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ADDRESS BY MANAGING DIRECTOR AND CHIEF EXECUTIVE OFFICER LEAH WECKERT

COLES GROUP LIMITED 2026 ANNUAL GENERAL MEETING – 6 NOVEMBER 2026

Please see attached the address to be delivered by the Managing Director and Chief Executive Officer to shareholders at this morning's Annual General Meeting.

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This announcement was authorised for release by Daniella Pereira, Group Company Secretary.

Coles Group Limited Annual General Meeting 2026

Managing Director & Chief Executive Officer's address to shareholders

Thank you, Peter.

It is my pleasure to welcome you all to our 2026 Annual General Meeting, including a number of the Coles family with us today.

FY26 has been another strong year for Coles.

We gained market share in Supermarkets, improved the experience for our customers, grew our digital business and delivered earnings growth.

For our customers, cost of living remains front of mind. We know Australians continue to make careful choices about where their household budgets go. Our research tells us customers are shopping around at multiple retailers, trading into more affordable products and seeking out specials and discounts. Our focus has therefore remained on helping customers get better value from their weekly shop.

Across FY26, Coles Supermarket inflation excluding tobacco remained at 1.2 per cent, unchanged from the previous year. We have strengthened our everyday value offer while continuing to provide thousands of weekly specials.

Today, customers can find more than 4,200 everyday value products across our stores. At the same time, we are increasingly using Flybuys and digital technology to provide customers with relevant, value-driven offers.

Our Exclusive to Coles range also continues to resonate strongly with customers, offering distinctive products, quality and choice across a range of price points.

Sales grew 6.1 per cent in FY26, with Coles Finest growing 9.2 per cent. During the year we invested in Coles Simply, our value range, by refining the range and investing in prices. We also received 40 awards for our Exclusive to Coles products, including 17 Product of the Year awards, and introduced exciting new partnerships including M&S, Grill'd and Gami.

With value being front of mind for customers, collectible campaigns continue to resonate strongly. We have delighted customers over the last 12 months with a range of high quality kitchen and dining essentials including the current Curtis Stone cookware. It is clear that children's collectibles are also very popular. There have been improvements in recyclability and plastic content since we last ran a campaign, and as customer perceptions change around these issues we are looking forward to opportunities to surprise and delight in this space.

One of the highlights of FY26 was improvements in customer satisfaction across all our key measures – from quality, range and price to availability and the look and feel of our stores.

Australians are also becoming more and more digitally engaged, and we continue to meet customers where and how they choose to shop.

In FY26 Supermarkets eCommerce sales increased 26.4 per cent to $5.6 billion and now represents 13.6 per cent of supermarket sales.

Our Customer Fulfilment Centres performed particularly well in their second year of operation. We expanded catchment areas, began same-day delivery and introduced new automation. Pleasingly, our CFCs were EBITDA positive for the past financial year and customer satisfaction was the highest of all our channels.

Our partnership with Uber Eats is also providing customers with access to around 17,000 products on demand, while improvements to Click & Collect, our app and personalised offers are making shopping with Coles simpler and more convenient.

While digital is growing rapidly, our stores remain at the heart of how we serve Australians.

We opened 13 new supermarkets and completed 71 renewals in FY26. And we are now accelerating that investment. Over FY27 and FY28, we expect to open approximately 45 new supermarkets in established communities and high-growth corridors around Australia, and renew approximately 150 existing stores, with priority investments in technology.

This will bring Coles closer to more customers, improve the shopping experience in our existing stores and provide greater capacity for our growing online business.

Of course, stores, technology and automation only deliver their potential because of our people. Coles is one of Australia's largest private-sector employers, and our more than 115,000 team members bring an extraordinary diversity of backgrounds, experiences and skills to our business.

Many are also the face of Coles in their local community.

Whether they are serving customers in a supermarket in regional Australia, moving products through our supply chain, working in Liquorland or supporting our stores behind the scenes, their contribution matters.

Pleasingly we made encouraging progress on safety, with an 8.8 per cent improvement on our final FY25 Total Recordable Injury Frequency Rate.

The safety of our frontline team members remains an absolute priority. We will continue investing in technology, training, store initiatives and support, while working with industry and governments to help reduce violence and aggression towards retail workers.

We have also seen considerable progress from Governments, with some States and Territories legislating and enacting Workplace Protection Orders.

We have continued to strengthen diversity and inclusion across Coles. Women held 42.4 per cent of leadership positions, we remained one of Australia's largest private-sector employers of First Nations people, and for the second consecutive year we achieved Platinum status in the Australian Workplace Equality Index.

