endeavour group

ASX Announcement

Sustainability Strategy 2026-2030 and 2026 Sustainability Highlights

Sydney: Monday, 28 September 2026

Endeavour Group Limited (ASX:EDV) provides its Sustainability Strategy 2026-2030 and 2026 Sustainability Highlights for release to the market.

The release of this announcement was authorised by the Board.

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Sustainability Strategy 2026-2030

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Acknowledgement of Country

We acknowledge the First Peoples of the lands on which Endeavour operates across Australia and New Zealand. We acknowledge the Aboriginal and Torres Strait Islander peoples as Traditional Custodians and First Nations of Australia. We pay respects to their Elders past and present, and recognise their unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society. We acknowledge that their continuing care for Country and ancient soils since time immemorial has gifted us a uniquely Australian terroir. We also acknowledge and respect ngā iwi Māori and their unique role as tangata whenua of Aotearoa/New Zealand and as Treaty of Waitangi partners. We commit to listening to and learning from the voices, stories and cultures of First Peoples where we operate our businesses.

Aboriginal and Torres Strait Islander people are respectfully advised that this document may contain images and/or names of Aboriginal and Torres Strait Islander people who may be deceased.

Endeavour Group Limited
ACN 159 767 843

A focused approach for a changing business.

Where we are today, and where we're heading next.

Building a stronger, more resilient business for our people, customers and communities.

Our approach

Sustainability is central to how Endeavour Group creates long-term value. Our approach focuses on the environmental, social and governance (ESG) issues that are most material to our business and where we can make an impact for our people, customers, suppliers, communities and shareholders.

By embedding sustainability into the way we work, we strengthen the resilience of our business, while creating positive outcomes for those connected to it.

At the heart of our approach is a commitment to operating responsibly. This guides how we make decisions, manage risk, support our people and build trusted relationships across the communities where we operate.

Since launching our Sustainability Strategy in 2021, our business and the environment in which we operate have evolved. While our priorities may shift, our commitment to operating responsibly remains constant. It continues to underpin the decisions we make today and helps prepare our business for tomorrow.

As our business has evolved, so too has our approach to sustainability. We have strengthened governance, developed new capabilities, and deepened our understanding by listening to our team, customers, communities, suppliers and industry partners.

This refreshed Sustainability Strategy builds on this progress, reflecting where we are today while providing a clear framework for where we're going next. It focuses our efforts on the areas where we can create meaningful, measurable impact.

The result is a practical framework to guide decision making, strengthen accountability and support sustainable performance through to 2030 and beyond.

Materiality

Understanding what's important to our people, our stakeholders and our communities helps us to prioritise where we can make an impact.

The commitments in this Strategy are informed by regular engagement with stakeholders and ongoing assessment of the issues that have the most influence on our business, and where focused action can create the highest value for our business, our stakeholders and communities.

Since 2021, we have undertaken formal materiality assessments - including a double materiality assessment in F25 - to better understand the issues that are most significant to both our business and society. Combined with ongoing stakeholder engagement, this work has helped us to refine our priorities, strengthen our commitments and focus our efforts where they can have the most impact.

These insights have shaped our updated goals and commitments, and continue to guide how we measure progress and respond to changing stakeholder expectations, emerging risks and opportunities.

Governance

The Endeavour Group Board approved this Sustainability Strategy and its related commitments and policies, reflecting the importance of responsible business practices to the long-term success of our business.

The Board has oversight of its implementation, with support from the People Committee and the Audit, Risk and Compliance Committee.

The CEO and Executive Leadership Team are responsible for managing the goals and commitments across the business, supported by the Sustainability team and business leaders. Together, they embed Sustainability into business planning, governance and day-to-day operations.

More information about our sustainability approach, including governance, key policies and standards, and our progress since 2021, is available at www.endeavourgroup.com.au

United Nations Global Compact

Our strategic goals are directly linked to the United Nations Sustainable Development Goals (SDGs), which were adopted by the United Nations in 2015 as a universal call to action to end poverty and protect the planet; so that by 2030, all people enjoy peace and prosperity.

Refining our focus

Since 2021, both our business and the environment in which we operate have evolved. As Endeavour Group enters its next phase, our approach reflects a more focused path to 2030: a deliberate shift towards clearer accountability and meaningful action on the issues that matter most.

Many of the commitments established in our original Sustainability Strategy have now been achieved or embedded into the way we operate - managed as business as usual activities. Others have evolved as our understanding of the issues that matter most to our business and stakeholders has matured.

This framework brings those changes together. By refining our focus to six goals and 14 commitments, we are concentrating our efforts on our most material environmental, social and governance priorities where we can make a measurable impact and deliver stronger long-term value.

Sustainability Strategy 2026-2030

Our Pillars	Our Goals	Our 2030 commitments
Do the right thing	1. Support our team to make good decisions that centre on the customer	Maintain >95% completion rate of training on responsible practices, privacy, responsible drinking and gaming by relevant team members
		Achieve 90% ID25 mystery shopping pass rate
	2. Enable our customers to make informed decisions about our products and services	Achieve 5 million customer impressions promoting responsible use per campaign
		Achieve 25 million customer impressions promoting responsible use per year by 2030
Care for community and team	3. Create a positive impact in our communities	Generate a measurable, positive impact through our community investment strategy
		Deliver positive outcomes through mutually beneficial relationships with community partners, suppliers and other stakeholders
		Maintain an effective Responsible Sourcing Program
	4. Create a safe and inclusive workplace where our team is valued, respected and empowered	Meet and maintain all WGEA-aligned[1] gender equity targets
		Achieve Gold Tier AWEI[2] employer status
		Maintain safe workplaces by continuing work to eliminate serious incidents, proactively address hazards and support effective care and recovery
		Implement and maintain an Innovate-level Reconciliation Action Plan
Care for planet	5. Reduce our impact on the environment	By 2030, we are targeting sourcing 100% renewable electricity[3]
		By 2050, we are targeting net zero emissions[4]
	6. Enhance the circularity of our operations and products	Maintain our sustainable packaging commitments: A. >95% Own Brand packaging reusable, recyclable, compostable B. Average 60% recycled content on Own Brand packaging

1 WGEA, Workplace Gender Equality Agency.
2 AWEI, Australian Workplace Equality Index.
3 Where electricity procurement is within Endeavour's operational control and subject to market availability.
4 This commitment refers to Endeavour's Scope 1 and Scope 2 emissions only.

Our commitment

While our priorities may continue to shift and adapt, our commitment to operating responsibly remains constant.

This Strategy reflects that commitment, and is designed to evolve alongside our business.

Our commitments are aspirational and are informed by currently available data, insights and existing initiatives. They will be reviewed periodically to ensure they remain appropriate and achievable in light of changing business, regulatory and market conditions.

We remain committed to open dialogue and ongoing improvement, and will continue to share our progress with key stakeholders, shareholders and the wider community through annual reporting.

We also continue to progressively increase our alignment with evolving sustainability reporting standards and broader stakeholder expectations in this area, which includes working to improve how we capture, collect and validate data.

We welcome ideas, feedback and partnerships that help us continue moving forward.

Get in touch at sustainability@edg.com.au

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Sustainability Highlights 2026

BWS, Ashfield North, New South Wales

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United Nations Global Compact

We are a signatory to the United Nations Global Compact (UNGC). UNGC signatories embrace a set of core values in the areas of human rights, labour standards, the environment and anti-corruption. In this report, we share our performance against the UNGC core values.

Acknowledgement of Country

We acknowledge the First Peoples of the lands on which Endeavour operates across Australia and New Zealand. We acknowledge the Aboriginal and Torres Strait Islander peoples as Traditional Custodians and First Nations of Australia. We pay respects to their Elders past and present, and recognise their unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society. We acknowledge that their continuing care for Country and ancient soils since time immemorial has gifted us a uniquely Australian terroir. We also acknowledge and respect ngā iwi Māori and their unique role as tangata whenua of Aotearoa/New Zealand and as Treaty of Waitangi partners. We commit to listening to and learning from the voices, stories and cultures of First Peoples where we operate our businesses.

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ACN 159 767 843

Every day, the decisions we make shape our impact.

The way we do business creates opportunities to make a difference.

This guides how we serve our customers, support our people, build trusted relationships with our suppliers and industry partners, strengthen our communities and reduce our impact on the environment.

By focusing on the issues that matter most, we strengthen our business and help create positive outcomes for all our stakeholders.

About Endeavour Group

Endeavour Group brings together Australia's best-known businesses in liquor retail, drinks production, hotels and entertainment, supported by 30,000+ team members nationwide.

Our neighbourhood bottle shops, local pubs and leading drinks brands are part of everyday moments and special occasions for millions of Australians.

Responsibility and community

91%
ID25 score in retail

9m
customers reached with responsibility messaging during major football events

$9.4m
total donated in our communities

People

67%
Voice of Team engagement score

41%
women in senior leadership roles

364
Total Recordable Injuries

Planet

2,100
assets included in climate risk assessment

99%
Own Brand packaging, reusable, recyclable, compostable

25,363MWh
total solar electricity generated

A message from our Chairman and CEO

During F26, we continued to strengthen the way environmental, social and governance considerations are embedded across the Endeavour Group business.

Guided by our most material issues, we're sharpening our focus on the areas where we can have the greatest impact. This report outlines the progress we've made during the year and the commitments and actions that will continue to support the long-term sustainability of the business.

Responsibility remains fundamental to the way we operate. Through strong governance, team capability building and established operational frameworks, our teams make decisions every day that support responsible service, informed customer choice and compliance with regulatory requirements.

Our commitment extends beyond our operations. We invest in the communities where we live and work through long-term partnerships and engagement with community organisations, industry and government. Our focus is on addressing shared challenges together, strengthening local capability and contributing to positive outcomes across responsible consumption, mental health and wellbeing, reconciliation, emergency relief and more.

Our people remain central to delivering on our plan. We maintain a focus on safety, wellbeing, engagement and inclusion, recognising the importance of a strong and connected workforce in a dynamic operating environment.

Progress continues across our long-term environmental priorities, including initiatives to reduce our emissions and resource use across our operations. Detailed work to better understand climate-related risks and opportunities and strengthen our governance, risk management and reporting of disclosures also supported our first Sustainability Report under the Australian Sustainability Reporting Standards, in our 2026 Annual Report.

Our business will continue to evolve, and so will the expectations of our stakeholders. We're committed to listening, learning and adapting, working alongside our partners and communities to create a stronger Endeavour Group for the future.

Tim Poole
Chairman

Jayne Hrdlicka
CEO

Our governance

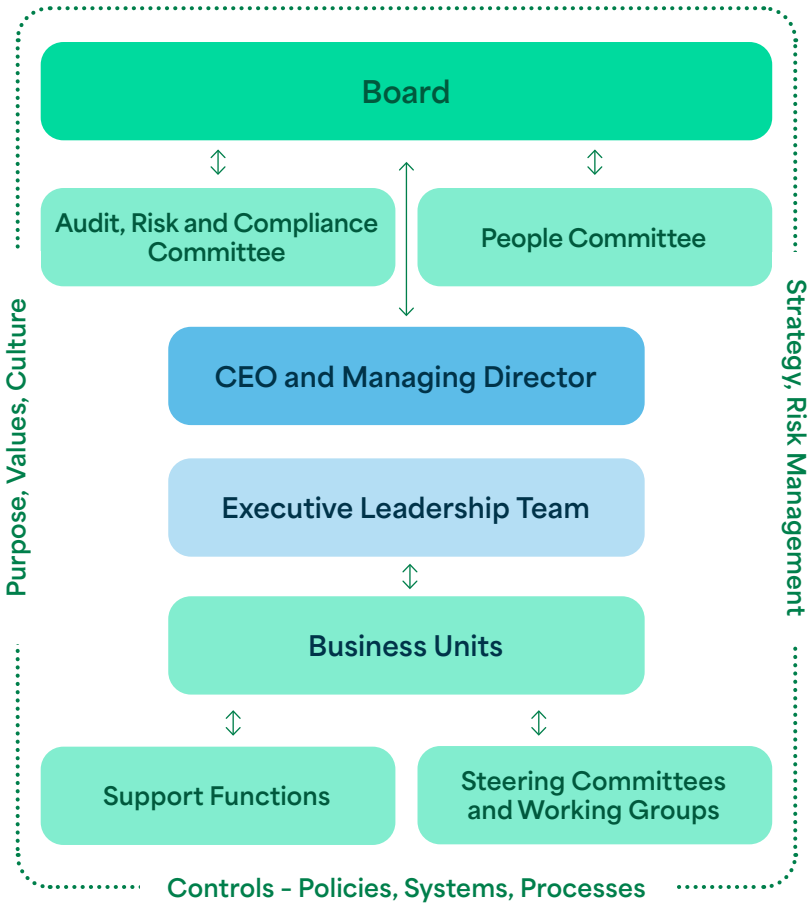
The Board retains oversight of the ESG activities and its supporting policies, with the Audit, Risk and Compliance Committee and the People Committee providing additional oversight of progress and key risks.

