ASX Announcement

18 November 2026

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

Woolworths Group Investor Day 2026

Attached for release is a presentation that will be given today at Woolworths Group's Investor Day which is scheduled to commence at 9:00 am (AEDT). The briefing will be webcast and accessible via registration on the Group's website at https://www.woolworthsgroup.com.au/au/en/investors/our-performance/investorday.html

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Woolworths Group Investor Day

18 November 2026

Woolworths Group

Disclaimer

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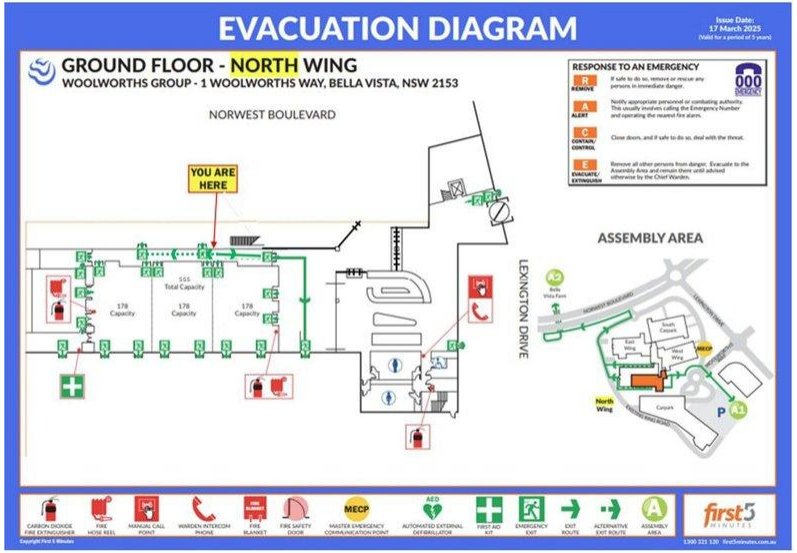
Norwest auditorium emergency procedure

Alert alarm: Beep! Beep! Beep!

The alert alarm is a series of warning beeps. If this alarm sounds, please standby for further instructions from the wardens.

Evacuation alarm: Whoop! Whoop!

When the evacuation alarm sounds, all occupants will be directed by the wardens to leave via the nearest emergency exit quickly and calmly and to make their way to the assembly area – this is located through Reception leading to our On Grade parking. Once there, please remain at this location until Woolworths Group team members advise you it is safe to return.



Agenda

Time	Topic	Presenter	Duration
9:00 am - 9:30 am	Group overview	Amanda Bardwell	30 minutes
9:30 am - 10:00 am	Finance and capital management	Stephen Harrison	30 minutes
10:00 am - 10:30 am	Q&A	Amanda Bardwell & Stephen Harrison	30 minutes
10:30 am - 10:50 am	Morning tea break		20 minutes
10:50 am - 12:00 pm	Australian Food	Amanda Bardwell, Annette Karantoni & Amitabh Mall	70 minutes
12:00 pm - 12:20 pm	New Zealand Food	Sally Copland	20 minutes
12:20 pm - 12:50 pm	Q&A	Amanda Bardwell, Stephen Harrison, Annette Karantoni, Amitabh Mall & Sally Copland	30 minutes
12:50 pm - 1:50 pm	Lunch break		60 minutes
1:50 pm - 2:10 pm	BIG W	Dan Hake	20 minutes
2:10 pm - 3:25 pm	Complementary businesses and services	Stephen Harrison, Hannah Ross, Mike Tyquin & Alan Beacham	75 minutes
3:25 pm - 3:55 pm	Afternoon tea break		30 minutes
3:55 pm - 4:30 pm	Final Q&A and close	Amanda Bardwell, Dan Hake, Stephen Harrison, Hannah Ross, Mike Tyquin & Alan Beacham	35 minutes

Group overview

Presented by

Amanda Bardwell

Chief Executive Officer & Managing Director, Australian Food

Woolworths Group

Our leadership team presenting today



Annette Karantoni
Managing Director,
Woolworths Retail



Amitabh Mall
Managing Director, Group eComX &
Chief Digital Officer



Sally Copland
Managing Director,
Woolworths New Zealand



Dan Hake
Managing Director, BIG W



Stephen Harrison
Chief Financial Officer &
Chief Value Officer



Mike Tyquin
Managing Director, Cartology



Hannah Ross
Managing Director,
Everyday Rewards & Services



Alan Beacham
Chief Supply Chain Officer &
Managing Director, Primary Connect

We are a purpose-led Group

We create better experiences together for a better tomorrow

We have been innovating for 100 years











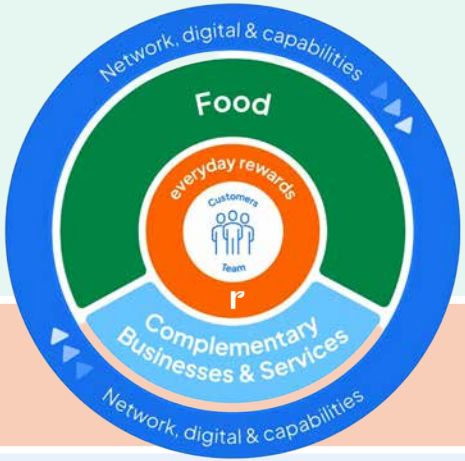


Our team are at the heart of our Group





Food is the cornerstone of our connected Group



Food

Food is our cornerstone business, driven by high customer frequency, eCom, range and fresh, delivering consistent sales growth and EBIT ahead of sales

Complementary businesses and services

BIG W · Petstock Group · PFD Foodservices · everyday · cartology · Primary Connect

BIG W's turnaround, leading positions in growing pet and food service markets, and high margin, low capital services deliver incremental earnings to the Group

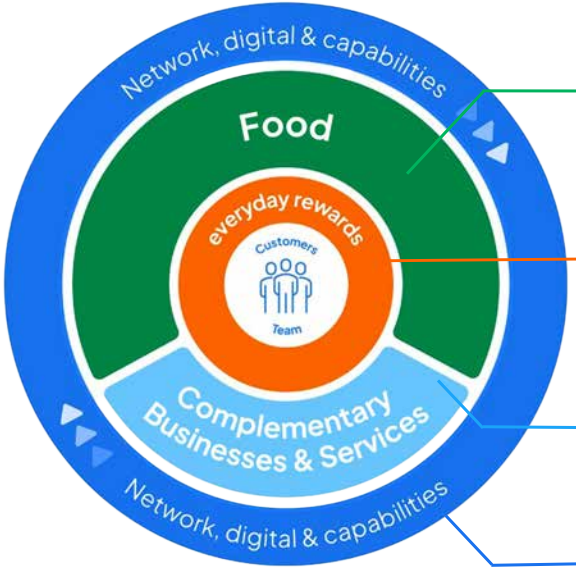
Everyday Rewards

Everyday Rewards' personalised value generates customer engagement and deep knowledge of the customer that drives higher share of wallet

Network, digital and capabilities

Our leading network, digital assets and capabilities lower cost to serve and lift returns

We hold leading positions in attractive markets



Food

#1
Australian supermarket & food eCom business

#1
New Zealand supermarket

Everyday Rewards

#1 loyalty program in Australia and New Zealand

Complementary businesses and services

Retail media leader

#2 specialty pet business

#1 in food service

Network, digital & capabilities

World-class logistics network

Our scale drives greater impact



2030 Sustainability Plan

100%
renewable electricity[1] across operations

700+
locations with soft plastic recycling

12m
meals donated to Australians in need in Q1 F27

141
Mini Woolies in Australia and New Zealand

1. Refer to page 28 of Woolworths Group's 2026 Annual Report for further details

It all starts with our customers

Our customers are changing

Reshaped households as single and extended family living grows faster than traditional family structures

Shift in generations as Millennials and Gen Z represent over 50% of retail spend by 2035

More culturally diverse with ~60% of Australians 1st or 2nd generation migrants by 2035



Source: Internal projections based on ABS census, Afterpay AU, Visa USA projections

We understand what they need

Trusted value that helps every budget go further, as more price savvy generations become the main shoppers

Relevant ranges and convenient meals, as households become more culturally diverse and smaller

Fresh, healthier choices that fit everyday life, as health becomes a mainstream priority



