealand Food

Value for Money VOC NPS

+2 pts

vs. F25 reflecting investment in price and Everyday Rewards

F26 EBIT growth[1]

8.8%

EBIT improvement in F26; H2 more challenging

2.3m

active Everyday Rewards members
↑ 6.8% vs. F25

F26 strategic highlights

Amplified focus on customer value including Fresh

Fresh sales growth of 3.4%[1] vs. F25

Expanded own brand and value propositions

500+ own brand products launched

Relaunched Member Prices on over 1,500 products

Rewards VOC NPS +6 pts vs. F25

Solidified eCom leadership

eCom penetration up 120 bps vs. F25

Completed rebrand to Woolworths and launched new store operating model

300+ new in-store leadership positions

1 New Zealand dollars

2 Improve returns in New Zealand Food and BIG W

Progress on BIG W transformation

F26 GTV revenue growth

3.7%

Driven by strong sales growth in BIG W Market of **83.7% vs. F25**

F26 EBIT

$64m

Returned to positive EBIT and cash flow in F26; EBITDA growth of 28.1%

7m+

Average weekly digital visits (app & web)
↑ 13% vs. F25

F26 strategic highlights

Launched new brand platform 'How good's that' and Big Price Drops campaign on 2,000+ SKUs

Q4 Brand NPS +5 pts vs. F25; Value for Money VOC +3 pts vs. F25

Expanded choice in eCom to 3m+ SKUs and improved speed of delivery

eCommerce GTV growth of 26.7% vs. F25

Completed two store renewals with BIG W Format 2.0

Sales and profit uplift in renewed stores

Clothing turnaround through simpler range, lower prices and scale-up of RFID

Clothing sales growth of 2.1% vs. F25; reduced clearance investment

Continued to build out own brand design and sourcing capabilities

Own brand growth of 7.5% vs. F25

F27 focus areas to build on progress

Woolworths

F27 focus areas

- More **value** for customers through pricing and range
- Bring the **products** customers love to market more quickly
- **Retail excellence** with an elevated focus on retail execution and productivity
- More **convenience** and eCom offers as well as upgrades to digital customer experience
- Leading **loyalty** program with more tangible value

BIG W

F27 focus areas

- Deliver **product differentiation** through own brand and deepening branded supplier partnerships
- Build **price trust** in a value conscious market. Reset Everyday business
- **Accelerate eCommerce** growth through improved convenience and choice
- Provide **better store experiences** through renewal program and improved merchandising
- Continue with BIG W systems separation

Increasing contribution from complementary businesses & services

Contributing around a third of Group EBIT[1] growth in F26

Complementary businesses

Petstock Group

- Comparable sales up 5.8%; eCommerce growth of 24%
- Strong underlying double-digit EBIT growth
- Own and exclusive brand sales growth of 27%

PFD Foodservices

- PFD sales growth of 5.2%
- Sales growth primarily driven by resilient QSR. Food Service channel more challenging in H2
- Strong cost discipline

Complementary services

cartology

- Cartology revenue growth of 7.8%
- Launched self serve Sponsored Products Search for Woolworths and BIG W on Cartology Ads Manager portal
- Aisle-entry screen rollout completed

everyday

- Rewards & Services revenue growth up high single digits
- Everyday Insurance active policies up 4.3%
- Everyday Mobile active customers up 10%

PRIMARY CONNECT+

- Strong revenue growth in PC+
- Solid volume growth in Freight, Warehousing and International Services
- Cost efficiencies through improved network utilisation supporting EBIT growth

Note: All growth rates are compared to F25
1 Before significant items

Leading the next era of AI-powered retail

AI is the biggest opportunity in a generation; we are uniquely positioned to shape the future of retail in Australia

Largest customer base

Strong foundations in digital and data

Collaboration with leading AI partners

Customer AI

Delivering market-leading customer experiences

- **On-site experiences** – scaling agentic shopping tools including Olive and Smart Basket
- **Personalisation** – AI-driven personalisation engine delivering millions of customised offers to members every week
- **Customer service agents** – AI agents resolving over 7 million customer queries annually