The Chief Executive Officer and Executive Leadership Team are responsible for managing the delivery of the strategy, including overseeing commitments, performance and associated risks. Each commitment is supported by Executive accountability, with business units responsible for implementation and delivery.

This governance structure is supported by cross-functional teams, steering committees and working groups that help embed sustainability across the organisation and operationalise key priorities.

In F26, we continued to strengthen our governance approach by enhancing data and reporting processes, and by further integrating sustainability into our broader risk management and decision-making frameworks.

Our sustainability governance framework



Our reporting

As sustainability reporting continues to evolve, we are continuing to strengthen our governance, reporting and disclosure processes across the business.

During F26, we progressed work to support alignment with emerging mandatory climate-related reporting requirements, including capability uplift, governance refinement and improvements to climate-related risk assessment and disclosure processes. This included further development of reporting systems, controls and cross-functional collaboration to support more consistent disclosures over time. See our 2026 Annual Report for more information.

We continue to report progress against our commitments annually. Our refreshed Sustainability Strategy supports clearer alignment between our material priorities, governance frameworks and reporting approach as stakeholder expectations and regulatory requirements continue to evolve.

For links to our key policies and standards visit: www.endeavourgroup.com.au.

Our ESG priorities

We regularly review the environmental, social and governance (ESG) issues that are most important to our business and stakeholders. This helps us understand where we can create value, respond to changing expectations and focus our efforts where they can have the most impact.

Our approach has been informed by formal materiality assessments completed since 2021, together with ongoing stakeholder engagement, consideration of emerging risks, regulatory developments and evolving community expectations.

During F26, we undertook an internal review of these priorities to ensure they continue to reflect the issues most important to our business and the people we impact. This work informed the refresh of our ESG plan.

Building on the strong foundations established since Endeavour Group's formation, the refreshed strategy is more focused, simpler to navigate and more closely aligned with our new Group strategy. It reflects where we can have the greatest impact, while responding to the evolving expectations of our stakeholders.

Our Sustainability Strategy is centred around three pillars that guide how we operate and create long-term value.

Do the right thing: supporting our teams to make good decisions, while enabling customers to make informed choices about our products and services.

Care for Community and Team: creating positive outcomes for the communities we serve while fostering a safe, inclusive workplace where our people are valued, respected and supported to grow.

Care for Planet: reducing our environmental impact and enhancing the circularity of our operations and products to build a more sustainable future.

As always, we remain committed to continuous improvement, working in partnership with industry, suppliers, governments, community organisations and our stakeholders to strengthen our impact over time.

Our global context

Our strategic goals are directly linked to the United Nations Sustainable Development Goals (SDGs). The SDGs were adopted in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity.

Learn more about our ESG Strategy at www.endeavourgroup.com.au/sustainability

Responsibility and community

91%

ID25 score in Retail

- steady from F25

9m

customers reached with responsibility messaging during major football events

- steady from F25

$9.4m

total donated in our communities

▲ $1.5m from F25

Promoting responsible choices and supporting positive change in our communities.

Responsibility is embedded in how we operate, guiding the way our teams make decisions, serve our customers and support our communities every day.

Clear expectations shape how our team members serve customers and create safe, inclusive and positive experiences. Compliance forms part of this approach, informing how decisions are made and applied in practice.

Strong operational frameworks, supported by training, policies and established controls, help our teams make consistent decisions and act with confidence across a range of situations. They also underpin how we support customers to make their own informed and responsible choices in our stores, venues, and across our digital channels.

We continue to review and evolve these foundations over time so they remain aligned to community expectations and regulatory developments.

Operational responsibility and compliance is embedded across the business and integrated into existing business functions, with oversight by the Executive Leadership Team.

Responsible service

Clear expectations, ongoing capability building and established ways of working support consistent decision making across our teams. Training, policies and controls are in place across service environments, providing structure for how responsibilities are carried out in practice.

All team members are required to complete our Leading in Responsibility training during induction and onboarding. The program goes beyond legal and compliance requirements, setting clear expectations around our responsible service commitments and helping build a consistent, shared culture of responsibility across the business. This module had a 99% completion rate in F26, up four percentage points (pp) from F25.

Our Retail and Hotels teams are supported through training and operational procedures that guide service interactions, including verifying identification, refusal of service and managing service-related incidents appropriately. Training and capability programs are aligned to State and Territory related regulations and team members are required to hold the appropriate certificates in Responsible Service of Alcohol (RSA) and/or Responsible Conduct in Gaming (RCG).

Our custom Responsible Gaming Training module supports Hotels team members with identifying potential problem gambling, interacting with players, and offering support options. 97% of relevant team members have completed this online training.

We continue to meet State-based compliance requirements, including responsible service promotion, signage, and participation in local Liquor Accords. Responsible service practices are regularly reviewed to reflect evolving regulatory requirements and community expectations.

Responsible marketing

Our marketing approach is guided by internal standards, industry codes and community expectations. Established review processes support the appropriate content, placement and audience targeting of marketing across channels, with a focus on promoting informed choice and avoiding messaging that may encourage excessive or inappropriate consumption.

To support our internal pre-vetting process, we also use the voluntary Alcohol Beverages Advertising Code (ABAC) pre-vetting service, to determine our messaging content, context and placement is in line with industry standards and community expectations.

Training and capability programs support our teams to understand evolving industry and regulatory requirements, including key industry codes such as the Alcohol Beverages Advertising Code (ABAC), Australian Association of National Advertisers (AANA) Code of Ethics, Retail Drinks Australia Online Code, as well as relevant privacy, spam and consumer laws.

Our Responsible Buying Guidelines, revised in F26, support our teams to make ranging decisions that balance responsibility with customer preferences.

We continue to promote our low and no alcohol products options across wine, beer and ready-to-drink categories, providing customers with greater choice when moderating their consumption.

Moderation messaging and low and no alcohol activations in-store and online are integrated across key campaigns and events during the year, including Melbourne's Midsumma Festival and Dry July.

We adhere to all relevant voluntary and regulatory codes governing marketing, sales and delivery.

ID25

ID25 remains a key control in supporting responsible service, reminding our team members to screen a wide range of customers across our retail network.

We support ID25 through training and monitoring. Team members are trained to request ID for customers who appear under the age of 25; and refuse service to anyone in school uniform or unable to produce identification, in line with our Refusal of Service Policy.

An independent Mystery Shop program monitors compliance in retail, online and delivery channels, with coaching and training support provided if a case is raised through the system. ID25 failures indicate that ID was not requested from an adult aged under 25, not that a minor was served. BWS stores are tested quarterly and Dan Murphy's stores every six weeks. In F26, our ID25 compliance rate was 91%.

Key indicators of our responsible service programs are reported to the Board quarterly:

Key Targets	Background	F26 Actual	F25 Actual
Leading in Responsibility training	Bespoke training designed to give team members shared understanding of responsibility culture, based on values and ways of working.	**99%**	**95%**
Responsible Service/ Conduct of Gaming training	Legislated requirements for relevant team members to complete Government-mandated gaming training.	**99%**	**92%**
Responsible Gaming training (online)	Bespoke, advanced gaming training for relevant team members.	**97%**	**90%**
ID25 training	Bespoke training for retail team members. If failures are identified through Mystery Shop, team members are required to repeat training program.	**96%**	**93%**
ID25 mystery shopping - liquor retail	A third-party organisation employs individuals aged between 18-25 to shop in our retail stores, and give a pass or fail score based on whether the team member requests photo ID.	**91%**	**91%**
ID25 mystery shopping - express delivery	A third-party organisation employs individuals aged between 18-25 to shop online, and give a pass or fail score based on whether the driver requests photo ID.	**99%**	**98%**
Refusal of Service training	Bespoke training program allocated to team members working in retail stores aligned to Endeavour's Refusal of Service Policy.	**99%**	**99%**

Improving visibility of support services

We partner with a range of industry and community organisations to encourage safer behaviours, promote responsible choices and improve awareness of available support services.

In F26, new support service stickers developed in partnership with DrinkWise were introduced across more than 1,000 Dan Murphy's and BWS stores, making services more visible and easier to access at the point of purchase.

Placed in-store and accessible via QR code, the initiative provides a simple, discreet way for customers to access information about alcohol-related help for managing their own consumption or concerns about someone else.

The initiative is the most recent activation of our long-standing partnership with DrinkWise. Over two decades, DrinkWise campaigns have encouraged more informed and moderate drinking behaviours across Australia through practical, evidence-based education and awareness initiatives.

Endeavour Group has partnered with DrinkWise in research and long-term, targeted campaigns, including point-of-purchase activations in key Schoolies locations during November and December, helping reinforce messages of responsible choices and celebrating safely.

DrinkWise also supported the development of Responsible Drinking, a training program to support our own team to better understand responsible consumption habits, and available support services for those experiencing challenges with moderation.

(L-R) DrinkWise CEO, Simon Strahan with Dan Holland, Endeavour Group Chief Corporate Affairs and Sustainability Officer.

Supporting awareness of family and domestic violence

We recognise the role we can play in contributing to greater awareness around family and domestic violence, and providing support to those affected.

Engagement with experts across the Family and Domestic Violence (FDV) and Alcohol and Other Drugs (AOD) sectors informs our approach and strengthens our understanding of the challenges.

A Family and Domestic Violence Awareness training module developed in consultation with 1800RESPECT helps our team recognise the signs of domestic and family violence, respond appropriately, and access available support services.

We also provide leave, financial assistance and access to wellbeing services for team members who may be impacted.

In F26, BWS and Dan Murphy's customers supported GIVIT's Domestic and Family Violence appeal, with more than $469,000 raised towards essential services and recovery programs for individuals and families experiencing hardship.

We've also supported the 'Always Respect, Always DrinkWise' campaign in partnership with DrinkWise, 1800RESPECT, the Men's Referral Service and 13YARN since 2022. Live during the NRL State of Origin series, Gather Round, and the AFL and NRL finals, the campaign leverages our retail media network nationally to reach over 9 million people with messaging that promotes respectful behaviour and moderation.

Together, these initiatives support awareness, early intervention and access to support across our teams and the broader community.

Responsible Service of Gaming

We are committed to creating safer gaming environments in our Hotels through strong governance, team capability, harm minimisation initiatives and ongoing compliance with regulatory requirements. Our approach focuses on supporting guests to make informed choices, promoting safer gaming behaviours and helping teams identify and respond to signs of potential harm. We continue to strengthen the systems, processes and tools that support these efforts, informed by evidence, regulatory developments and industry best practice.

Harm minimisation monitoring

Our Safer Gaming Team provides specialist support to venues in identifying and responding to potential signs of gambling harm. The team brings expertise in gaming compliance, harm minimisation and training.

Through a centralised digital incident register, the team can monitor and review incidents across our network, identify trends and provide targeted guidance to teams. During F26, approximately 48,000 incidents were reviewed, with coaching and support provided to venues to strengthen responses and promote consistent harm minimisation practices.

Building team capability

In F26, our Safer Gaming training program was expanded to include a new suite of micro-learning modules.

The scenario-based training provides practical guidance for situations that may arise in gaming room environments, helping team members build confidence and strengthen their understanding of harm minimisation responsibilities and skills.