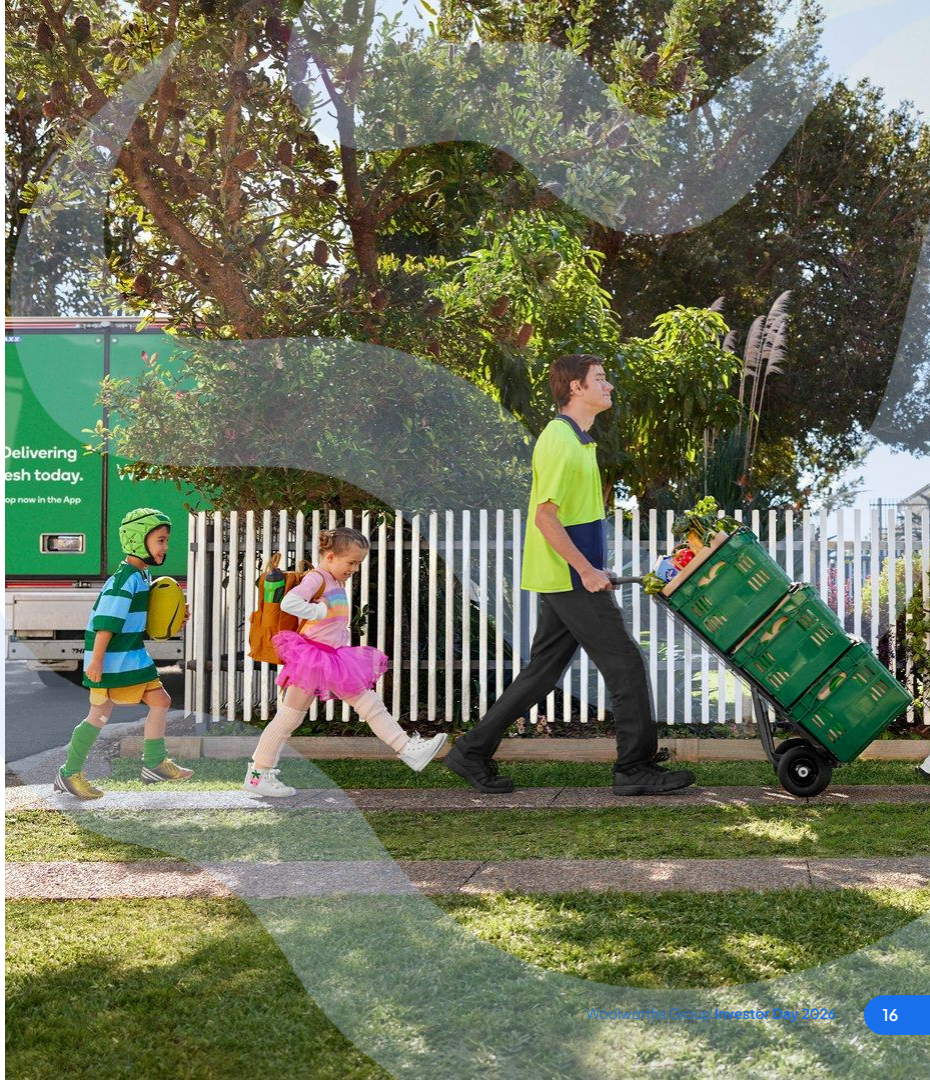
Source: Internal consumer survey, Healthylife Living Healthy Report - April 2026, ABS Centre of Population, Google trends, wiq

Well positioned for how they will shop

Expecting groceries in 15 minutes, with online almost as common as the store, from top ups to the weekly shop

Choosing the store for fresh food, discovery and human connection, with seamless digital experiences

Delegating the weekly shop to AI agents that plan meals, compare value and build baskets for them



Source: Internal consumer survey, EY AI Sentiment Study 2026

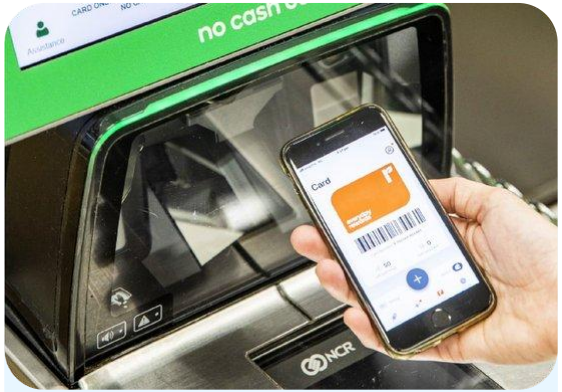
We learn from millions of customers every week



Our unmatched reach

50m+

Weekly store & digital visits



Our deep engagement

13m+

Active AU and NZ members



Our active listening

~8m

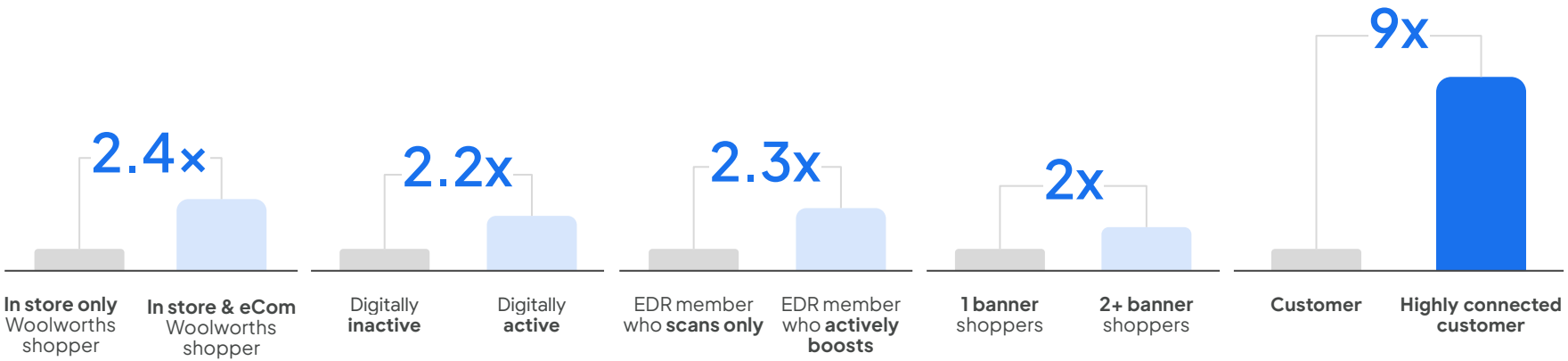
Voice of Customer responses per year

Connecting customers drives value to the Group

Growing customer annualised spend across the Group[1]



Buying in store & online + Connecting digitally + Engaging in rewards + Shopping more banners = **Highly connected customers**



1. As at F26

Our strategy is built to deliver on our ambition

Be the **first choice for customers,**
offering the best products and shopping experiences,
led by our people and powered by technology