Workflow AI

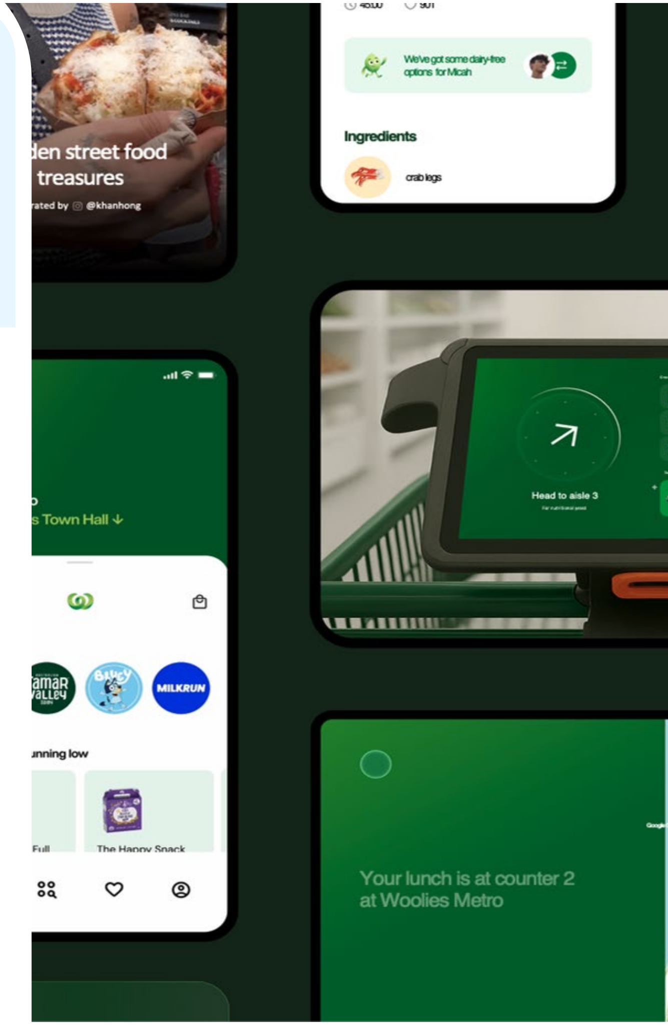
Reshaping core internal processes

- **Software development** – shifting from manually writing code to orchestrating AI agents
- **Marketing** – end-to-end workbench for brand and marketing, turning marketing ideas into live campaigns, from social feeds to print catalogues
- **Commercial** – deploying AI to support pricing, promotions and ranging decisions

Team AI

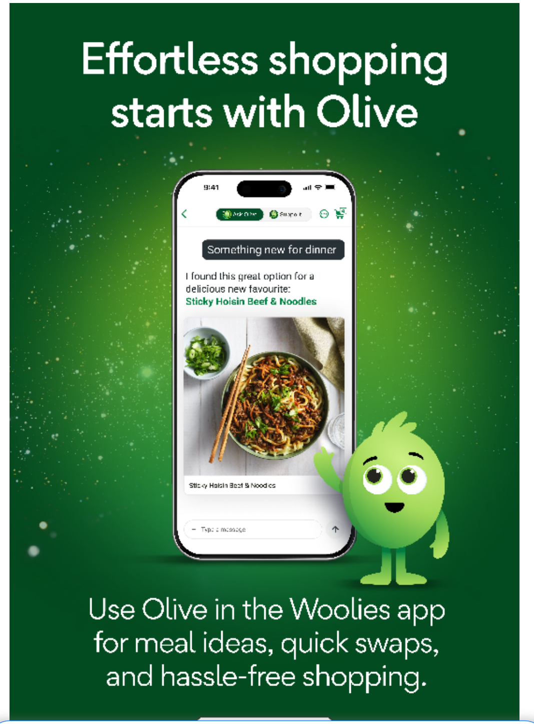
Empowering team with AI tools and training

- **AI literacy and adoption** – rolled out Gemini to all support team members two years ago, alongside AI training
- **Agentic insights** – empowering teams with AI-powered insights tools that help them make better decisions
- **Executive AI tools** – lift meeting effectiveness, personal productivity, and how leaders act on feedback