Independent Review - RGCC

In July, our biennial independent review with the Responsible Gaming Council of Canada (RGCC) benchmarked our approach against international responsible gaming standards. The review recognised the continued maturity of our safer gaming practices and identified opportunities to strengthen capability through ongoing collaboration and specialist training.

Technology

We continue to explore emerging technologies to support harm minimisation efforts, including ongoing trials of Facial Recognition Technology (FRT) to assist with the identification of self-excluded patrons. This also included testing capability to prompt staff to check identification of patrons.

Well Played Week

Well Played is ALH's guest-facing safer gaming program, promoting practical strategies such as setting Voluntary Pre-Commitment limits, planning gaming sessions and taking regular breaks. During F26, these messages were amplified during 'Well Played Week' in June, providing teams with additional resources and conversation guides to help promote safer gaming behaviours with guests.

"Creating a safer gaming experience starts with our people. By supporting our team with specialist expertise and exploring new technology, we're helping them have more meaningful conversations with our valued guests when it matters most."

Dan Rule, General Manager, Regulatory and Compliance, Endeavour Group

See the full version on our website: https://www.alhgroup.com.au/player-protect

Creating positive change, together

We work with industry partners, regulators, community organisations and advocacy groups to better understand our impact and contribute to improved outcomes for communities.

Our approach focuses on listening, learning and working in partnership with stakeholders to identify practical solutions to understand and address complex misuse-related issues.

In F26, we continued to work towards strengthening our relationships with local stakeholders and representatives in the Alcohol and Other Drugs sector in metropolitan and regional areas across the country. This includes the Central Coast of NSW, in the Kalgoorlie, Pilbara, and West Kimberley regions (WA), Darwin and Alice Springs (NT), Far North Queensland and across Greater Sydney.

We also participate in 120 Liquor Accords across Australia, working alongside licensees, regulators, police and community groups to support localised approaches that reflect community needs and enhance safety, with a focus on shared responsibility and practical outcomes. Through Liquor Accords, our teams listen to the community, contribute insights from operations and support voluntary measures where appropriate, aligned with broader community expectations. Our priority is managing our licences well and working together to serve responsibly.

We also contribute to broader industry discussions and initiatives that support improvements in standards over time.

The new 'Learning journey through Larrakia Country' mural at the Sanderson Middle School in Darwin, a project supported by the Endeavour Group Community Advisory Committee (CAC).

Community-led engagement

Our Community Advisory Committee (CAC) brings community leaders together to share perspectives and help inform how we respond to local needs. This ongoing engagement strengthens our understanding of the challenges and opportunities in the community and helps to shape more informed and locally relevant initiatives.

The CAC includes representatives from across business, research, community leadership, health services, social services, policing and licensing, providing a broad range of experience and perspectives.

Since 2022, the CAC has strengthened collaboration between Endeavour Group and local stakeholders with a focus on harm minimisation, youth engagement, access and demand, education and reconciliation. Central to this is our long-term partnership with the Larrakia Nation Aboriginal Corporation, reflecting our commitment to working together to understand and respectfully address community priorities on Larrakia Country.

The CAC reports its progress and recommendations to the Endeavour Group Executive Leadership Team.

Committee changes in F26

In F26, the CAC welcomed two new members as Jerome Cubillo and Naomi Anstess moved on to new leadership roles - Jerome as CEO of Ironbark Aboriginal Corporation and Naomi as Chair of the National Indigenous Business Chambers Alliance.

Lateesha Jeffery, a Wulwulam and Kukatj woman raised on Larrakia and Yolngu Country, is a passionate advocate for education, particularly for young women, and the role empowerment plays in healing intergenerational trauma and strengthening communities.

Jarrod Stokes is Youth Services Manager at Larrakia Nation. A proud Larrakia, Warumungu, Ngarrindjeri and Arabana man, he brings extensive experience working with young people and the Darwin community.

Founding member, **Natalie Harwood**, was appointed to the role of CAC Chair.

In the community

We are committed to contributing positively to the communities in which we operate. This includes creating opportunities for our team to give back in their local areas, supporting grassroots community organisations and investing in initiatives that deliver measurable outcomes through our stores, hotels and brands.

Our community strategy combines strategic national partnerships as well as focused local engagement, enabling us to respond to community needs while leveraging the scale of our business. With the generous support of our customers, our hotels and stores teams raised and donated more than $9.4 million to 500+ community groups across the country in F26.

We use the Business for Societal Impact (B4SI) Framework to assess, monitor and manage our partnerships, charitable activities, registrations, campaigns and financial in-kind donations year on year. B4SI is a global standard used to drive clarity and consistency in the measurement of social impact.

500+
total community groups supported

$2.3m
donated by Endeavour

$2.7m
in-kind donations

$4.4m
donated by our customers

$9.4m
total donated

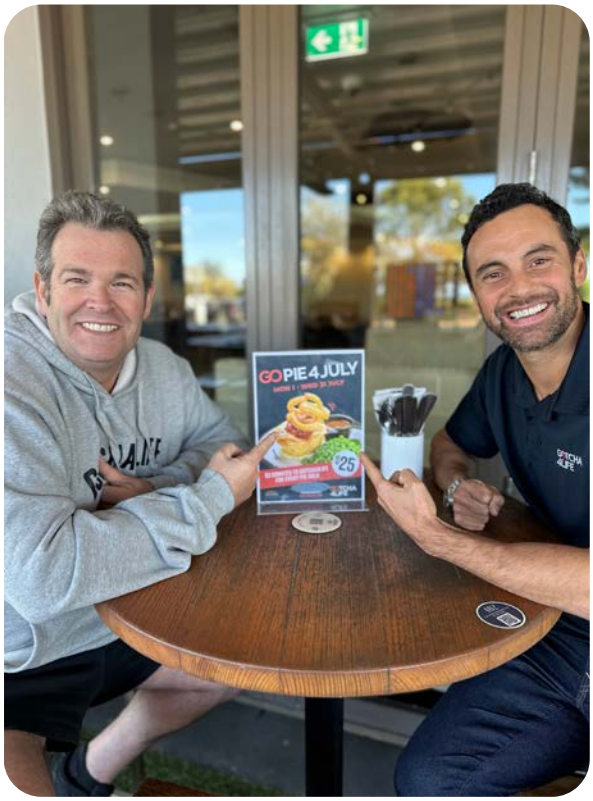
Gotcha4Life

This year, Endeavour Group's partnership helped fund Gotcha4Life's new Mentally Fit Primary Schools program across nine schools in NSW and QLD. Focused on prevention, the program helps schools embed mental fitness into everyday routines through simple daily habits, consistent language and evidence-based tools for students, staff and families.

Gotcha4Life founder Gus Worland joined our ALH Hotels chefs for a mental fitness session in the lead-up to Go Pie 4 July, where $3 from every pie sold at ALH was donated to support Gotcha4Life's programs. Gus' message for our team was simple: real strength comes from connection. By starting genuine conversations, looking out for our mates, and building mental resilience, we can make a real difference in our workplaces and communities.

Our teams also participated in Mental Fitness Kickstarter preventative workshops, and took part in fun runs all over Australia to raise awareness of and more than $12,500 in funds for Gotcha4Life programs.

Through a renewed three-year partnership, Endeavour Group will continue helping Gotcha4Life expand access to mental fitness tools and community programs, including through initiatives supported by the Community Advisory Committee and other community partners.



GIVIT

Our partnership with GIVIT connects the scale of our business with practical support for people experiencing hardship across Australia.

Through customer donations, team fundraising and brand partnerships, more than $2.1 million was raised in F26 to help individuals and families access essential goods and services including groceries, fuel vouchers, technology and household items through GIVIT's network of local charities.

A highlight was Flanno for a Farmer Day in August, which brought teams and customers together to support Australian farmers and rural communities. More than 2,000 cartons of participating Travla products were sold in BWS and Dan Murphy's, generating $60,000 in donations towards Aussie farmers and supporting farmer mental health in partnership with Farm Angels and GIVIT.

Since 2020, Endeavour Group has contributed more than $8 million to GIVIT, supporting communities through everyday giving and targeted support when it's needed most.

Dan Murphy's Regional Heroes

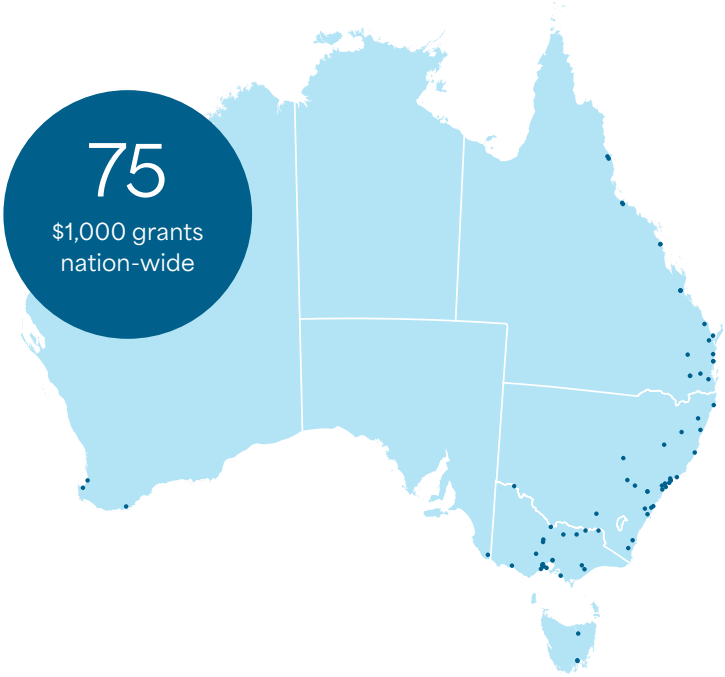
Through the Regional Heroes program, Dan Murphy's store teams select initiatives and organisations to support in their local communities. In F26, 75 grants - $1,000 each - were awarded to a range of not-for-profit, community and sporting organisations across Australia.

This included:

Help a Mate, Dubbo NSW
which hosts weekly events to help feed and bring the community together, with a focus on improving mental health, wellbeing and homelessness in the area.

Supporters of 65 Roses, Townsville QLD
which provides support to North Queenslanders affected by Cystic Fibrosis, including medical expenses, research and hospital care.

Peer Based Harm Reduction, Bunbury WA
A reach out agency for at-risk community members living on the streets. The agency used the grant money towards the purchase of backpacks and swags to prepare for colder weather.



Mate's Day

Our ALH Hotels are hubs for community and connection. On May 8, our Victorian venues celebrated Mate's Day in partnership with the Australian Hoteliers Association of Victoria.

Mate's Day promotes mental health awareness and the simple power of sharing a moment and conversation with a mate.

Through gold coin donations, charity barbecues and classic Aussie platters, our teams and guests came together to raise funding for The Man Cave, supporting programs focused on mental health and wellbeing of young men.

Support for fire-affected partners

The bushfires that tore through parts of regional Victoria in January caused widespread devastation for local communities.

Our long-term partner, Fowles Wine, just outside Avenel in the Strathbogie Ranges, lost its entire 2026 vintage and sustained extensive damage to vineyards and livestock.

In response, 24 team members from the Richmond Support Office and store network travelled to the region over two days to support early recovery efforts, planting new greenery to help restore the landscape and working alongside the Fowles family as they began the task of rebuilding.

Support Act

Live music plays an important role in bringing people together across our clubs and pubs - and in F26, it also helped to give back to the people behind the scenes. During AusMusic Month, Endeavour Group and its brands donated more than $49,000 to Support Act alongside customer fundraising and live music initiatives.

From $1 donated for every ALH ticket sold in November to in-store campaigns, and contributions from BWS and 4 Pines Brewing Co, teams, customers and partners came together to support the industry. These funds help deliver crisis relief, mental health and wellbeing programs for artists, crew and music workers: the people who create the soundtrack to our pubs and communities.

People

Championing individuality, human and personal rights. Our culture of care, respect and inclusion starts with our people, and extends through the connections we are building with our teams, suppliers, customers and communities.