Sales and volume drive our growth flywheel

Providing affordable and dependable prices to our customers

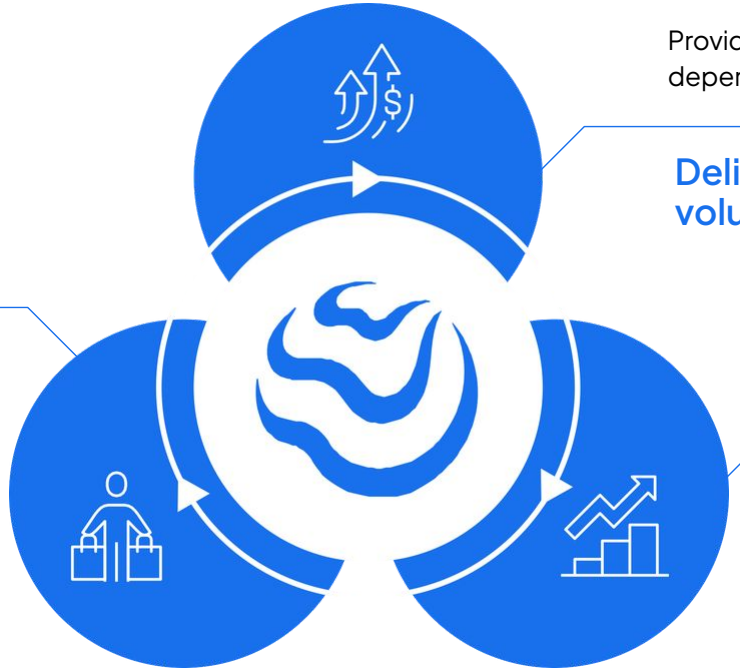
Deliver sales and volume growth

Reshaping to become a modern, future-fit retailer

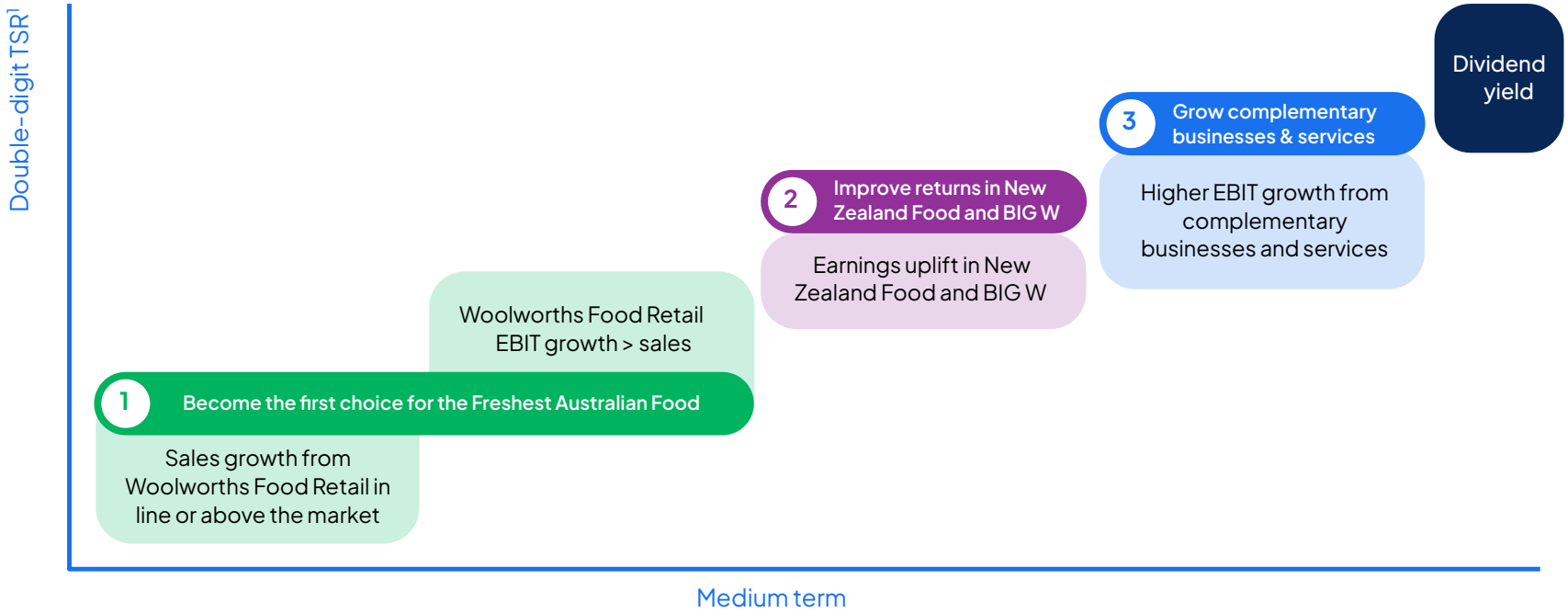
Unlock productivity and efficiency

Reinvest in customers to deliver better experiences

Leading quality products and experiences will be the reason customers choose us



Our plan supports double-digit TSR growth



1. Chart illustrative only - not to scale. Assumes constant PE ratio

Our strategy accelerates our advantage

Group strategic imperatives



1

Best shopping experience

Grow and improve our leading digital, store and eCom experiences



2

Differentiated products

Lead Freshest Food, distinctive range and own brand



3

More value every day

Deliver affordable & dependable prices and more Everyday Rewards



4

Incremental growth leveraging the Group

Drive incremental earnings from complementary businesses and services



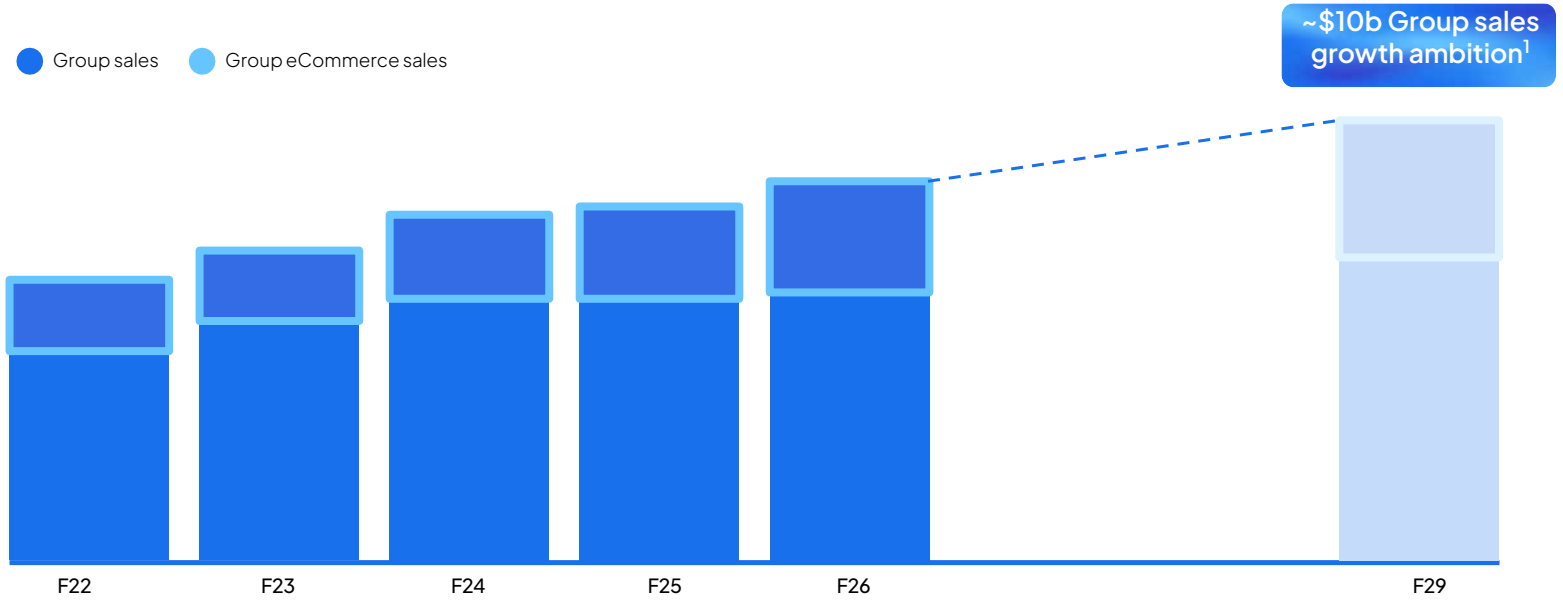
5

People led, tech powered

Transform into a future fit, lower-cost retailer

Lead the next era of AI-powered retail

We are confident in our growth potential



1. Represents medium-term Group sales growth ambition, subject to prevailing macroeconomic and retail conditions, and is not intended to constitute guidance

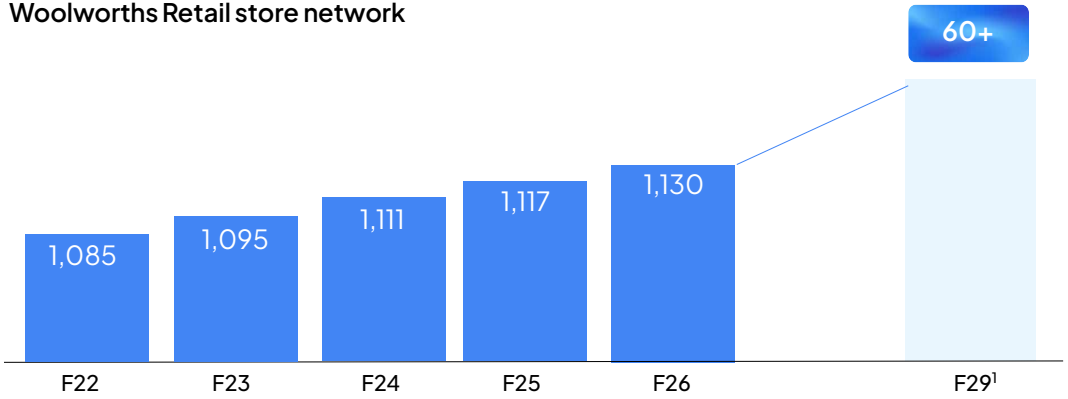
1 Create the best shopping experience

Grow our leading store network

Extend our lead in On Demand convenience

Enhance our digital experiences

Woolworths Retail store network





1. Cumulative planned gross store openings. Australian Food only

2 Differentiate with products customers love

Lead with the Freshest Food

Differentiate with own and exclusive brands

Tailor range to local communities

~5X

Bigger baskets that start with Fresh[1]

~2X

Own Brand penetration in select international markets

$1.5b

Multicultural opportunity



Note: Metrics refer to Australian Food 1. Baskets that contain Fruit & Vegetables and Protein