Demonstrating AI in action

Agentic commerce

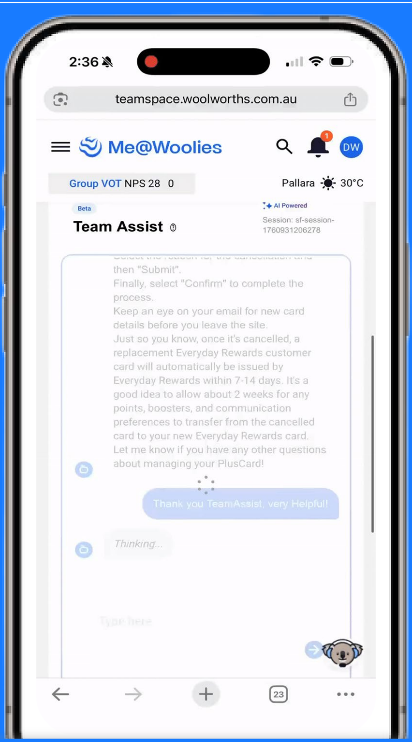


1m+ unique customers have used our agentic shopping tools

Catalogue planning

Time of production reduced from **a week to a few hours**

Team Assist



9 in 10 interactions fully resolved without human intervention

Sustainability progress in F26

Climate & nature

45% reduction

in Scope 1 & 2 emissions vs. F23 baseline

Waste & circularity

700 stores

now supporting soft plastics recycling

Human rights

#1 ranking

KnowTheChain Food and Beverage benchmark 2026

Social impact

44m+ meals

donated to food rescue partners from surplus food

Health & nutrition

80%+ sales

tonnage of healthier products[1]

1 Calculated based on sales tonnage across Australian and New Zealand Supermarkets and Metros. Healthier products include all nutritious products as defined by Australian and New Zealand Dietary Guidelines, and all discretionary products ≥3.5 Health Star Rating

Contents

We create better experiences together for a better tomorrow

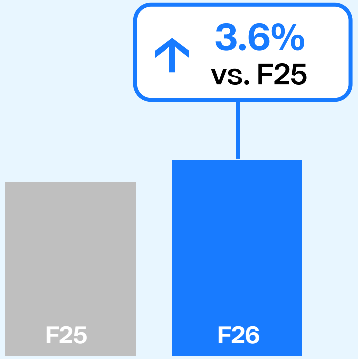
Woolworths Group

Group financial results and capital management

F26 financial results

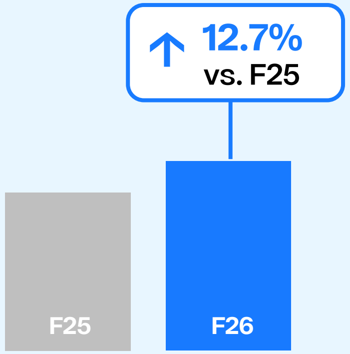
Group sales ($m)

Group sales increased by 3.6% with all segments reporting sales growth on the prior year. Constant currency sales up 4.2%



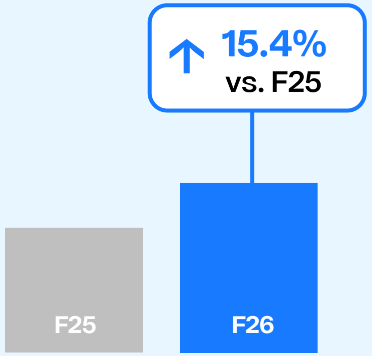
Group EBIT[1] ($m)

Group EBIT[1] increased by 12.7% driven by growth in all trading segments. Ex IA and supply chain implementation costs in Australian Food, Group EBIT would have increased by 8.7%[2]



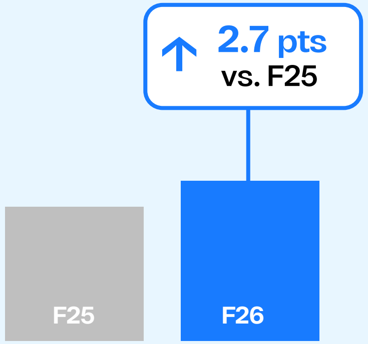
Group NPAT[3] ($m)

Group NPAT increased by 15.4% driven by EBIT growth and stable finance costs



Group ROFE[1]

Group ROFE of 16.4% increased by 2.7 pts compared to the prior year reflecting higher ROFE in all trading segments



1 Before significant items. Refer to page 16 of the F26 Profit and Dividend Announcement for more detail on significant items
2 Refer to Appendix Four on page 21 of the F26 Profit and Dividend Announcement for further detail on impact of industrial action and supply chain implementation costs
3 Before significant items attributable to equity holders of the parent entity