67%
Voice of Team engagement score
▼ 5pp from F25

41%
Women represented in Senior Leadership group
▼ 2pp from F25

364
Total Recordable Injuries
▲ 30 from F25

Every person should feel respected, supported and able to contribute at work. We are committed to creating environments where people can be themselves, develop their capabilities and feel safe, included and valued. This commitment is reflected across every stage of the team member experience - from attracting and developing talent, supporting safety and wellbeing, and creating opportunities for growth, through to fostering inclusive workplaces where different backgrounds, perspectives and experiences are recognised strengths.

We also recognise our responsibility extends beyond our own workforce. Respect for human rights, ethical employment practices and meaningful engagement with First Nations peoples, community organisations and industry partners all contribute to the positive impact we strive to create.

We continue to listen to our people, strengthen capability and evolve our programs, recognising that building an inclusive, respectful and high-performing culture is an ongoing journey that supports our people, our business and the communities we serve.

Voice of Team

Listening to our people is one of the most important ways we understand what's working well and where we can improve. Alongside regular team and leadership forums, our annual Voice of Team (VOT) survey provides valuable insight into the experiences of more than 30,000[1] of our team members, helping shape initiatives that strengthen culture, capability and performance.

In F26, 70% of team members participated in the survey, up four percentage points from the previous year. Indicative of a year of significant organisational change, our overall Engagement was down 5pp to 67%.

Intent to Stay remained strong, while Inclusion, Experience versus Expectation and Energy at Work remained broadly consistent with the previous year.

Beyond engagement, these measures provide a broader view of the team experience and help us better understand what matters most to our people.

Insights from the survey continue to inform priorities across the business, helping strengthen communication, leadership, wellbeing and the overall team experience.

Our social and environmental impact also remains important to our people, with 69% of team members saying they are proud of Endeavour Group's sustainability efforts.

Diversity and inclusion

Diverse backgrounds, perspectives and lived experiences strengthen our teams and workforce, and deepen our connection to our customers and communities.

Our approach to inclusion is supported by attraction, retention and remuneration frameworks, alongside policies and practices that help promote equal opportunities at every stage of employment.

This work is guided by our Executive Leadership Team with oversight from the People Committee of the Board.

Gender balance

Achieving and maintaining gender balance in leadership remains a priority, aligned with our 40:40:20 target across Board and Senior Leadership roles (career levels A-D). We're a signatory to the 40:40 Vision, an initiative led by HESTA to advance gender diversity in executive leadership across ASX 300 companies.

At year end, following a number of movements in our Executive and Senior Leadership Teams and the Board over the period, women held 41% of senior leadership roles, down from 43% in F25. Women represent 38% of the Board.

We disclose our progress towards our gender diversity targets annually in our Corporate Governance Statement.

Pay equity

We are committed to maintaining fair and equitable pay for roles and a gender pay gap within a +/- 3% tolerance.

Our median total remuneration pay gap is 0.3% for Endeavour Group Limited and 1.6% for ALH Hotels, aligned with the Workplace Gender Equality Agency's +/-5% guidelines.

We will continue to conduct a detailed analysis of our highly populated roles to understand and address the drivers of any pay inequity.

We will also review recruitment practices across all disciplines to support a diverse workforce and help ensure our policies do not contain bias or have unintended consequences.

Pay decisions are overseen by our Performance and Reward team and the Board receives annual updates on progress towards our commitments.

1 Endeavour Group is a dynamic business with ongoing team turnover. The Voice of Team survey represents a point-in-time snapshot and is open to all permanent and casual team members, as well as Category 1 and Category 2 contractors who have been employed for longer than three months.

Across the business, we're focused on building workplaces where people feel welcome, respected and valued. This includes recognising days of significance and creating moments throughout the year that build cultural awareness, inclusion and connection across our teams and communities.

We also shape our policies and business operations to support inclusion, so that all our people feel welcome, safe, supported and encouraged to be themselves at work.

LGBTQ+ inclusion

This year, we retained our Silver Tier status of the Australian Workplace Equality Index (AWEI), which benchmarks LGBTQ+ inclusion across corporate policies, practices, support services, strategies, training and development. Insights from the AWEI survey and team submission help us measure the impact of our inclusion policies and programs and guide continuous improvement towards our goal of Gold Tier by 2030.

The Proud at Endeavour Committee continues to lead initiatives based on community and team engagement, as well as internal education. In F26, this included LGBTQ+ Inclusion for People Managers sessions.

The Proud at Endeavour Network of LGBTQ+ team members and Allies brings inclusion to life across our brands, teams and communities, supporting Pride events and key dates including Wear It Purple Day in August, International Day Against Homophobia, Biphobia, Intersexphobia and Transphobia (IDAHOBIT) and LGBTQ+ DV Awareness Day.

Pride across Australia

Between November and March, more than 200 team members and their families celebrated with communities across Australia at Brisbane Pride, TasPride, Perth Pride, Adelaide Pride, and the Midsumma Carnival in Melbourne (pictured).

At the Sydney Gay and Lesbian Mardi Gras, team members marched with The Pinnacle Foundation, which awards educational scholarships for tertiary studies to young LGBTQ+ Australians.

We also partnered with Top End Pride in Darwin and Albany Pride in Western Australia, helping celebrate LGBTQ+ communities and create opportunities for connection, education and advocacy.

Qtopia Pride Fest

Qtopia Sydney celebrates and preserves LGBTQ+ history, culture and stories. Our support contributed to its regional education program, helping deliver inclusion and self-expression workshops to students across New South Wales.

BWYASS also partnered with Qtopia's Pride Fest, where Endeavour Group team member Grace Swaddling performed her self-written show, Everything is Falling Apart.

Pride in Drinks

This year, we joined the Drinks Association and the Pride In Drinks employee resource group, supporting greater inclusion and visibility across the drinks industry.

During Pride Month, Pride at Endeavour Committee members visited the Victorian Pride Centre in Melbourne to learn more about the important role organisations play in supporting LGBTQ+ communities as well as fostering inclusion and belonging.

Home to a range of community organisations, health services, advocacy groups and cultural archives, the Victorian Pride Centre plays an important role in preserving queer history, fostering connection and supporting inclusion.

Loud and Proud

Support for The Pride Foundation Australia (PFA) continued in partnership with customers and suppliers through the Loud and Proud campaign, now expanded across both Dan Murphy's and BWS.

Featuring participating products from Absolut, Squealing Pig and Brookvale Union across our stores, proceeds from the Loud and Proud range supported PFA programs that assist vulnerable LGBTQ+ individuals and communities.

The success of this year's campaign culminated in a $250,000 donation, bringing Endeavour Group's total contribution since 2022 to more than $1 million.

F26 funding supported grants for rural and regional communities, the first dedicated Aboriginal and Torres Strait Islander LGBTQ+ grant round, and specialist alcohol and other drug programs that improve access to inclusive support and services.

Welcome Here

Dan Murphy's and BWS stores are registered as a Welcoming Place as part of ACON's Welcome Here Project. Sites boasting the Welcome Here stickers let the community know LGBTQ+ diversity is visibly welcomed and celebrated.

Reconciliation

Reconciliation is a long-term commitment for our business. One that starts with listening and learning to build trust and relationships over time, so that First Nations people feel heard, respected, and genuinely welcome to work, shop and partner with us.

In F26, focus remained on improving cultural competency and supporting and elevating First Nations voices in our own business, as well as creating opportunities through employment, partnerships and supplier engagement.

During the year, we partnered with First Nations led corporate consultancy, 15 Times Better, to review and strengthen our approach to First Nations engagement across the business. This work included consideration of how engagement principles could be reflected across community-facing initiatives, including the future development of our Community Advisory Committee. This work will also help to support the development of Endeavour Group's Innovate level Reconciliation Action Plan, planned for launch in F27.

We also progressed initiatives to strengthen supplier diversity capability across our Merchandise teams. To support this work, Indigenous-owned, female-led management consultancy, Elephant in the Room, helped shape culturally informed and practical training content for teams engaging with diverse suppliers.

We're encouraged that 2.8% of respondents to our Voice of Team survey voluntarily self-identified as First Nations, a figure higher than the national Indigenous employment average of 2.2% (Indigenous Employment Index 2022).

Four Mob Only Yarns were hosted in F26, giving our First Nations team members safe, trusted spaces to connect and access support from peers and experts. Mob Only Yarns were developed by the First Nations Lead at our wellbeing partner, Converge, to support the wellbeing of our people and strengthen cultural safety in our workplace.

Relationships

- Continued partnership with Larrakia Nation
- Continuing connections with community organisations via Jawun
- National Reconciliation Week learning events

Respect

- Larrakia Nation Protocols in all Darwin BWS stores
- Gold sponsor of Larrakia Nation Aboriginal Corporation NAIDOC Week program

Opportunities

- Building cultural safety and trust through Mob Only yarning circles
- Continued membership of Supply Nation

Governance

- Innovate RAP consultation and drafting
- Establishment of First Nations Employee Network as a consultative body on First Nations matters

Above: Reconciliation artwork 'Celebration Place' by Riki Salam (Mualgal/Yalanji/Ngai Tahu).

Holly Dent, Endeavour Group Change Analyst, on secondment with Jawun.

On Country with Jawun

In F26, Endeavour Group Change Analyst, Holly Dent completed a secondment through our partner Jawun with Gudjagang Ngara li-dhi (GNL). GNL, which translates to 'Listen to the Children' is an Aboriginal-led organisation supporting children and families on Darkinjung Country on the NSW Central Coast.

During the secondment, Holly worked with the organisation to help develop leadership and capability programs for their teams, drawing on her own leadership experience. Alongside the professional contribution, the secondment provided opportunities to engage with community members, participate in cultural activities and deepen understanding of Aboriginal ways of knowing, being and doing.

Reflecting on the experience, Holly described the secondment as both professionally and personally rewarding, helping build confidence, cultural understanding and new perspectives she continues to carry back to the business.

In March, Endeavour representatives Nick Berry and Lynn Feldon also participated in a three-day Jawun Executive Visit to Darkinjung Country. This visit provided insight into the work of Aboriginal Community Controlled Organisations (ACCOs) across the Central Coast region and the important role they play in supporting health, youth engagement, cultural revitalisation and community connection.

During the visit, the group engaged with several organisations and community leaders, including GNL, NAISDA Dance College, the Darkinjung Local Aboriginal Land Council, The Glen rehabilitation service and the Eleanor Duncan Aboriginal Services, the region's primary Aboriginal Medical Service. The experience reinforced the importance of Endeavour's partnership with Jawun in supporting organisations with essential capacity building and self-determination.

Since 2013, we've supported Jawun, a not-for-profit organisation connecting corporate partners with secondment and immersion opportunities in Indigenous-led organisations leading change for their communities across Australia.

Through our 10-year partnership, Endeavour team members and senior leaders participate in secondments and executive immersions designed to strengthen cultural understanding through direct engagement and connections with First Nations leaders and communities.

Team members who participate in Jawun programs return with broader perspectives and deeper cultural understanding, helping inform reconciliation and cultural awareness initiatives across the business. The professional knowledge and transfer of skills live on in Jawun's partner organisations, strengthening and sustaining Indigenous-led empowerment and contributing to improved long-term outcomes.

F26 Jawun secondments:

12	weeks in community
2	indigenous organisations supported
2	projects completed

Safety

Creating safer environments for our teams, customers and guests remains a foundational priority.

In F26, our total recordable injuries increased compared to the prior year. This was driven primarily by manual handling incidents caused by increased stock movement to support supply continuity and the continued growth of e-commerce and online channels. Psychological claims also rose, reflecting a challenging operating environment marked by retail theft and customer aggression.

While we strengthened our controls, training and recovery support during the year, we recognise there is more to do. Our approach focuses on three core pillars:

- Identifying safety and security risks and trends early;
- Strengthening our safety culture to drive early intervention and reduce further risk or injuries; and
- Supporting team members throughout their recovery and return to work. Focused on driving early intervention around physiotherapy and psychological support.

Governance and compliance

Our governance and reporting processes support ongoing focus and accountability for safety across the business. On a weekly basis, Serious Incidents and Workers' Compensation trends are reviewed by the Executive Leadership Team, and comprehensive safety performance metrics are reported to the People Committee and the Board quarterly.

To monitor compliance and support consistent safety standards, regular site audits are conducted across all operations. Our safety management systems are validated through internal and external audit programs.