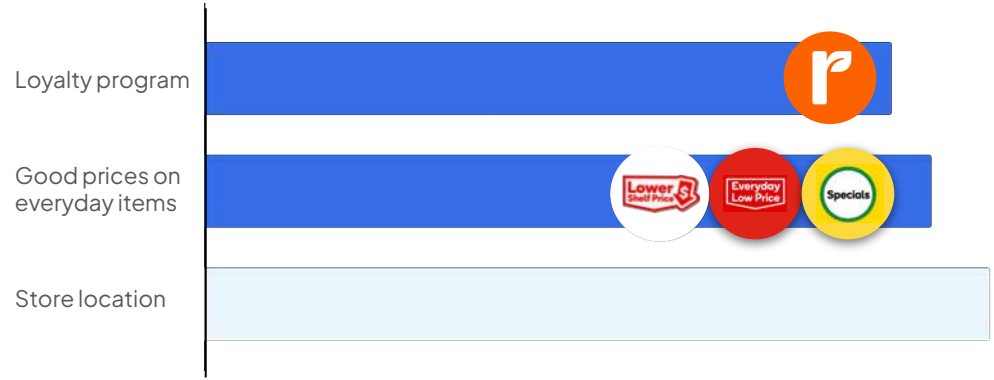
3 Deliver more value every day

Deliver affordable and dependable prices

Offer leading rewards for members

Create compelling events and activations

Top three reasons customers choose their main grocery store[1]



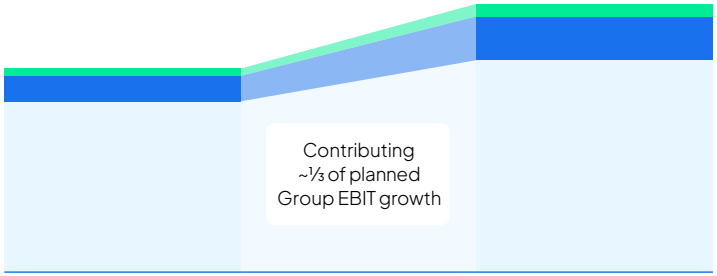


1. Qualtrics Consumer Pulse, July 2026

4 Drive incremental growth leveraging the Group

Grow leading positions in high-growth sectors	Grow high-margin complementary services	Connect the Group with Everyday Rewards

Growing contribution to Group EBIT



Medium-term time horizon

- **Complementary businesses**
  PFD, Petstock
- **Complementary services**
  Everyday, Cartology, PC+
- **Other**