Woolworths Group

Group trading performance

F26 SALES

$ MILLION	F26	F25[1]	CHANGE
Australian Food	53,852	51,488	4.6%
New Zealand Food (AUD)	7,323	7,557	(3.1)%
New Zealand Food (NZD)	*8,491*	*8,286*	*2.5%*
Australian B2B[2]	5,983	5,743	4.2%
W Living	5,694	5,597	1.7%
Other[3]	274	246	11.6%
Intersegment eliminations and reclassifications[4]	(1,587)	(1,554)	2.1%
Total Group	**71,539**	**69,077**	**3.6%**

4.1% ex. IA

3.2% ex. IA

H2 F26 SALES

$ MILLION	H2 F26	H2 F25[1]	CHANGE
Australian Food	26,226	24,814	5.7%
New Zealand Food (AUD)	3,405	3,662	(7.0)%
New Zealand Food (NZD)	*4,085*	*4,001*	*2.1%*
Australian B2B[2]	2,855	2,761	3.4%
W Living	2,551	2,536	0.6%
Other[3]	140	126	11.8%
Intersegment eliminations and reclassifications[4]	(773)	(752)	3.0%
Total Group	**34,404**	**33,147**	**3.8%**

F26 EBIT

$ MILLION	F26	F25[1]	CHANGE
Australian Food	2,953	2,721	8.5%
New Zealand Food (AUD)	141	138	2.9%
New Zealand Food (NZD)	*163*	*150*	*8.8%*
Australian B2B	155	137	13.0%
W Living	116	(31)	n.m.
Other[3]	(260)	(211)	23.4%
Total Group	**3,105**	**2,754**	**12.7%**

4.8% ex. IA & supply chain implementation costs

8.7% ex. IA & supply chain implementation costs

H2 F26 EBIT

$ MILLION	H2 F26	H2 F25[1]	CHANGE
Australian Food	1,443	1,348	7.0%
New Zealand Food (AUD)	52	65	(19.9)%
New Zealand Food (NZD)	*63*	*68*	*(7.7)%*
Australian B2B	66	59	10.8%
W Living	20	(64)	n.m.
Other[3]	(136)	(105)	30.8%
Total Group	**1,445**	**1,303**	**10.9%**

6.1% ex. supply chain implementation costs

9.7% ex. supply chain implementation costs

Note: All figures before significant items. Refer to page 16 of the F26 Profit and Dividend Announcement. Refer to Appendix Four on page 21 for further detail on impact of industrial action and supply chain implementation costs

1 F25 restated to reflect Everyday Market and Healthylife moving to Australian Food from W Living

2 Revenue in Australian B2B includes $395m (F25: $382m) of freight revenue received from suppliers for freight services provided on products sold by the Group. At the Group level, this revenue is reclassified as a reduction in cost of sales, resulting in no change to EBIT

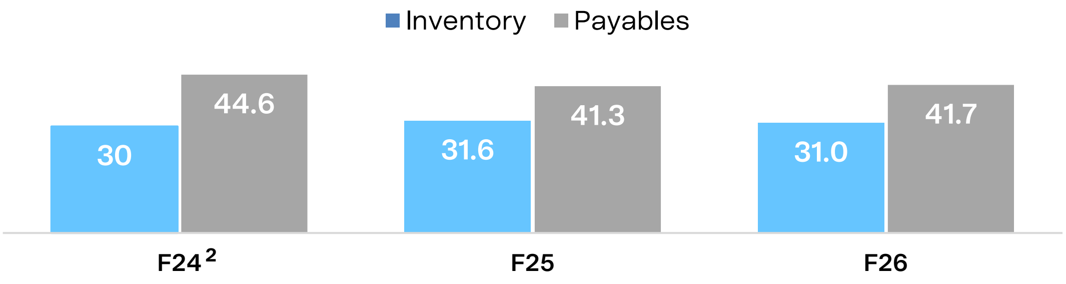
3 Other comprises Quantium as well as various support functions, including property and overhead costs and the Group's share of profit or loss of investments accounted for using the equity method

4 Intersegment eliminations and reclassifications represent the elimination of intersegment revenue and the reclassification of external freight revenue recognised in Australian B2B that is reclassified and recognised as a reduction to cost of sales at a Group level