Security

In response to increasing incidents of customer aggression, we enhanced our De-Escalation Training to better support team members in managing challenging situations safely and confidently. Using immersive virtual reality training, team members can practice real-life scenarios in a safe environment. Across F24 to F26, more than 3,500 team members at high-risk sites have completed the training.

We have also strengthened broader security measures through cross-functional management across our Operations, Safety, Risk and Protection teams.

The At Risk Program continued to strengthen safety practices across our operations, helping teams identify and address potential risks before incidents occur. The program encourages open reporting, practical conversations and early intervention to support safer workplaces.

During the year, we also expanded the use of technology-enabled safety measures in higher-risk environments, including Entry Lockout systems and Team Safety Cameras.

Entry Lockout technology allows team members to remotely secure store entry points during higher-risk periods or following serious incidents to support team and customer safety.

Team Safety Cameras support de-escalation in challenging situations while also helping capture incident information and support investigations.

They are extremely effective in protecting team, reducing stock loss, and capturing high-quality data, with incident numbers decreasing by ~40% when used effectively.

Injury management and prevention

Manual handling remains our leading cause of recordable injuries, particularly during periods of increased stock movement and the expansion of our online fulfilment operations. In F26, wearable sensor technology was used to identify high-risk tasks and support practical safety improvements and programs, including the development of new spring-loaded and collapsible trolley designs specifically engineered to assist team members managing repetitive movements in fulfilment.

Alongside technology, we focus on daily habit-building activities through peer-to-peer coaching and the continued roll-out of Endeavour Moves; a Group-wide stretching program supporting physical readiness before and during shifts.

When injuries do occur, our dedicated Injury Management Team focuses on strengthening recovery support and improving return-to-work outcomes for our team members.

Early intervention psychological support

To address rising psychological injury trends, we launched a six-month Early Intervention Psychological Support Program pilot for team members across BWS Victoria and Tasmania. The program provides early, psychologist-led intervention for team members exposed to psychosocial hazards, with up to six treatment sessions available per participant. Clinical input is also used to inform appropriate workplace support and recovery pathways.

The initiative is delivered through a cross-functional model involving Injury Management, frontline operations and specialist psychological providers, and is designed to reduce the severity of potential injuries and support earlier recovery.

Early observations from the pilot indicate strong engagement, with participating team members accessing support while remaining at work where appropriate. Triage services are now in place and manager training is being rolled out across pilot regions ahead of broader implementation.

Wellbeing

Endeavour Wellbeing and Support brings together services that support the mental, physical, and financial wellbeing of our team members. Delivered in partnership with Converge International, the program provides confidential support, coaching, and practical resources for both team members and leaders.

Our utilisation of Employee Assistance remained above industry benchmarks during F26, reflecting strong internal awareness and proactive engagement across the business.

We also utilise Converge's specialised services during critical incidents, so that affected teams receive prompt, immediate support, alongside structured, ongoing care, following an incident to aid their recovery.

The Endeavour Group Wellbeing Calendar promotes proactive health year-round, providing practical tools, resources and awareness campaigns across four key pillars: mental, physical, social and financial health.

Endeavour Group	F26	F25	Trend
Team - Total Recordable Injuries (TRIs)[1]	364	334	^
Total Recordable Injury Frequency Rate (TRIFR)[2]	11.58	10.20	^
Team - Hours Lost[3]	98,084	81,963	^

1 Total Recordable Injury (TRI) is the sum of the total number of employee fatalities, lost time injuries, restricted work injuries or medical treatment injuries accepted by insurance providers within a given period.
2 Total Recordable Injury Frequency Rate (TRIFR) is the addition of the number of fatalities, lost time injuries, restricted work injuries and medical treatment injuries accepted by insurance providers in a 12-month period divided by hours worked in a 12-month period multiplied by 1,000,000.
3 Hours lost represents the number of hours lost in the last 12 months due to an injury.

Human rights and supplier engagement

Every person in our business and across our extended supply chain should be safe at work, paid properly and treated fairly. This is what respecting human rights means in practice.

Our approach is guided by our Human Rights Statement and Responsible Sourcing Policy, which support ethical sourcing, fair working conditions and respect for workers' rights across our operations and supply chain.

During the year, we continued embedding our human rights and modern slavery program across the business, including the delivery of targeted modern slavery and responsible sourcing training across procurement, operational and support teams to reinforce awareness of risk indicators and supplier due diligence requirements.

Our 2026 Modern Slavery Statement, released under the *Modern Slavery Act 2018* (Cth), outlines the actions we've taken to assess and address modern slavery risks and reduce the risk of human rights harm across our business.

This includes ongoing work to improve due diligence and supplier engagement, as well as monitor areas where risks may be higher, including in viticulture, cleaning, security and manufacturing.

Oversight of our Human Rights Program sits with our Board, with reporting through the Audit, Risk and Compliance Committee.

Addressing risks

Our F24 human rights saliency assessment continues to guide how we prioritise the most significant human rights risks across our business and supply chain.

The assessment identified five key supply chain risks:

1. modern slavery;
2. substantive right to an effective remedy;
3. labour exploitation (including underpayments);
4. excessive working hours; and,
5. workplace health and safety.

During the year, we continued improving oversight in areas where these risks may be more likely to occur. This included further expansion of our Responsible Sourcing Program to include more supplier groups, enhancing onboarding and monitoring processes for higher-risk service suppliers and continuing work to improve visibility over labour practices.

We completed Fair Farms certification for our Australian vineyards and worked closely with labour hire providers to support capability uplift and increase oversight of labour practices during seasonal periods.

We also continue to monitor emerging external risk factors, including ongoing economic pressures, recognising that sustained margin pressure and reduced cash flow may increase risks relating to labour exploitation in some parts of the supply chain.

Further detail on our approach and actions is available in our 2026 Modern Slavery Statement.

Trade partner engagement

Strong commercial partnerships play an important role in delivering range, quality and value for our customers, while supporting mutual growth across our businesses. We continue to strengthen engagement with suppliers through clear communication, collaboration and shared planning, recognising the role that trust and transparency play in long-term partnerships.

In F26, we launched a new Trade Partner Engagement Strategy to create more connected, consistent and meaningful interactions across our supplier network. Bringing together communications, feedback, category insights and engagement opportunities, the strategy strengthens stronger collaboration and a better trade partner experience, with new opportunities to connect directly with Endeavour teams and share feedback.

Our Category Deep Dive sessions provide an important forum for discussing customer behaviours, emerging trends and growth opportunities across categories and formats, consistently receiving strong feedback from trade partners.

We also transformed Distilled, our trade partner publication, moving from quarterly to monthly editions. It shares partner stories, industry updates and business insights, and has generated more than 100,000 interactions since launching in 2021.

Our networking events continue to strengthen connections across the industry, bringing together suppliers, industry representatives and Endeavour Group teams to share insights, discuss customer and category trends and explore opportunities for collaboration.

We work closely with trade partners to navigate changing market conditions, including cost pressures, supply chain disruption and evolving customer demand.

Feedback gathered through our Voice of Supplier surveys and ongoing engagement continues to shape improvements to communication, service and partnership across the business. Trade partners can also raise issues through category teams, management escalation pathways and our independent whistleblower service.

Our Small Supplier Policy reduces the Group's payment terms to 30 days for approved Australian businesses with an annual revenue under $10 million, and 14 days for approved Australian businesses with an annual revenue below $1 million.

Sharing industry insights

During F26, we released two new industry reports designed to support informed decision making and strengthen the long-term sustainability of Australia's wine and beer sectors.

Developed in collaboration with industry partners, the inaugural **State of the Grapes** report with Wine Australia, and **State of the Hops** report, combine Endeavour Group's customer insights with broader industry perspectives to explore changing consumer preferences, market conditions and emerging trends.

By sharing data and insights from across the value chain, the reports support producers, suppliers, trade partners and industry bodies to better understand evolving customer needs and identify opportunities for future growth.

The reports reflect our commitment to working collaboratively with industry, sharing knowledge and supporting more informed decision making across the sectors in which we operate.

"As an industry, it's important not to just continue doing what we've always done, but understand and adapt to consumer needs. These reports provide useful direction for producers across the country," said Andrew Shedden, General Manager, Merchandise (Dan Murphy's), Endeavour Group.

Endeavour's biggest suppliers joined our Trade Partners Strategy Evening in May to learn more about Endeavour Group's strategy and network with the Category and Executive Leadership Teams.

Sustainable Supplier of the Year

At our 2025 Supplier of the Year Awards, Beachtree Distilling Co was named Sustainable Supplier of the Year, recognised for combining premium spirits production with a strong focus on sustainable innovation and community impact.

The Sunshine Coast based distillery has grown from a small operation into an internationally recognised producer - receiving titles such as World's Best Sustainable Distillery (winner in 2025 and highly commended in 2026) as well as World's Best Craft Producer (2024 and 2025).

Founded by Kirra Daley and Steve Grace, Beachtree draws on Kirra's Bundjalung and Steve's Kamilaroi heritage and a deep connection to Country.

Beachtree produces certified organic gin and vodka using Australian sugar cane and native botanicals. Sustainability is embedded throughout the business, from solar-powered production and organic ingredients through to low-waste practices and hand-bottled small batch products.

A Supply Nation certified distillery, Beachtree's range of gins and vodkas feature intricate, hand-illustrated labels inspired by native botanicals alongside Kirra and Steve's Indigenous heritage and connection to Country.

Beachtree continues to make a positive impact beyond its operations. Through its You Sip, We Plant (TM) program, more than 28,000 trees have been planted, supporting reforestation and biodiversity outcomes.

Endeavour Group judges recognised Beachtree for demonstrating that sustainability and commercial success can go hand in hand, while also bringing First Nations culture, storytelling and innovation to customers in a distinctive and authentic way.

Congratulations to Beachtree Distilling Co and to all our suppliers continuing to drive innovation and more sustainable practices across the industry.

"We distil from the land up. Organic sugar cane, native botanicals that have grown here for tens of thousands of years, nothing masked, nothing rushed. When you're working with ingredients this old, short-cuts are never an option."

Steve Grace, Master Distiller, Beachtree Distilling Co.

Privacy and cyber security

Digital platforms, data and technology support the way we connect with customers and operate our business. Protecting the privacy, security and integrity of information remains critical to maintaining trust and supporting safe, reliable operation.

Governance

Our Privacy, Data Governance and Cyber Security teams oversee key policies, controls and response processes to support the protection of customer, team member and business information.

In F26, we continued to strengthen our approach to privacy and cyber risk management through ongoing control uplift activities, monitoring and governance improvements. This included continuing to implement and uplift our Privacy Program, including improving privacy awareness Group-wide and supporting key business units on high-risk data initiatives.

Multi-factor authentication (MFA) remains in place across our customer-facing websites and apps, including Dan Murphy's and BWS, helping to strengthen account security and reduce the risk of unauthorised access.

Capability building

Privacy training, which includes information about core privacy concepts as well as references to Responsible Use of Data principles, forms part of mandatory learning for all team members. This is supported by Advanced Privacy training for relevant Support teams with specific responsibilities for customer and business data.

By the end of F26, 99% of all team members completed our Privacy at Endeavour Group training module. Our Advanced Privacy Training module was completed by more than 94% of relevant team members.

Responsible Use of Data

We recognise the importance of using data responsibly and transparently. Our Responsible Use of Data and AI principles guide how relevant teams collect, manage and use information across the data lifecycle.

As technology continues to evolve, including developments in Artificial Intelligence, analytics and digital personalisation, we remain focused on strengthening governance and supporting responsible decision making in the use of customer and business data.

AI Fest

October saw the launch of the inaugural AI Fest, a week-long internal awareness and capability program designed to help Support teams build confidence in the responsible use of emerging technologies, including artificial intelligence.

The program featured 17 sessions with internal and external speakers covering practical applications of AI, responsible use considerations, privacy and cyber security risks and emerging trends.

Close to 1,000 team members attended at least one session, building awareness of the opportunities, limitations and responsibilities with emerging technologies.

Managing evolving risks

We continue to monitor the evolving privacy and cyber threat landscape alongside changing technologies and regulatory expectations, while establishing best-practice controls to manage risks and opportunities. This includes development of governance frameworks to onboard AI applications more safely, securely and responsibly.