Illustrative only - not to scale

5 Transform to be future fit: People led, tech powered

Empower our people to serve customers better

Build global capabilities and partnerships

Leverage cost and capital discipline

~20 yrs

Store manager tenure, powered with tech to serve customers better

Building the best retail talent around the world

Targeting costs to grow below sales, as demonstrated in F26



We are uniquely positioned for AI

Customer AI

Reimagining customer experiences

Workflow AI

Reshaping our end-to-end workflows

Team AI

Empowering our teams

What sets us apart



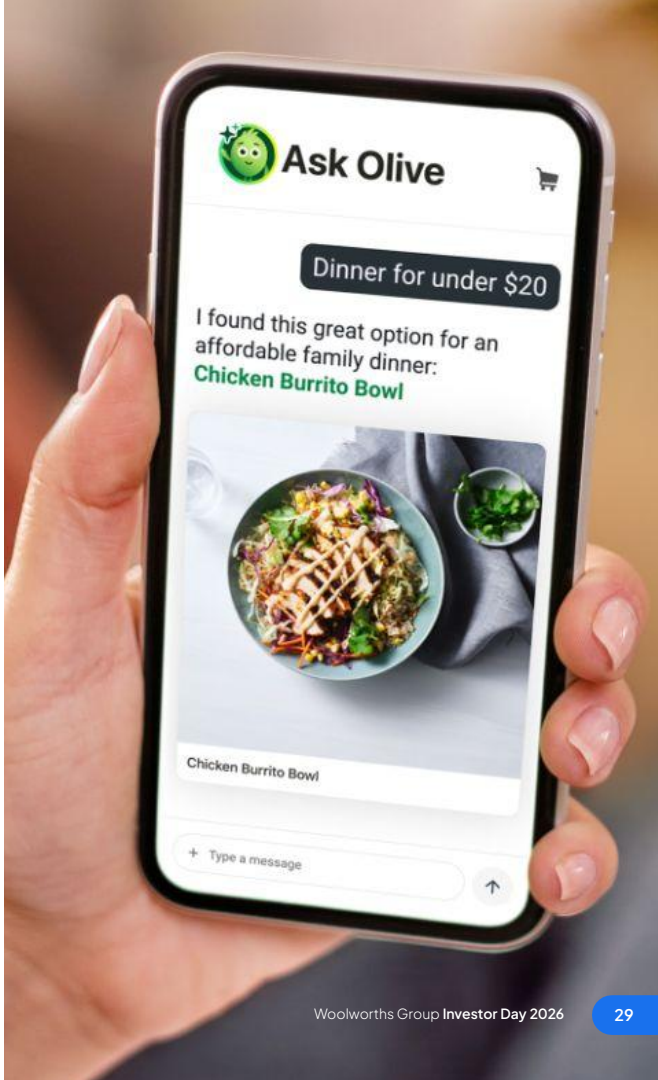
Largest **AU / NZ customer base**

Gemini

Strong foundations in **data & analytics**

WooliesX cartology wiq MILKRUN

Long track-record of **leading in innovation**



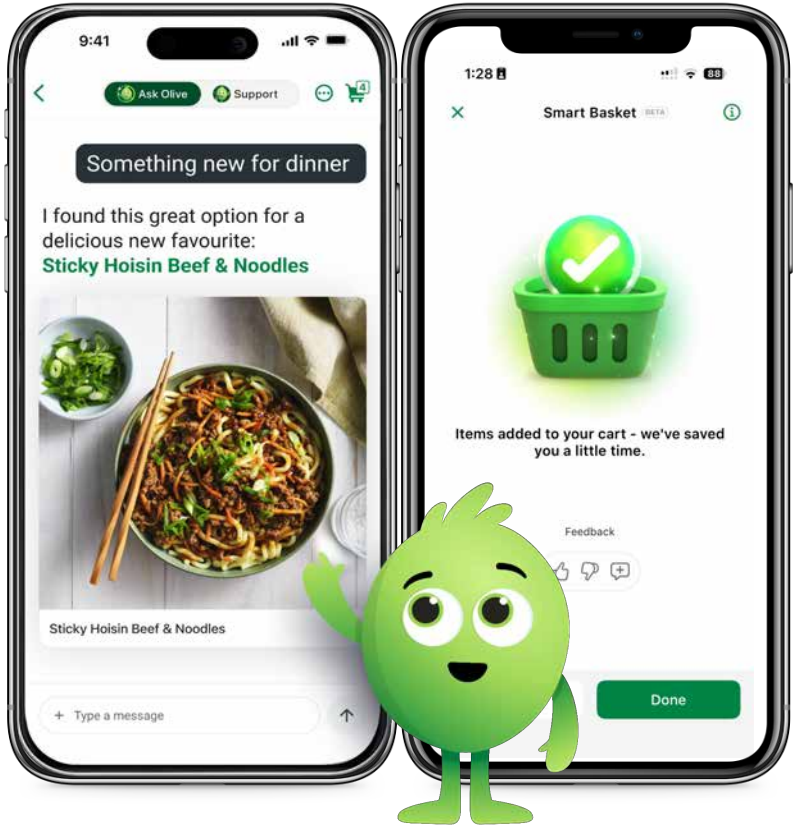
Customer AI

Making shopping feel like magic for our customers

First in grocery market with agentic AI through Olive

50% of Smart Basket customers converting products to lists or carts

1 million+ customers have used our agentic shopping tools





Workflow AI

Fast tracking store fulfilment with eCom Pick Path

Calculates the shortest walking route to pick online orders in store

Maps each store layout on team member's handheld device

~15% fewer steps per order, making it easier for our team

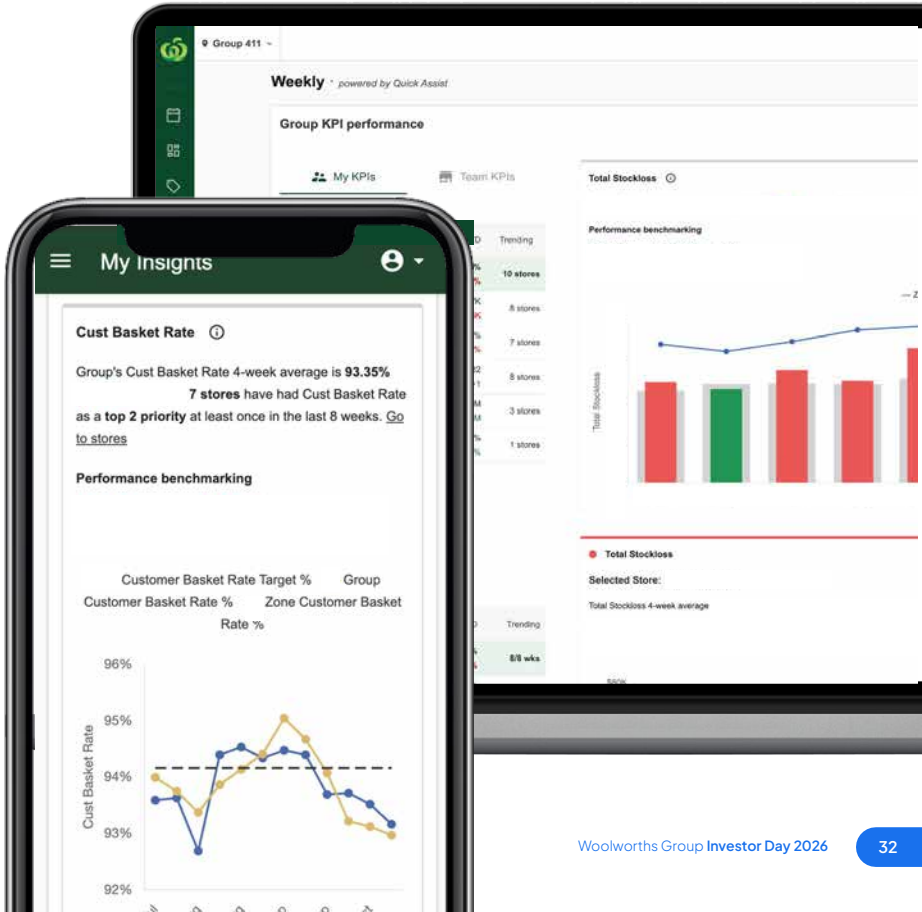
Team AI

Empowering our store teams with Quick Assist

Helps store teams make better decisions through relevant insights and coaching

Consolidates over 600 reports into one tool

10,000+ team leaders adopting across 94% of Woolworths Supermarkets



Group summary

We are a purpose-led Group with a clear ambition to be first choice for customers

Food is our cornerstone, with the scale, leading assets and capabilities to deliver sustainable earnings growth

Customers are changing, and we are investing in the best experience, differentiated products and more value

Transforming into a future fit, lower-cost retailer funds that investment

We are growing earnings by outperforming in Australian Food, improving New Zealand Food and BIG W, and scaling complementary businesses and services

We are confident our plan will build a stronger business and supports our double-digit TSR aspiration



Finance and capital management

Presented by

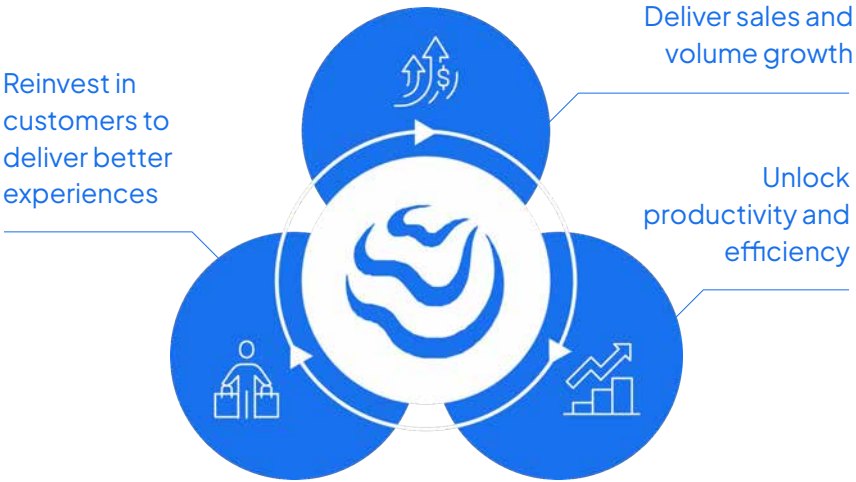
Stephen Harrison

Chief Financial Officer & Chief Value Officer

Woolworths Group

Committed to deliver sustainable shareholder returns

Our flywheel for sustainable growth

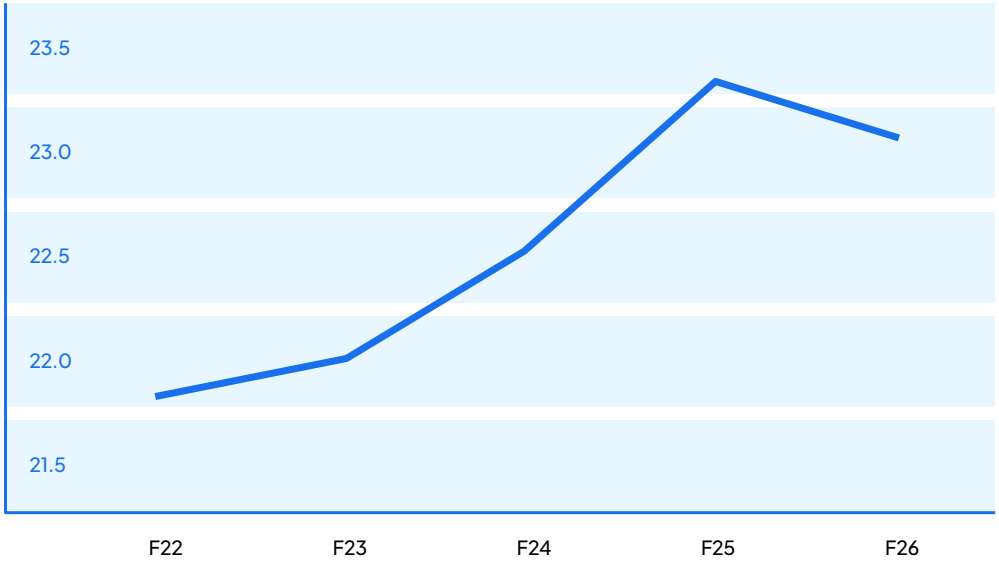


Capital management priorities

1. Strong balance sheet
2. Focus on free cash flow and returns
3. Investment in world-class assets
4. High-returning opportunities
5. Targeting annual dividend growth

We have restored an always-on cost discipline

CODB - as % of Group sales



- Unsustainable increase in CODB since COVID
- Reset 'always-on' cost discipline in F25
- Delivered $400m above-store cost savings in F26 across the Group
- Significant further opportunity

Unlocking productivity and efficiency



Gross profit improvement

Reduce stockloss

Exit gates

One way entry gates

Wrong way alarms

Greater eCom efficiency

Last mile route optimisation

Cost recovery

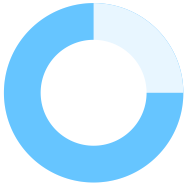
Supply chain automation & efficiency

Automation at Moorebank NDC and RDC

SCFDC live in H2 F27



Committed to lower CODB



CODB productivity levers

More efficient stores and eCom

- eCom Pick Path and CFCs
- Inventory routines
- ESL/ ETL[1]

Optimise GNFR[2] spend

- Marketing
- Technology
- Facilities management, equipment and services

Above-store discipline

- Operating model and process optimisation (inc. AI)
- Managed services
- Global capabilities

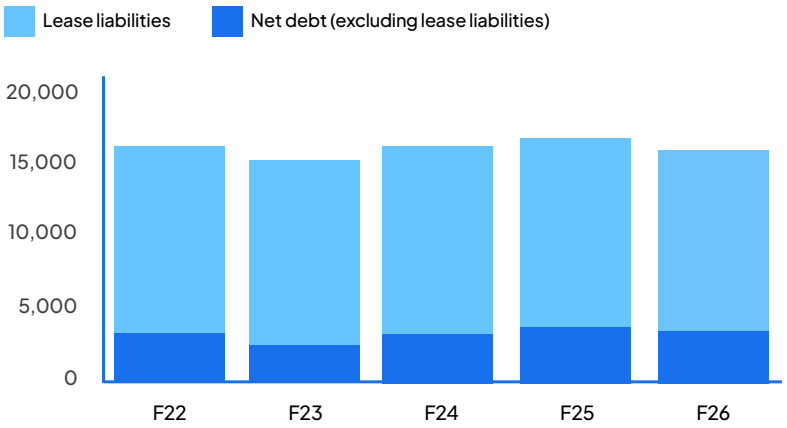
Lower CODB (% of sales) over medium term