Woolworths Group

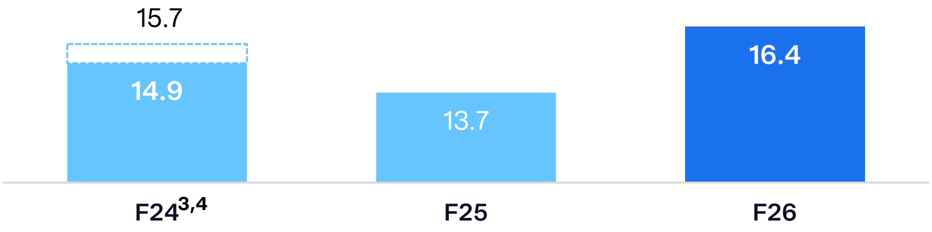
Working capital and ROFE

Average inventory and payables days[1]



- Decline in average inventory days due to improved sales growth despite higher dollar inventory holdings in Australian Food with improved stock management in BIG W
- Increase in average payables days reflecting higher stock purchases in Australian and New Zealand Food and modest calendar timing benefits in Australian Food

ROFE (%)



- Group ROFE of 16.4%, up 2.7 pts on the prior year
- Driven by ROFE improvement across all trading segments primarily reflecting EBIT growth

1 Average days is calculated as the average inventory or payables of the last 13 months divided by cost of sales for the last 52 weeks (F25: 52 weeks and F24: 53 weeks) multiplied by 364 days (F25: 364 days and F24: 371 days)
2 F24 includes the impact of the 53rd week
3 Normalised ROFE is calculated using EBIT before significant items adjusted to remove the impact of the 53rd week in F24. No adjustments to average funds employed have been made
4 Excluding the impact of the New Zealand Food impairment in F24, ROFE would have been 14.9%

Woolworths Group capital management framework

Investment proposition

- Iconic Australian and New Zealand brands
- Leading market positions in Food and Everyday Needs
- Strong growth opportunities in complementary businesses and services
- Defensive characteristics through the cycle
- Strong underlying cash flow

Strong operating cash flow generation

Cash from operating activities of $6.5b before interest and tax

Capital allocation to sustain business and support shareholder returns

- Sustaining capital
- Typically 70-75% dividend payout (fully franked)

Fully franked final dividend per share of 52c

Free cash flow

Cash realisation ratio of 107%

Disciplined capital allocation to manage free cash flow

Investment in growth	Debt reduction	Return excess capital
Growth that exceeds minimum return hurdles	Improve credit quality and capacity to invest for the future	Special dividends or buy-backs to distribute excess cash and franking credits to shareholders

$520m on growth projects

Net debt/EBITDA of 2.5x (F25: 2.8x)

Solid investment grade credit rating

Note: All figures refer to F26

Strong operating cash flow improvement and cash realisation

$ MILLION	F26	F25	CHANGE
Group EBITDA before significant items	**6,089**	**5,707**	**6.7%**
Working capital and non-cash movements	409	467	(12.4)%
Cash from operating activities before interest and tax	**6,498**	**6,174**	**5.2%**
Interest paid – leases	(586)	(597)	(1.8)%
Net interest paid – non-leases	(236)	(226)	4.4%
Tax paid	(728)	(801)	(9.1)%
Total cash provided by operating activities	**4,948**	**4,550**	**8.7%**
Total cash used in investing activities	**(2,014)**	**(1,926)**	**4.6%**
Cash flow before purchase of additional equity interest, lease payments and dividends	**2,934**	**2,624**	**11.8%**
Payments for the purchase of additional equity interest in subsidiaries	(92)	(422)	(78.2)%
Repayment of principal component of lease liabilities	(1,298)	(1,223)	6.1%
Dividends paid and payments for shares held in trust	(1,198)	(1,689)	(29.1)%
Net cash flow	**346**	**(710)**	**n.m.**
Cash realisation ratio[1]	107%	103%	

Solid EBITDA growth in all trading segments

Current year movement largely driven by higher employee-related accruals and non-cash share-based payments expense

Driven by a lower F25 income tax return final payment compared to the prior year, somewhat offset by higher instalment payments

Payments for the purchase of property, plant and equipment broadly in line with the prior year. Capex discussed on slide 30

Purchase of the remaining interest in MyDeal in H1 F26. F25 included the purchase of remaining 35% equity interest in PFD

F25 includes $489 million related to a special dividend declared in F24

Net cash inflow of $346 million in F26

1 Operating cash flow as a percentage of Group net profit after tax before depreciation and amortisation. Cash realisation ratio excludes significant items