We also continue to monitor developments relating to Australian privacy law reform and other emerging Office of the Australian Information Commissioner guidance.

Planet

Reducing our impact on the planet. We're improving efficiency, investing in innovation, and learning more about our footprint.

2,100+

assets included in climate risk assessment

25,363 MWh

total solar electricity generated

▲ 13% from F25

99%

Own Brand packaging, reusable, recyclable, compostable

▲ 1pp from F25

We continue to strengthen our approach to managing climate-related risks and opportunities, recognising the potential impacts on our operations, supply chain and the communities.

This year, we progressed initiatives to improve energy efficiency, increase renewable electricity generation, reduce waste and support more efficient use of natural resources across our operations.

We also continued to strengthen our approach to climate-related governance, risk management and reporting. During the year, we enhanced the systems, data and processes that support climate-related disclosures, and building the organisational capability required to support reporting under the Australian Sustainability Reporting Standards.

Together, these initiatives strengthen operational resilience, improve decision making and help position our business to respond to evolving environmental and regulatory expectations.

More information, including our approach to climate governance, risk management and strategy, is available in pages 30 to 49 of our F26 Annual Report, a Sustainability Report with disclosure under the Australian Sustainability Reporting Standards.

Assessing our operational climate risks

During the year, we completed further climate risk assessment and analysis of more than 2,100 assets across Australia and New Zealand, including Retail stores, Hotels, wineries, vineyards, distribution centres and support offices.

Using a consistent methodology across the portfolio, this level of assessment provides a more comprehensive review of climate-related risks across our diverse operating footprint.

The assessment considered a range of acute and chronic climate hazards, including extreme heat, bushfire, flooding, tropical cyclone, coastal inundation, water stress and changing rainfall patterns.

Risks were assessed across short, medium and longer-term time horizons to better understand how climate-related impacts may emerge over time and vary across different locations.

The assessment recognised that climate-related risks are not experienced uniformly across our business. Factors including geography, asset type, operational purpose and local environmental conditions influence both the likelihood and potential impacts of different climate hazards. This provides a more nuanced understanding of where risks may emerge and where resilience planning may be most valuable over time.

The insights generated through this work are being incorporated into broader business planning and risk management processes, supporting consideration of climate-related impacts alongside operational, investment and asset management decisions.

As our understanding continues to evolve, this work will help inform future resilience initiatives and strengthen our ability to respond to changing climate conditions across our operations.

Actions to address climate-related impacts are ongoing and form part of our future business planning and decision making.

Focus area	Actions
Emissions reduction strategy	• Development of an annual emissions baseline and an emissions projection to understand the gap to net zero 2050. • Mapping of opportunities for emission reduction projects. • Development of emissions reduction strategy. • Ongoing review of Endeavour's renewable energy procurement strategy. • Completion of Scope 3 baseline footprint.
Data needs for compliance	• Continued improvement of data collection to meet disclosure and/or reporting requirements. • Finalise baseline data to understand current position and exposure to reporting requirements.
Roadmap to compliance	• Implementation and integration of climate governance processes. • Work through the roadmap towards ASRS compliance. • Continue to embed the systems and processes required for reporting.
Refrigerant phase-out	• Investigation of options for phased replacement of refrigerants. • Develop a roadmap and transition plan for refrigerants.
Physical risk preparedness	• Completion of climate risk assessment for all assets.

Metrics and targets

We continue to take practical steps to reduce our emissions and improve energy efficiency across our operations.

In F21, we set the below Planet targets:

- By 2030 sourcing 100% renewable electricity to power our business; and
- By 2050, Endeavour Group will have net zero emissions (Scope 1 and Scope 2 only).

We track, monitor and report on our Scope 1 and Scope 2 emissions and energy consumption data, in accordance with the National Greenhouse and Energy Reporting Act (NGER) 2007 and the GHG protocol: A Corporate Accounting and Reporting Standard (2004). More information is available in the Annual Report.

In F26, our total energy consumed was 2,070,156 GJ, and our total Scope 1 and Scope 2 emissions make up 331,989 tonnes of carbon dioxide equivalent (tCO_2e).

Our 2,000+ facilities emitted 61,035 tCO_2e in Scope 1 (direct) emissions mainly from refrigerant gases, and 270,954 tCO_2e in Scope 2 (indirect) emissions, from electricity.

In addition to this, our Scope 3 emissions baseline totals 3,246,567 tCO_2e from all categories.

A range of initiatives to reduce emissions, drive efficiencies and make faster progress towards our climate-related targets are underway.

Renewable programs

Increasing the use of renewable electricity supports our emissions reduction ambitions while improving the resilience of our operations.

We are progressing our renewable electricity strategy through a combination of on-site generation and renewable energy procurement. During F26, Endeavour Group entered into a long-term renewable Power Purchase Agreement (PPA) to significantly increase the proportion of renewable electricity supplied across our operations in South Australia from 2027.

Solar installations across our network generated 25,363 MWh of renewable electricity during F26, helping reduce reliance on grid electricity while lowering operational emissions, with 305 sites generating solar over the period. Solar now accounts for a total of 5.5% of our energy usage.

Our Cape Mentelle (Margaret River region, WA) and Isabel Estate (Marlborough region, NZ) sites continue to source 100% renewable electricity for power.

Energy efficiency

Improving the efficiency of our operations helps reduce energy use, lower emissions and support more sustainable day-to-day operations.

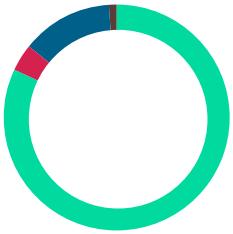
Smart control systems continue to optimise lighting, refrigeration and air conditioning across our Retail network. These systems improve operational efficiency while strengthening the collection and centralisation of energy and emissions data to support ongoing monitoring and performance.

During F26, 20 Dan Murphy's stores participated in Demand Response trials designed to support electricity network stability during periods of peak demand. Building systems automatically adjusted lighting, air conditioning and refrigeration settings to reduce electricity consumption while maintaining normal store operations.

Select new and renewed stores are fitted with transcritical refrigeration systems. These systems use CO_2 as the primary refrigerant, reducing greenhouse gas emissions while improving energy efficiency. Where possible, other refrigeration systems are retrofitted to require lower global warming potential (GWP) refrigerant cases.

Electronic Shelf Labelling is also used across all Dan Murphy's stores, eliminating the need for an estimated 8 million paper shelf tickets each year while improving operational efficiency and reducing paper consumption.

Scope 1 and Scope 2 emissions profile



Scope 3 emissions

Quantifying indirect (Scope 3) emissions across our value chain remains a complex task, given the number of contributing sources and the variability of available data. Scope 3 emissions include all indirect greenhouse gas emissions that occur across Endeavour's value chain, excluding those from owned or directly controlled sources. We have continued to develop our Scope 3 inventory using the GHG Protocol. For this F26 Report, we have established F25 as our Scope 3 baseline year and are reporting F25 Scope 3 emissions data.

Scope 3 Emissions Profile	Calculation Method	Total Emissions tCO_2e	Emissions profile %
Category 1: Purchased Goods and Services	Spend based	2,920,108	90%
Category 2: Capital Goods	Spend based	106,454	3%
Category 3: Fuel and Energy-related activities (not included in Scope 1 or Scope 2)	Activity based	34,830	1%
Category 4: Upstream transportation and distribution	Spend based	37,071	<1%
Category 5: Waste generated in operations	Activity based	19,030	<1%
Category 6: Business travel	Distance based, spend based and activity based	2,776	<1%
Category 7: Employee Commuting	Activity based	77,497	2%
Category 8: Upstream leased assets	Activity based	335	<1%
Category 9: Downstream transportation and distribution	Spend based	30,231	<1%
Category 10: Processing of sold products	Activity based	6,010	<1%
Category 11: Use of sold products	Direct use	690	<1%
Category 12: End-of-life treatment of sold products	Activity based	11,535	<1%
Category 13 [1]**:** Downstream leased assets	Immaterial	N/A	N/A
Category 14: Franchises	N/A	N/A	N/A
Category 15 [1]**:** Investments	Immaterial	N/A	N/A

1 Excluded from the Scope 3 boundary as primary data availability is minimal, and gathering it would involve undue cost or effort. Combined emissions for these categories are estimated to be immaterial (<1% of total Scope 3 emissions).

Sustainable use of natural resources

As Endeavour Group evolves, so too does the scope of our environmental programs. During F26, strategic changes to our Pinnacle portfolio were announced which will reshape our owned production and vineyard footprint moving forward. While this influences the scale of the biodiversity and land management initiatives reported and planned for future years, we remain committed to the sustainable and responsible use of natural resources, supporting the long-term reliance of our operations, supply chain and communities.

We continue to embed responsible environmental practices across our operations, including maintaining certifications through Sustainable Winegrowing Australia and Sustainable Winegrowing New Zealand for the vineyards and wineries we continue to own and operate, as well as ISO 14001 certification at Vinpac Angaston. We also continue to work with suppliers and industry partners to support sustainable outcomes throughout our value chain.

Improving resource efficiency

During F26, Dorrien Estate and Vinpac International participated in a comprehensive energy and waste assessment supported by Green Industries SA under the Assess-Implement-Monitor (AIM) Grant.

The assessment reviewed site operations, energy consumption, waste streams and resource use to identify opportunities to improve efficiency, reduce emissions and support long-term operational resilience.

The review highlighted the important role that data, monitoring and optimisation can play in improving environmental performance. Opportunities were identified across refrigeration systems, renewable energy generation, process controls, waste management and water reuse, alongside improvements to energy monitoring and reporting capabilities.

Dorrien Estate, Barossa Valley, SA.

The assessment also identified opportunities to strengthen resource recovery and explore circular approaches to winery by-products, helping reduce waste and create additional value from materials that would otherwise leave the site.

Importantly, the review provided a clearer understanding of where operational improvements could deliver the greatest environmental and business benefits. The findings are helping inform future planning across our wine operations as we continue to look for practical ways to improve efficiency, reduce environmental impact and support more sustainable production practices.

Biodiversity

In F26, Endeavour's Biodiversity Working Group completed two surveys and two projects focused on practical land management and rehabilitation, supporting habitat protection, restoration of native vegetation and improved understanding of local biodiversity across our sites.

At Oakridge, major works were completed at the Hazeldene Vineyard to repair and re-vegetate around the creek, spring and dam, followed by hydroseeding of native grasses and trees on the new embankment.

Managing water use

We continue to identify opportunities to improve water efficiency and support more sustainable water management practices across our operations. During F26, 95,841 kilolitres of water were captured, treated and reused across our Barossa sites to irrigate crops and gardens between Dorrien Estate (Tanunda) and Vinpac International (Angaston). Water reuse initiatives continue to support more efficient resource use while helping reduce demand on local water supplies.

Volunteer team members from our BWS and Dan Murphy's stores planting trees at Ivory Creek, QLD.

Earth Month

During April's Earth Month, we partnered with Hill-Smith Family Estates and 4 Pines Brewing Company to support practical environmental initiatives. Aligned to this year's Earth Month theme, 'Our Power, Our Planet', every purchase of Y Series Wines and 4 Pines Pacific Ale cans during the campaign helped restore native landscapes through the planting of 91,099 trees and shrubs across Australia in partnerships with Greenfleet and Landcare.

Our team members also took part in hands-on restoration activities. In Melbourne, volunteers helped restore habitat along Kororoit Creek, an area being progressively rehabilitated through years of community-led conservation, while in Queensland, volunteers from BWS and Dan Murphy's teams planted more than 1,000 native plants at Ivory Creek to help create future habitat for local koala populations.

Our stores and hotels also participated in a coordinated e-waste recycling drive, diverting 721kg of unused electronics from landfill for recycling, with valuable components collected for re-purposing in new products to support responsible end use.

"Earth Month brings together customers, suppliers, environmental organisations and our team to support projects that restore native landscapes and strengthen the communities they're part of."

Greg Anderson, Senior Manager - Community Partnerships and Sustainability, Endeavour Group

Sustainable packaging

We work with suppliers and industry partners to reduce packaging and improve how materials are reused or recycled. While there is more to do, we focus on improving efficiency, strengthening governance, maintaining legislative compliance and tracking our progress.