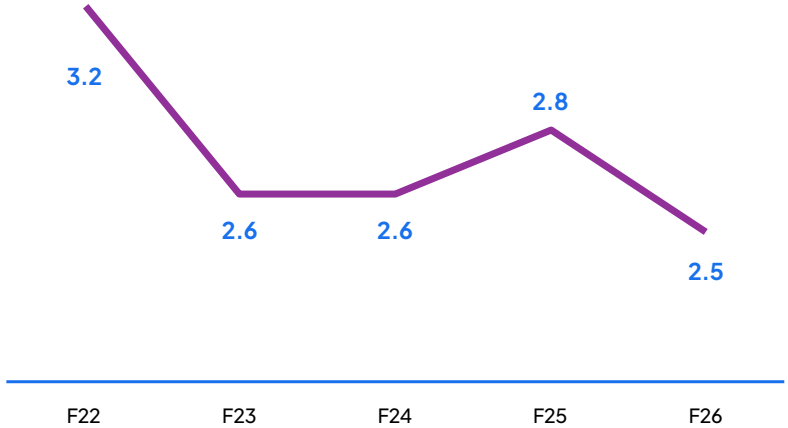
1. Electronic shelf labels/electronic tote labels 2. Goods not for resale

A strong balance sheet is the foundation

Net debt ($m)



Net debt/ EBITDA (x)



Lease debt backed by property (leased) assets

Reduction in WALE[1] of 2.2 yrs since beginning of F22

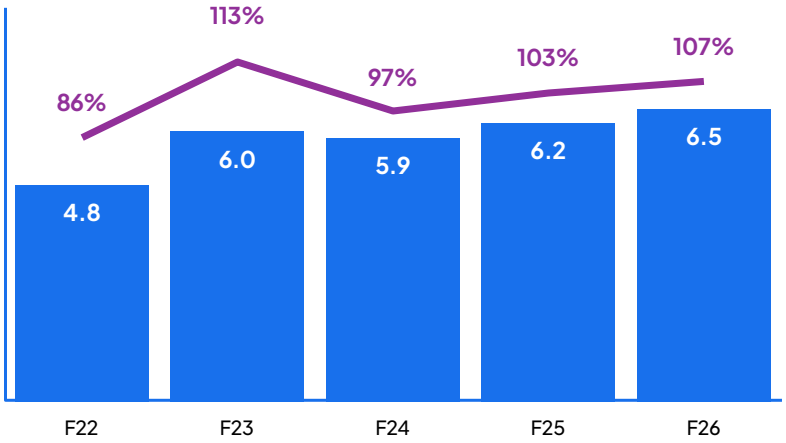
Solid investment grade credit ratings

Leverage towards bottom of targeted range

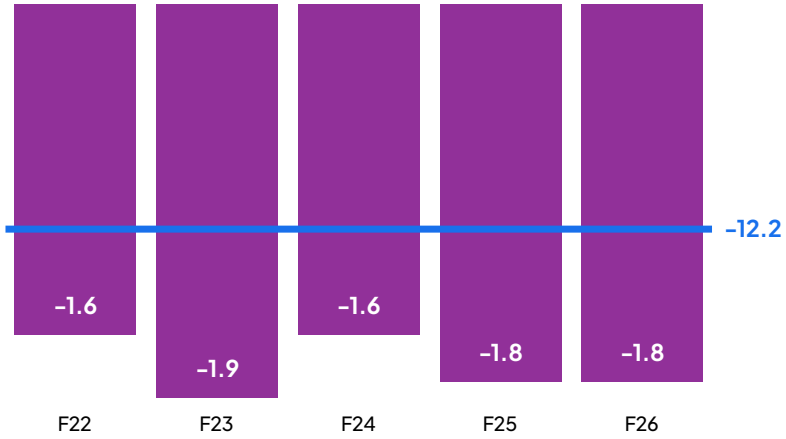
1. Weighted average lease expiry. Australian Food only

Consistently generating strong cash flow

Operating cash flow[1] ($b) and cash realisation ratio (%)



Net investment in inventory ($b) and average NII days[2]



Strong operating cash flow

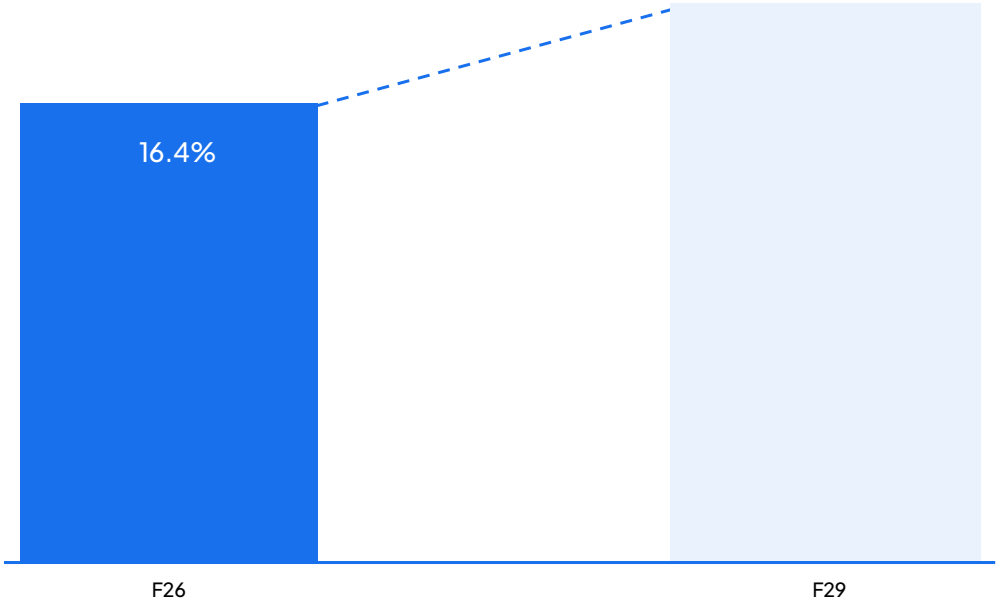
Cash realisation target over 100%

Rapid stock turns deliver working capital benefits

1. Cash from operating activities before interest and tax. Excludes Endeavour Group 2. Group inventories less trade payables. Days calculated as average inventory days less average payables days over last five years

Focused on growing return on capital

Group ROFE (%)



- Long-term incentives aligned to ROFE growth
- Taken action on underperforming businesses through exit or reorganisation
- Focus on improving returns in New Zealand Food and BIG W
- Incremental growth capital allocated to best returning opportunities

Not to scale. Indicative only

We have invested in world-class retail assets

Investment highlights



Supply chain automation

Moorebank NDC and RDC
SCFDC



Leading store network

127 new stores[1] over last 10 years

69% of supermarkets in renewal[2] format



Enabling eCom growth

Direct to Boot in 788 stores[3]

7 CFCs (including Auburn) and 3 eStores[3]



Modern tech platforms

SAP, RELEX

WMS/ TMS[4]

1. Gross new stores - Australian Food only excluding Metro and replacement stores 2. Stores in renewal format (new and renewed) since 2017 3. Australian Food only
4. Warehouse Management System/ Transport Management System

Disciplined capital allocation process drives returns



Group capex envelope set

High level Group capex envelope set reflecting strategic priorities, cash flow projections, capital structure and dividend policy

Stay-in-business (SIB) prioritised

SIB prioritised to maintain assets, safety and regulatory requirements. All SIB reviewed through an urgency, scope and efficiency lens

Growth projects ranked

Growth projects are ranked according to IRR and strategic importance to prioritise best returning opportunities within capital envelope

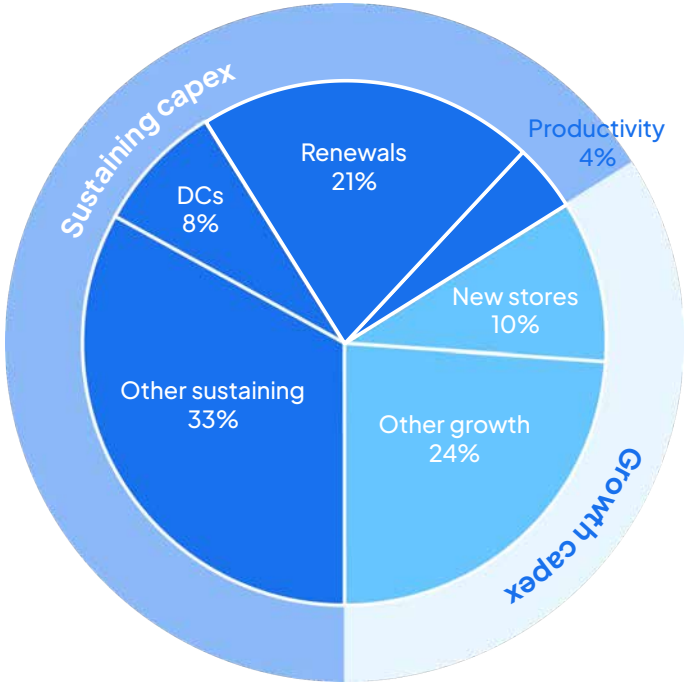
Risk & cash flow profile assessed

Risk profile is reviewed to ensure appropriate balance and cash flow timing across all projects. Review prioritised spend to ensure alignment to strategy