Woolworths Group

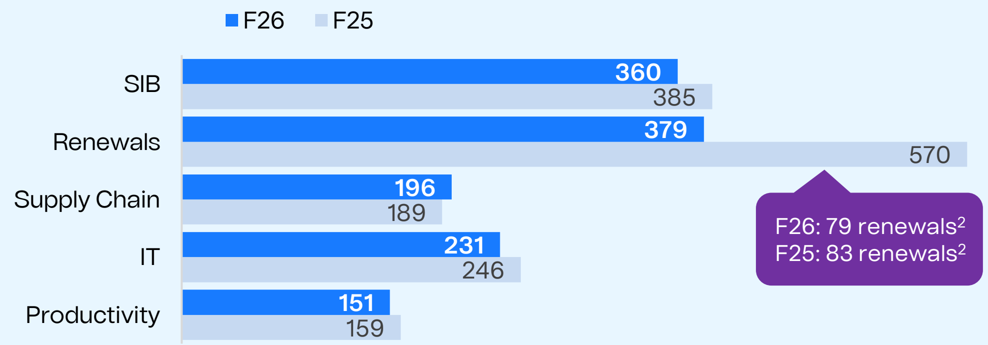
Operating capex modestly below prior year reflecting greater efficiency in spend

$ MILLION	F26	F25
Sustaining capex	1,317	1,549
Growth capex	520	475
Operating capex	**1,837**	**2,024**
Property development	623	451
Gross capex	**2,460**	**2,475**
Property sales	(346)	(294)
Group net capex	**2,114**	**2,181**
Net lease asset additions[1]	370	481

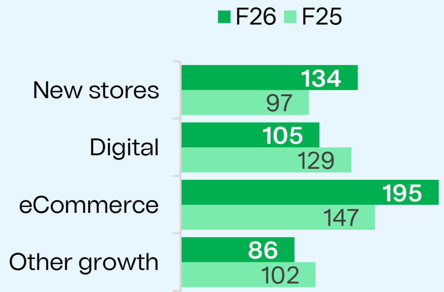
F27 operating capex expected to be approximately $1.9 billion - $2.0 billion

1 Lease asset additions (excluding acquisition of businesses) less terminations
2 Group renewals excluding Petstock
3 Sustaining and growth capex includes capex on direct sustainability initiatives as well as initiatives with a strong sustainability benefit

Sustaining capex ($m)



Growth capex ($m)



Capex includes $100 million[3] of sustainability capex across refrigeration, transport decarbonisation and energy management initiatives

Woolworths Group

New supply chain facilities ramping up with Moorebank RDC ahead of schedule

Moorebank National and Regional DC

- Opened Moorebank RDC in November 2025. Both sites achieving record volumes and high service levels
- Moorebank RDC site ramping up ahead of expectations currently achieving 2.4m+ cartons per week
- Closed Sydney RDC ambient operations in April 2026