We are proud members of the Sustainable Wine Roundtable, a global collaboration of more than 130 organisations working to improve sustainability outcomes across the wine industry. Through producer and retailer working groups, we contribute to initiatives focused on reducing the environmental impact of packaging.

Packaging innovation

Lightweighting glass bottles continues to be one of the most effective ways to reduce packaging material while maintaining product quality, appearance and performance. Working closely with suppliers, we continue to optimise bottle designs to use less glass without changing the product or customer experience.

Reducing bottle weight delivers benefits beyond the packaging itself. Using less glass lowers demand for raw materials and energy during manufacturing, while lighter bottles improve transport efficiency by reducing the overall weight moved through the supply chain. Together, these improvements help reduce emissions, improve resource efficiency and deliver operational cost savings.

During F26, 125 bottle lightweighting projects were completed or progressed across our portfolio, removing an estimated 485 tonnes of glass during the year. Once fully implemented, these projects are expected to reduce glass use by almost 1,900 tonnes annually.

This work has helped reduce the average weight of our still wine bottles from 426 grams in F25 to 416 grams, exceeding the 420-gram target set under the Bottle Weight Accord.

Our packaging commitments

Commitment 1: 100% Own Brand packaging, reusable, recyclable, compostable

99%[1]

▲ 1pp from F25

Commitment 2: Average 50% recycled content on Own Brand packaging

60%[1]

▼ 3pp from F25

Commitment 3: All Own Brand packaging is FSC[2] or PEFC[3] certified or has a minimum of 60% recycled content

94%[1]

▲ 4pp from F25

Cat Amongst the Pigeons products lightweighted in F26.

1 Packaging metrics are based on supplier-provided information and sales data for the period 1 January 2025 to 31 December 2025.
2 Forest Stewardship Council.
3 Programme for the Endorsement of Forest Certification.

Waste management

Improving the way we understand and manage waste helps reduce environmental impacts, improve resource recovery and identify cost and operational efficiencies across our business.

Building on the improvements made to waste systems and data collection in previous years, F26 focused on using these insights to deliver targeted waste reduction and diversion initiatives. Better visibility of waste streams has helped identify opportunities to increase recycling, reduce waste sent to landfill and further optimise collection services, with on-time collection rates increasing to 95%, up from 92% in F25.

During the year, we completed a comprehensive waste assessment across 99% of Dan Murphy's stores, and targeted reviews throughout our Hotels network. The Dan Murphy's assessments examined current service levels against operational requirements, reviewed team recycling behaviours and captured a comprehensive view of waste infrastructure across stores, helping identify opportunities to improve oversight, optimise servicing and strengthen waste data.

Targeted surveys to 99% of Hotels led to our first ever ALH Great Pub Clean Up which included the safe and responsible removal of obsolete equipment, furniture, decorations, expired materials and other stored waste. During F26, participating venues removed more than 70 tonnes of waste, with more than 30 tonnes recycled.

Throughout the waste assessment period, more than 5,000 cartons of obsolete cardboard and paper were identified in storage. These cartons are in the process of being securely removed and recycled.

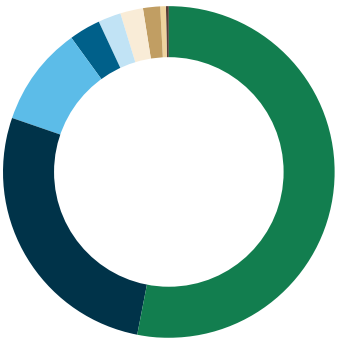
The expansion of Food Organics and Garden Organics (FOGO) collections continued during the year, supported by new legislation coming into effect in New South Wales. By year end, 22 Hotels, as well as Pinnacle and Support offices sites, were participating in FOGO programs, in total diverting more than 2,640 tonnes of organic waste from landfill across the year. These programs continue to demonstrate the role food waste diversion can play in reducing landfill, recovering valuable resources and lowering emissions.

We also expanded participation in container recovery programs. During F26, all metropolitan Hotels in South Australia transitioned to a centralised Container Deposit Scheme collection service, improving the recovery of eligible beverage containers and diverting more than 22 tonnes from landfill during the first seven months of operation. Centralising the service also improved collection efficiency, with the average number of eligible bottles and cans recovered each month increasing by over 20%.

Waste streams[1]

Waste diverted from landfill

12,859
tonnes



Cardboard and paper	7,492
Food and garden organics	2,641
Metal	886
Glass	593
Commingled	586
Soft plastic	470
Waste to Energy	140
Other	51

Waste to landfill

14,638
tonnes

1 Waste metrics are based on supplier data and estimates where actual weights are unavailable for the period 1 July 2025 to 30 June 2026.

Independent Limited Assurance Report

to the Directors of Endeavour Group Limited

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Limited Assurance Conclusion

We have conducted a limited assurance engagement on the preparation of Endeavour Group Limited's ("Endeavour" or the "Entity") selected sustainability metrics, disclosures and statements, disclosed in the Sustainability Highlights 2026 Report for the year ended 28 June 2026 ("Sustainability Highlights Report"), and included in Table 1 and Table 2 below (the "Sustainability Information") in accordance with the Applicable Criteria included in Table 1 and Table 2 below ("the Criteria"), in all material respects, for the relevant periods included in Table 1 and Table 2 below (the "relevant periods").

Table 1 - Sustainability Information and Applicable Criteria

SELECTED SUSTAINABILITY METRICS AND DISCLOSURES	RELEVANT PERIOD	APPLICABLE CRITERIA	DISCLOSURE LOCATION IN THE SUSTAINABILITY HIGHLIGHTS REPORT
Team members trained in Leading in Responsibility (%)	1 July 2025 to 28 June 2026	Endeavour's internal sustainability policies and procedures, informed by the Global Reporting Initiative ("GRI") disclosed in the Glossary section of the Sustainability Highlights Report.	Page 7, 8
Community investment funding ($)			Page 2, 6, 13
Total Recordable Injuries (TRI)			Page 2, 16, 23
Women represented in the Board (%)			Page 17
Women represented in the Senior Leadership Group (%)			Page 2, 16, 17
Total waste going to landfill (tonnes)	1 July 2025 to 30 June 2026	Endeavour's internal sustainability policies and procedures, informed by the GRI disclosed in the Glossary section of the Sustainability Highlights Report.	Page 35, 40
Energy consumed (GJ)	1 July 2025 to 30 June 2026	The National Greenhouse and Energy Reporting Regulations 2008 "NGER Regulations") and the National Greenhouse and Energy Reporting (Measurement) Determination 2008 ("NGER Measurement Determination").	Page 30
Reusable, recyclable or compostable content used in all Own Brand packaging (%)	1 January 2025 to 31 December 2025	Endeavour's internal sustainability policies and procedures, informed by the GRI disclosed in the Glossary section of the Sustainability Highlights Report.	Page 2, 28, 34
Recycled content across all Own Brand packaging (%)			Page 34
FSC or PEFC certified pulp and paper based Own Brand packaging or has a minimum 60% recycled content (%)			Page 34

Deloitte Assurance Statement (continued)

Table 2: Sustainability Information and Applicable Criteria

SELECTED SUSTAINABILITY STATEMENTS	APPLICABLE CRITERIA	DISCLOSURE LOCATION IN THE SUSTAINABILITY HIGHLIGHTS REPORT
Our Responsible Buying Guidelines, revised in F26, support our teams to make ranging decisions that balance responsibility with customer preferences.	Endeavour Group Limited's internal sustainability policies and procedures as described in relevant footnotes throughout the Sustainability Highlights Report.	Page 7
97% of relevant team members have completed this online training.		Page 7
ID25 failures indicate that ID was not requested from an adult aged under 25, not that a minor was served. BWS stores are tested quarterly and Dan Murphy's stores every six weeks. In F26, our ID25 compliance rate was 91%.		Page 7
In F26, new support service stickers developed in partnership with DrinkWise were introduced across more than 1,000 Dan Murphy's and BWS stores, making services more visible and easier to access at the point of purchase.		Page 9
Across F24 to F26, more than 3,500 team members at high-risk sites have completed the training.		Page 22
In July, our biennial independent review with the Responsible Gaming Council of Canada (RGCC) benchmarked our approach against international responsible gaming standards.		Page 10
We also participate in 120 Liquor Accords across Australia, working alongside licensees, regulators, police and community groups to support localised approaches that reflect community needs and enhance safety, with a focus on shared responsibility and practical outcomes.		Page 12
Alongside regular team and leadership forums, our annual Voice of Team (VOT) survey provides valuable insight into the experiences of more than 30,000 of our team members, helping shape initiatives that strengthen culture, capability and performance.		Page 17
During F26, Dorrien Estate and Vinpac International participated in a comprehensive energy and waste assessment supported by Green Industries SA under the Assess-Implement-Monitor (AIM) Grant.		Page 32
In F26, Endeavour's Biodiversity Working group completed two surveys and two projects focused on practical land management and rehabilitation, supporting habitat protection, restoration of native vegetation and improved understanding of local biodiversity across our sites.		Page 32

Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that Endeavour's Sustainability Information is not prepared, in all material respects, in accordance with the Criteria for the relevant periods.

Basis for Limited Assurance Conclusion

We conducted our limited assurance engagement in accordance with Australian Standard on Sustainability Assurance (ASSA) 5000 *General Requirements for Sustainability Assurance Engagements* ("ASSA 5000"), issued by the Auditing and Assurance Standards Board.

The procedures in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Our responsibilities under this standard are further described in the *Practitioner's Responsibilities* section of our report.

We have complied with the independence and relevant ethical requirements which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour, including those contained in APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* issued by the Professional & Ethical Standards Board Limited.

Deloitte Assurance Statement (continued)

Our firm applies Australian Auditing Standard ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Other information

The Directors of Endeavour are responsible for the other information. The other information comprises the information included in the Sustainability Highlights Report and Endeavour's Annual report for the year ended 28 June 2026, but does not include the Sustainability Information and our assurance report thereon. Our limited assurance conclusion does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our assurance engagement on the Sustainability Information, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the Sustainability Information or our knowledge obtained in the assurance engagement, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities for the Sustainability Information

The Directors of Endeavour are responsible for:

a. the preparation of the Sustainability Information in accordance with the Criteria;
b. designing, implementing and maintaining a system of internal control that is determined to be necessary to enable the preparation of the Sustainability Information in accordance with the Criteria that is free from material misstatement, whether due to fraud or error; and
c. the electronic presentation of the Sustainability Information and our limited assurance report on Endeavour's website.

Inherent Limitations in Preparing the Sustainability Information

Energy quantification is subject to inherent uncertainty because incomplete scientific knowledge has been used to determine energy content factors and the values needed to combine energy associated with different sources.

Non-financial data may be subject to more inherent limitations than financial data, given both its nature and the methods used for determining, calculating and sampling or estimating such data.

In the absence of external standards, sustainability-related financial information reported in accordance with self-defined criteria may be based on different, but acceptable measurement methodologies, which may result in variances between entities and over time. The adopted measurement methodologies may also impact the comparability of sustainability matters reported by different entities and from year to year within an entity as methodologies develop.

Practitioner's Responsibilities

Our objectives are to plan and perform the assurance engagement to obtain limited assurance about whether the Sustainability Information is free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our conclusion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the Sustainability Information.

As part of a limited assurance engagement in accordance with ASSA 5000, we exercise professional judgement and maintain professional scepticism throughout the engagement. We also:

- Perform risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify and assess the risks of material misstatements, whether due to fraud or error, at the disclosure level but not for the purpose of providing a conclusion on the effectiveness of the entity's internal control.

- Design and perform procedures responsive to assessed risks of material misstatement at the disclosure level. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Because of the inherent limitations of an assurance engagement, together with the inherent limitations of any system of internal control there is an unavoidable risk that fraud, error, non-compliance with laws and regulations or misstatements in the Sustainability Information may occur and not be detected.

Summary of Work Performed

A limited assurance engagement involves performing procedures to obtain evidence about the Sustainability Information. The nature, timing and extent of procedures selected depend on professional judgement, including the assessed risks of material misstatement at the disclosures level, whether due to fraud or error.