Review investment payback

Post review of investment payback to ensure benefits are delivered within time frame and inform future projects and next year's capital allocation process

Clear pipeline of high-returning investments



IRR[1]

Renewals	10%+
Productivity	15%+
DCs	10%+
New stores	30%+
eCom, digital, AI and other growth	15%+

Planned Group operating capex of ~$2b pa

over the next three years

Medium-term operating capex target

of 2.5% - 2.7% of sales

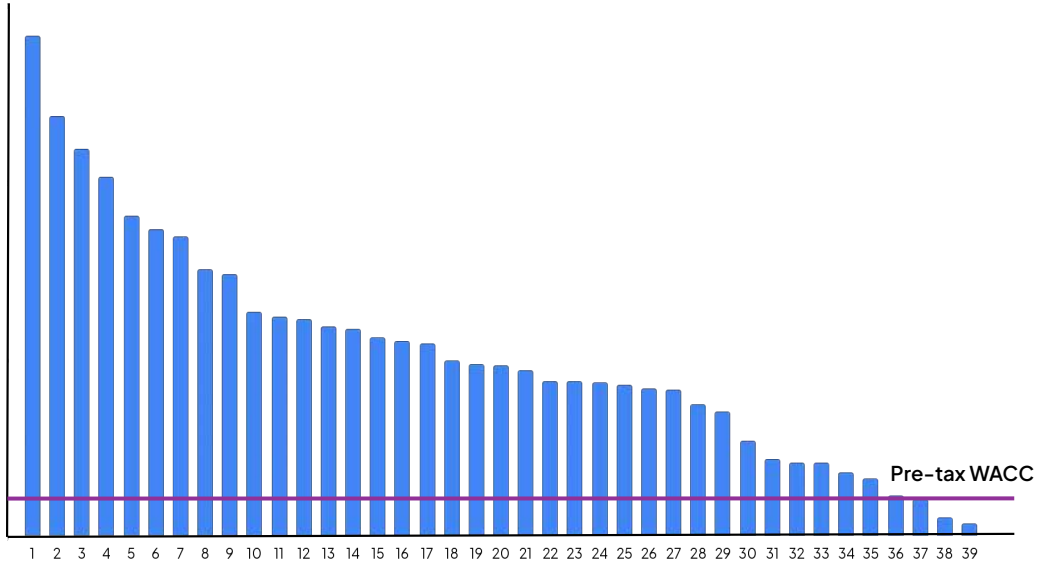
Growth capex

focused on new stores, eCom and digital

Indicative Group capex split over the next three years 1. Expected IRRs - not exhaustive

New stores deliver great returns; targeting 20+ pa

IRR[1] of stores opened (F21 to F23)

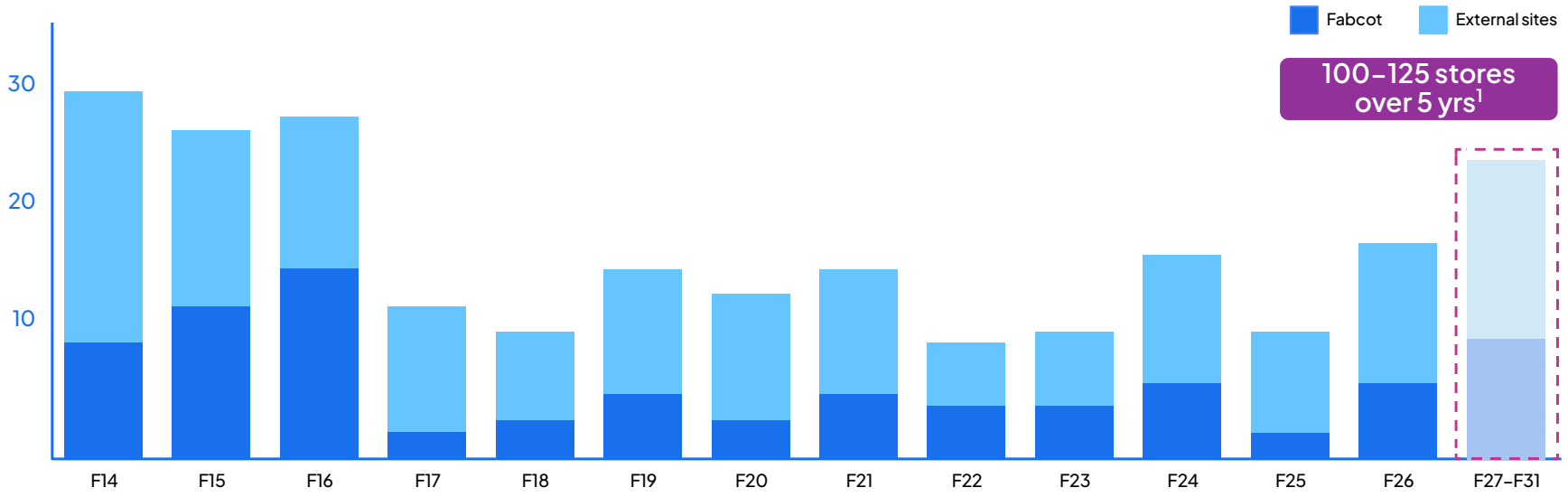


- Strong returns from new stores
- Evolving store network to meet changing customer needs
- Post-investment review discipline
- Solid expansion pipeline of 20+ stores per year[2]

1. IRR for Australian Food stores opened from F21–F23 excluding Metros. IRR based on actual performance since opening and forecast over 15 year life 2. Australian Food only gross store openings over 3–5 years

Fabcot's capability key to unlock growth pipeline

Australian Food gross store openings



1. Cumulative gross planned store openings over the next five years. Australian Food only

Fabcot stores outperform

Outperforming external developers in key metrics[1]

+7%	+13%	+10%	-9 bps
Avg. yr 1 sales	Avg. yr 1 store profit	Avg. store IRR[2]	Avg.yr 1 occupancy cost

82	86
Store VOC[3] +3 pts vs national	**Car Park VOC[3]** +11 pts vs national

Key Fabcot sites



Nedlands, WA



North Parramatta, NSW



Banchory Grove, Vic

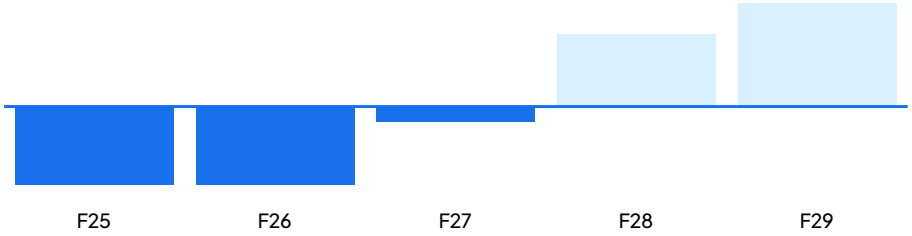


Clarkson, WA

1. First complete financial year after opening 2. Represents absolute uplift in IRR compared to external development 3. June 2026 Store & Car Park VOC for 68 Australian Woolworths Supermarkets stores opened between F21–F25

Supply chain modernisation to deliver double-digit returns

Expected supply chain net EBIT[1] benefits ($m)



Q2 F25
Moorebank NDC opened

Q2 F26
Moorebank RDC opened

Q3 F27
SCFDC - Chilled opening

Q4 F27
SCFDC - Fruit & Veg opening

F27
Dual running and implementation costs materially offset by benefits from Moorebank