Average cartons per week

4.5m+

At Moorebank NDC & RDC

Major projects on track

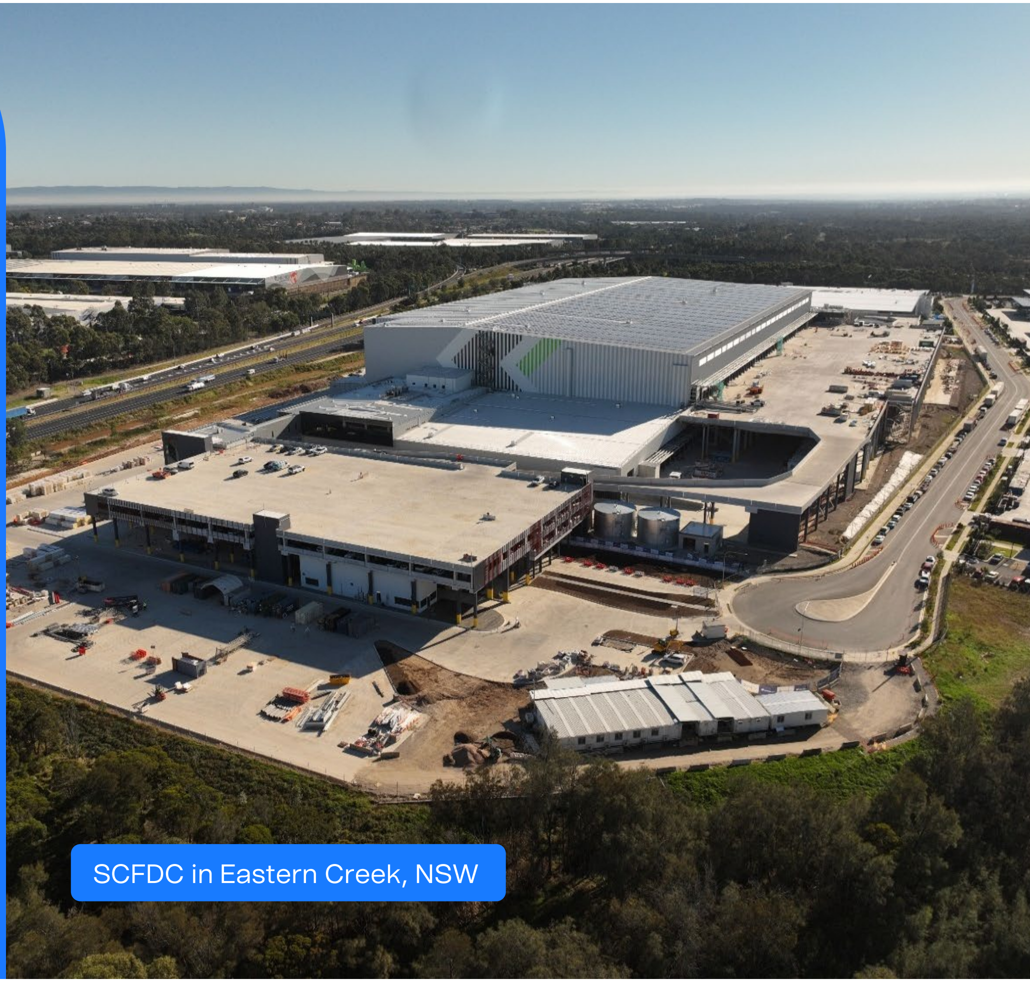
Expected opening of Sydney Chilled in H2 F27 with Produce operational from F28. Total capital (inc. leases) of ~$900m with capex of ~$250m

Expected opening of Melbourne North CFC in H1 F28. Capex of ~$270m

Financial impact of investments

F27 Ongoing implementation costs associated with SCFDC and Melbourne North CFC to be materially offset by benefits from Moorebank precinct

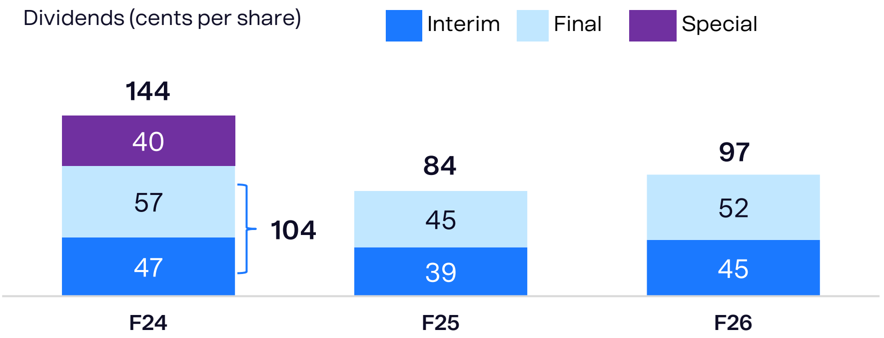
F28 New facilities will deliver benefits more than offsetting implementation costs