And we also achieved our highest ever mysay team member engagement score, maintaining our position in the top quartile relative to the Australian benchmark.

For our team, technology will play an increasingly important role in modern retail. During the year, we expanded the use of AI across Coles, including providing store support team members with access to ChatGPT Enterprise.

Our ambition is for Coles to be a place where people feel safe, supported and proud to come to work and where they have the opportunity to build fulfilling careers.

Our connection to the communities we serve is an important part of who we are at Coles.

With the support of our team members, customers and supplier partners, Coles contributed $150 million dollars in community support during FY26. This included through our partnerships with SecondBite and Foodbank.

Similarly, in times of crisis, which this year has included natural disasters in Queensland and Victoria, Coles is proud to offer relief and support.

Strong relationships with our suppliers and Australian farmers also underpin the quality, range and availability we offer customers every day.

More than 97.5 per cent of the fresh produce we source is grown in Australia and 100 per cent of our fresh beef, lamb, pork, chicken and eggs.

Many of our suppliers have partnered with us for decades and we continue to work to ensure those partnerships are sustainable longer term.

In FY26 we awarded more than $3.5 million dollars in grants to Australian producers through the Coles Nurture Fund.

That takes our support through the Fund since 2015 to more than $43 million across 127 Australian businesses, helping farmers and producers invest in innovation and sustainability.

Our focus on the future extends right across the business.

Over the past three years, we have completed a transformational investment program that has modernised our supply chain and significantly expanded our digital capabilities.

Two Automated Distribution Centres and two Customer Fulfilment Centres are now fully operational and delivering positive results.

And construction of the external structure of our third Automated Distribution Centre, in Victoria, is now complete, with automation equipment now in the process of being installed.

Once operational, it will have capacity to process 4.6 million cartons each week, around 15 per cent more than our New South Wales and Queensland facilities, and will integrate into our existing supply chain in South Australian and Western Australia, enabling improved availability for customers in those states.

In Liquor, the operating environment is challenging, but we saw encouraging progress in our convenience portfolio and a significant improvement in customer satisfaction following the completion of our Simply Liquorland program, which bought all of our Liquor stores under the Liquorland banner.

We have commenced a multi-year program to strengthen the liquor business by creating a more integrated food and drink experience, increasing our focus on supermarket co-locations and simplifying the operating model.

We opened 16 new co-located liquor stores during FY26 and expect to open another 20 in FY27.

I'll now comment briefly about our financial results.

In FY26 we delivered another strong year, achieving above-market sales growth and robust earnings growth, despite a challenging operating environment.

Supermarkets delivered solid growth, with sales revenue increasing 5.1 per cent on the prior year, excluding tobacco, and bolstered by a standout year for eCommerce, as I mentioned earlier.

Supermarkets EBIT grew 12.2 per cent, and we demonstrated cost discipline by delivering $311 million through our Simplify and Save to Invest program.

Turning to FY27, last week we were pleased to report growth in the first quarter of 2.2 per cent in Group Sales Revenue to $11.2 billion.

In a competitive market, we achieved Supermarket sales growth of 3.6 per cent.

This was bolstered by strong growth in Supermarkets eCommerce of 22.9 per cent and online sales penetration reaching 15.7 per cent.

In Liquor, our convenience portfolio remained in positive growth and we saw a moderation in overall sales decline to1.3 per cent.

Our strategy, launched in 2023, has served us well over the past three years and we are a very different and stronger business as a result.

Looking ahead we continue to focus on creating a destination for food, drink and everyday essentials, accelerating the business through our digital capabilities and delivering consistently for the future by focusing on the quality of our network and leadership in our cost base.

Before concluding, I want to acknowledge the extraordinary efforts of our teams over the past 12 months. They work tirelessly every day to look after our customers and one another, and I am immensely grateful for everything they do.

To our suppliers, farmers, producers and community partners, thank you for your continued partnership.

To our around 400,000 shareholders, thank you for your ongoing support.

And to our customers, thank you for your continued trust and for choosing Coles to serve you and your families each day.

With the festive season fast approaching, our team members are once again preparing to help make Christmas special for millions of Australians.

We have an incredible lineup of 370 Christmas products with over 200 of them for $10 or under.

I hope you all will enjoy some this season with my personal recommendations being the pomegranate glazed salmon and mint sliced inspired trifle.

Thank you again for joining us today.

I hope you all have a wonderful Christmas and festive season.

Before handing back to Peter, I'd like to share our Christmas television advertisement which showcases the beautiful produce and products we're offering at Coles this festive season.