In conducting our limited assurance engagement, we performed the following procedures:

- Inquiring with management to obtain an understanding of the process for preparing the respective Sustainability Information;
- Undertaking walkthroughs of key systems and processes for collating, calculating and reporting the Sustainability Information;
- Inspection of the process documentation developed to support the reporting process for preparing the Sustainability Information;
- Selection on a sample basis, items from the Sustainability Information and agreeing to relevant supporting documentation;
- Review of the Sustainability Information in the Sustainability Highlights Report, and reconciliation to underlying calculations and/or documentation; and
- Undertaking site visits at the Ranch site to assess the completeness of the energy sources and data collection methods.

Restricted Use

This report has been prepared for use by the Directors of Endeavour for the purpose of providing limited assurance on the Sustainability Information presented in the Sustainability Highlights Report. We disclaim any assumption of responsibility for any reliance on this report to any person other than the Directors of Endeavour or for any purpose other than that for which it was prepared.

Deloitte Touche Tohmatsu

DELOITTE TOUCHE TOHMATSU

W. G. Rockwood

Wibishana Rockwood

Partner
Chartered Accountants

Melbourne, 28 September 2026

Appendix

Sustainability Metrics

Electricity Use (MWh)

DIVISION	2026 ELECTRICITY CONSUMED[1] MWh	2026 ELECTRICITY GENERATED[2] MWh
ALH	178,826	11,253
BWS	154,655	1,667
Dan Murphy's	87,616	11,026
Pinnacle Drinks	9,568	1,417
Support offices, Warehouses	1,374	-
Total	**432,038**	**25,363**

1 Energy consumed is electricity sourced from the grid.
2 All electricity produced are from solar PV systems, and was used on-site.

Total Emissions (tCO_2e)

DIVISION	SCOPE 1[1] tCO_2e	SCOPE 2[1] tCO_2e
ALH	24,844	115,309
BWS	24,210	95,780
Dan Murphy's	10,012	56,341
Pinnacle Drinks	1,204	2,605
Support offices, Warehouses	764	918
Total	**61,035**	**270,954**

1 Scope 1 and Scope 2 emissions for the period 1 July 2025 to 30 June 2026 have been calculated in accordance with the National Greenhouse and Energy Reporting (NGER) framework and the GHG Protocol: A Corporate Accounting and Reporting Standard (2004).

Waste (tonnes)

	TONNES
Tonnes of waste to landfill	14,638
Tonnes of waste diverted from landfill	12,859

Workplace Metrics

Workplace metrics

We submit our people and workplace metrics to the Australian Gender Equality Agency in compliance with the *Workplace Gender Equality Act 2021*.

Freedom of association and collective bargaining

Our team members have the right to freedom of association and we have long-standing relationships with the unions that represent our teams.

Discrimination

We expect our team members to treat each other, our customers and our suppliers with respect and dignity. We train our team members on these expectations through our Code of Conduct.

Code of conduct, whistleblowing processes, political donations and anti-money laundering (AML) program

We expect our team members to treat each other, our customers and our suppliers with respect and dignity. Our team members are expected to work in line with our Code of Conduct. Our whistleblowing process allows for our team, and anyone who works with us, to report issues confidentially. Our Fraud, Anti-Bribery and Corruption Policy, which can be found online, outlines how we manage political donations. We have a comprehensive AML/Counter Terrorism Financing Program in place. This program is independently reviewed biennially and regularly updated, and our team undergo extensive training to maintain their skills and knowledge.

Glossary

TERM	MEANING
Carbon dioxide equivalent (CO_2e)	A standard measure used to compare the emissions from various greenhouse gases based on their global warming potential.
Community Investment Funding	Total Community Investment contribution is the sum of direct corporate investments (cash donations, paid employee volunteer time, in-kind contributions, program management costs and customer leveraged contributions) within a give period. This methodology aligns with the Business for Societal Impact (B4SI) framework and GRI disclosure 201-1.
Forest Stewardship Council (FSC)	FSC is an independent, not-for-profit organisation which promotes responsible management of the world's forests. Refer to fsc.org or fscaustralia.org.au.
FSC or PEFC certified pulp and paper based Own Brand packaging or has a minimum 60% recycled content (%)	Ensure all wood, paper and pulp based Pinnacle Drinks own brand packaging is FSC or PEFC certified. The FSC and PEFC certified product percentage is determined by weight for each relevant Pinnacle Drinks own packaging type. The FSC and PEFC weight is added together and then calculated as a total percentage of packaging weight.
GHG Protocol	GHG Protocol establishes comprehensive global standardised frameworks to measure and manage greenhouse gas (GHG) emissions from private and public sector operations, value chains and mitigation actions.
Leading in Responsibility training	The Leading in Responsibility training metric measures the percentage of team members who have completed the training. This reflects the commitment to the market that all Endeavour team members receive the training excluding suppliers and contractors. The data is extracted from the Group's learning management system.
National Greenhouse and Energy Reporting Act 2007 (NGER)	NGER establishes a national framework for Australian corporations to report greenhouse gas emissions, reductions, removals and offsets, and energy consumption and production. Refer to climatechange.gov.au/reporting/publications.
Reusable, recyclable or compostable content used in all Own Brand packaging (%)	Ensure 100% of all Pinnacle Drinks own brand packaging is reusable, recyclable or compostable. Reusable, recyclable and compostable material percentage is determined by weight for each Pinnacle Drinks own brand packaging type. The reusable, recycled and compostable weight is added together and then calculated as a total percentage of packaging weight.
Recycled content across all Own Brand packaging (%)	Achieve an average 50% recycled content across all Pinnacle Drinks own brand. Recyclable content percentage is determined by weight for each Pinnacle Drinks own brand packaging type. The recycled weight is added together and then calculated as a total percentage of packaging weight.
Scope 1 emissions	Direct greenhouse gas emissions from sources owned or controlled by the Company, such as combustion facilities (e.g. generators) and combustion of fuels in Company-owned or Company-controlled transport (e.g. cars and trucks).
Scope 2 emissions	Indirect greenhouse gas emissions from the generation of purchased electricity, heat, cooling or steam. Purchased electricity is defined as electricity that is bought or otherwise brought into the organisational boundary of the entity.

Appendix (continued)

TERM	MEANING
Scope 3 emissions	Other indirect greenhouse gas emissions that are a consequence of a company's activities, but that arise from sources that other entities own or control. Scope 3, like Scope 2, is a category of indirect emissions and covers all other indirect emissions from sources that are not owned or controlled by a company, but that occur as a result of its activities.
Sustainable Development Goals (SDGs)	17 global goals set by the United Nations in 2015 to define global sustainable development priorities and aspirations for the planet.
Total Recordable Injury (TRI) and Total Recordable Injury Frequency Rate (TRIFR)	A Total Recordable Injury (TRI) is the sum of the total number of employee fatalities, lost time injuries, restricted work injuries or medical treatment injuries accepted by insurance providers within a given period. The formula for Total Recordable Injury Frequency Rate (TRIFR) is the addition of the number of fatalities, lost time injuries, restricted work injuries and medical treatment injuries accepted by insurance providers in a 12-month period divided by hours worked in a 12-month period multiplied by 1,000,000. This methodology aligns with GRI disclosure 403-9.
Waste to Landfill	Waste to landfill is calculated as the total tonnes of solid waste sent to landfill during the reporting period, based on supplier data and estimates where actual weights are unavailable. This methodology aligns with GRI disclosure 306-5.
Women represented in the Senior Leadership group	Women represented in the Senior Leadership Group is calculated as the number of women recorded in the Group's people system who are substantive incumbents of Career Level A-D positions as at 28th June 2026, divided by the total number of substantive incumbents in those positions, multiplied by 100. This methodology aligns with GRI disclosure 405-1.
Women represented in the Board (%)	The Board target is measured against the total number of Executive and Non-executive Directors on the Board (including the CEO) as at 28 June 2026, and is validated against Endeavour Group's Corporate Governance Statement.

United Nations Global Compact Ten Principles

References to 2026 Sustainability Highlights, 2026 Modern Slavery Statement, Responsible Sourcing Policy, Human Rights Statement and any policies can be found at www.endeavourgroup.com.au/sustainability.

PRINCIPLES		REFERENCE
Human Rights		
Principle 1	Protection of Human Rights	2026 Sustainability Highlights page 24 2026 Modern Slavery Statement Responsible Sourcing Policy Human Rights Statement
Principle 2	No Complicity in Human Rights Abuse	2026 Sustainability Highlights page 24 2026 Modern Slavery Statement Responsible Sourcing Policy Human Rights Statement
Labour		
Principle 3	Freedom of Association and Collective Bargaining	2026 Sustainability Highlights page 24 2026 Modern Slavery Statement Responsible Sourcing Policy Human Rights Statement
Principle 4	Elimination of Forced and Compulsory Labour	2026 Sustainability Highlights page 24 2026 Modern Slavery Statement Responsible Sourcing Policy Human Rights Statement
Principle 5	Abolition of Child Labour	2026 Sustainability Highlights page 24 2026 Modern Slavery Statement Responsible Sourcing Policy Human Rights Statement
Principle 6	Elimination of Discrimination	2026 Sustainability Highlights page 24 Diversity and Inclusion Policy Responsible Sourcing Policy Human Rights Statement
Environment		
Principle 7	Precautionary Approach	We do not make any specific statement on precautionary principles, but commit to addressing our environmental risks including climate change - Sustainability Report page 28 to 35
Principle 8	Environmental Responsibility	2026 Sustainability Highlights pages 28-35
Principle 9	Environmentally Friendly Technologies	2026 ESG Report pages 28-35
Anti-Corruption		
Principle 10	Work against Corruption	2026 Sustainability Highlights Fraud, Anti-Bribery and Corruption Policy

About this report

This 2026 Sustainability Highlights report has been prepared to provide a general overview of Endeavour Group's performance with respect to environmental, social and governance (ESG) topics between the periods 1 July 2025 to 28 June 2026. It should be read in conjunction with Endeavour Group's F26 Annual Report, which provides a detailed overview of Endeavour Group's financial performance for F26.

Any currency referred to in the Report is in Australian dollars, unless otherwise stated.

Endeavour Group has verified accuracy of the information contained in the Report, and limited assurance has been obtained by Deloitte.

Information presented in this report is, unless stated otherwise, current as at 28 June 2026.

Any reference to Endeavour Group, Endeavour, 'we', 'our', or 'us' refers to Endeavour Group Limited ACN 159 767 843 ('Endeavour') and its controlled entities (together 'Endeavour Group' or 'the Group').

This report may contain forward-looking statements in relation to Endeavour Group Limited ACN 159 767 843 ('Endeavour') and its controlled entities (together 'Endeavour Group' or 'the Group'), including statements regarding Endeavour Group's intent, belief, goals, objectives, initiatives, commitments or current expectations with respect to the Group's business and operations, market conditions, results of operations and financial conditions, and risk management practices. Forward-looking statements can generally be identified by the use of words such as 'forecast', 'estimate', 'plan', 'will', 'anticipate', 'may', 'believe', 'should', 'expect', 'intend', 'outlook', 'guidance' and similar expressions. These forward-looking statements are based on the Group's good-faith assumptions as to the financial, market, risk, regulatory and other relevant environments that will exist and affect the Group's business and operations in the future. The Group does not give any assurance that the assumptions will prove to be correct. The forward-looking statements involve known and unknown risks, uncertainties and assumptions and other important factors, many of which are beyond the control of the Group, that could cause the actual results, performances or achievements of the Group to be materially different from future results, performances or achievements expressed or implied by the statements. Investors and prospective investors are cautioned not to place undue reliance on forward-looking statements. Except as required by applicable laws or regulations, the Group does not undertake any obligation to publicly update or revise any of the forward-looking statements or to advise of any change in assumptions on which any such statement is based. Past performance cannot be relied on as a guide to future performance.

United Nations
Global Compact

We are a signatory to the United Nations Global Compact (UNGC). UNGC signatories embrace a set of core values in the areas of human rights, labour standards, the environment and anti-corruption. In this report, we share our performance against the UNGC core values.

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