SCFDC in Eastern Creek, NSW

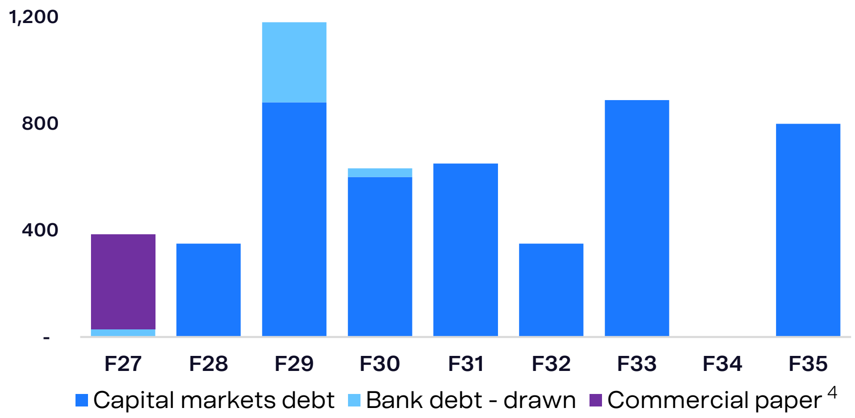
Dividends and funding

52 cps final dividend



- Fully franked final ordinary dividend of 52 cps, up 15.6% on prior year
- Full year dividend of 97 cps, up 15.5% on prior year consistent with NPAT
- Full year payout ratio of 74.1%
- DRP expected to be satisfied via purchase of shares on-market, no discount
- Franking credit balance of approximately $1.3 billion after payment of final dividend

Debt maturity profile ($m)[1]



- Weighted average debt maturity of 4.4 years
- Net debt/EBITDA (leverage ratio) of 2.5x (F25: 2.8x)[2]
- Solid investment-grade credit rating with significant headroom
  - S&P: BBB (stable outlook)[3]
  - Moody's: Baa2 (stable outlook)[3]
- In F26, the Group completed $1.5 billion of bank debt financing, with transactions focused on extending debt tenor and reducing refinancing risk for the Group
- The Group's next debt capital markets maturity occurs in November 2027, which is expected to be refinanced from either a new bond issuance or bank debt

1 Bank debt drawn as at 28 June 2026 with short-term drawn uncommitted facilities included in F27 maturities. Excludes lease liabilities and undrawn committed bank debt
2 Calculated as net debt (including lease liabilities)/ EBITDA on continuing operations before significant items
3 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
4 As at 28 June 2026 the Group had $357 million of commercial paper outstanding, supported by access to committed bank facilities

Contents

We create better experiences together for a better tomorrow

Current trading and outlook

Current trading and outlook

First 8 weeks of F27

- Australian Food (Woolworths Food Retail) total sales increased by 7.6%[1] with momentum further strengthened during the period by the success of Disney Ooshies, which is estimated to have added ~1.5-2 pts of incremental sales growth
- New Zealand Food total sales increased by 4.2%[2] with improved momentum relative to Q4 reflecting some benefit from Disney Ooshies
- BIG W total sales declined modestly on the prior year reflecting ongoing cost-of-living pressures on households and weaker trade in the Everyday business

Outlook for F27

- Pleasing start to the year in Australian Food with a continuation of the momentum from Q4 into F27 primarily driven by item growth and supported by Disney Ooshies
- Customers expected to remain value-focused in the year ahead and we are committed to limiting the impact of rising costs through low and dependable prices
- Wage growth expected to remain elevated reflecting wage rate increases and changes to pay for 18 and 19-year-old retail team members
- Cost pressures challenge us to be even more efficient, leveraging technology to be more productive in order to reinvest back into the business for our customers
- New Zealand Food trading conditions expected to remain subdued. Focused on restoring sales momentum by delivering more value, further enhancing the range and providing greater convenience
- BIG W trading conditions also expected to remain challenging. Focused on building on F26 progress through an improved in-store experience, differentiated range and targeted value investments
- Other segment LBIT for F27 is expected to be ~$260 - $270 million

1 Including Tobacco. Woolworths Food Retail sales excluding Tobacco also increased by 7.6%
2 New Zealand dollars

Q&A

Glossary

Active eCom customers
Customers that have made a purchase online in the last four weeks

AI
Artificial intelligence

B2B
Business to business

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

Constant currency
Group sales growth assuming that the prior year average exchange rate was used to translate the current year sales into Australian dollars

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 only includes costs directly attributable to the 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

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

Funds employed
Net assets employed, excluding net tax balances

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)

Net debt
Borrowings less cash balances, including debt hedging derivatives and lease liabilities

n.m.
Not meaningful

PC+
Primary Connect's third-party supply chain business

Pick up
A service which enables collection of online shopping orders in store or at selected locations

Glossary

RDC
Regional distribution centre

QSR
Quick service restaurants

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

SCFDC
Sydney chilled & fresh distribution centre

TSR
Total shareholder return

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 a percentage of customers providing a rating of six or seven on a seven-point scale

Voice of Supplier (VOS)
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

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)

Woolworths MarketPlus
Woolworths Group's third-party marketplace platform

Woolworths Food Retail
Woolworths Food Retail includes the stores and eCommerce businesses of Australian Food

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