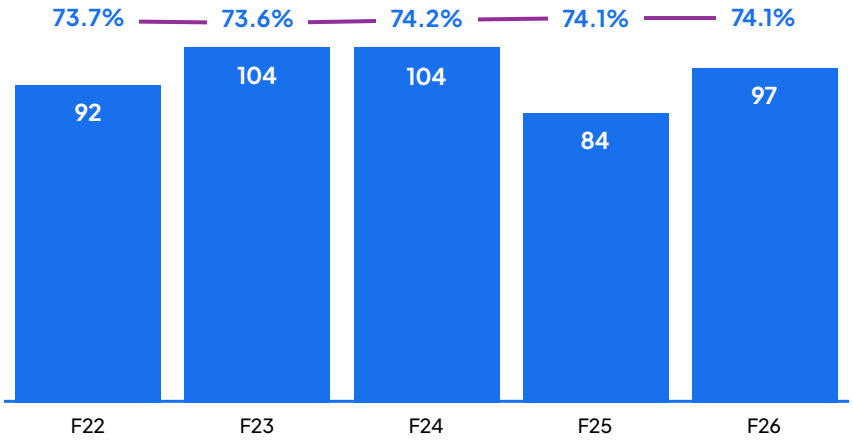
F28+
Major supply chain investments delivering positive EBIT

F30+
Double-digit returns expected

1. Includes Moorebank NDC & RDC and SCFDC. Illustrative only

Targeting annual dividend growth

Dividend per share (c) and payout ratio (%)[1]



Additional capital return initiatives (last 10 years)

F18	$131m special dividend
F19	$1.7b share buy-back Following Petrol sale
F22	$2.0b share buy-back Following Endeavour Group demerger
F24	$489m special dividend From Endeavour Group share sale proceeds

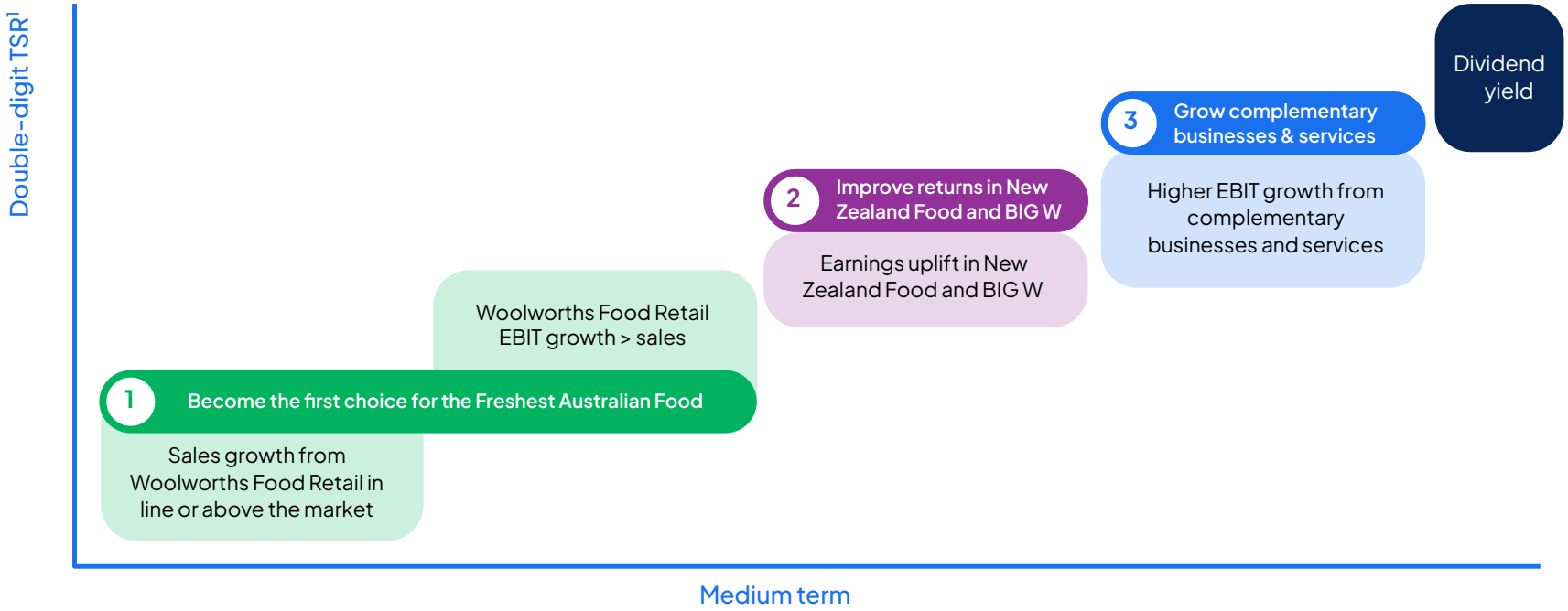
Targeting dividend growth

70–75% payout ratio

Excess capital returned to shareholders

1. Excludes special dividends

Our plan supports double-digit TSR growth



1. Chart illustrative only - not to scale. Assumes constant PE ratio

Finance and capital management summary

Flywheel-driven sales growth critical to deliver long-term shareholder value

Always-on cost discipline to deliver cost growth below sales growth

Clear capital management priorities with strong balance sheet the foundation

Strong cash generation enables investment into building world-class retail assets

Robust pipeline of high-returning growth opportunities

Targeting dividend growth; excess capital returned to shareholders

Our plan supports double-digit TSR growth



Q&A

Amanda Bardwell

Chief Executive Officer & Managing Director, Australian Food

Stephen Harrison

Chief Financial Officer & Chief Value Officer

Woolworths Group

Australian Food

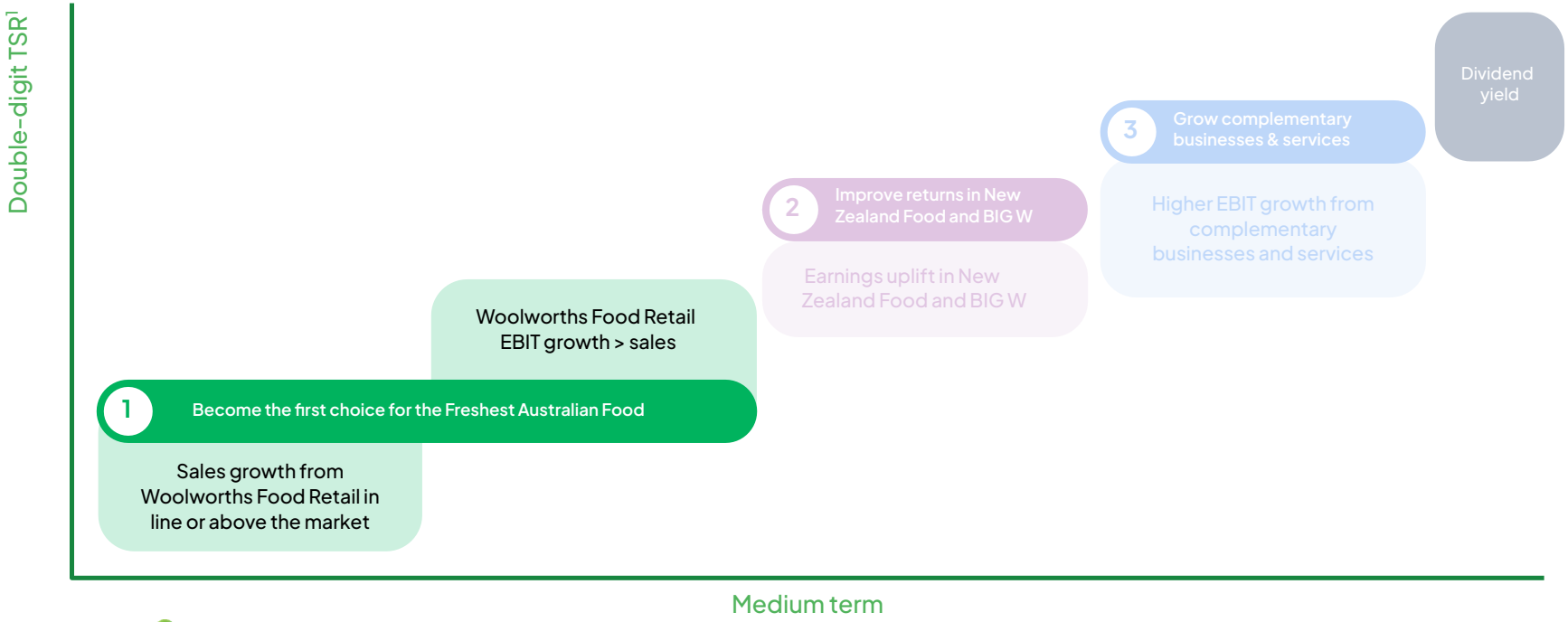
Presented by

Amanda Bardwell

Chief Executive Officer & Managing Director, Australian Food

Woolworths Group

Value creation starts by winning in Australian Food



1. Chart illustrative only - not to scale. Assumes constant PE ratio

Being the first choice for customers delivers above-market sales growth



Chart illustrative only - not to scale and not exhaustive

Multiple levers to grow EBIT above sales

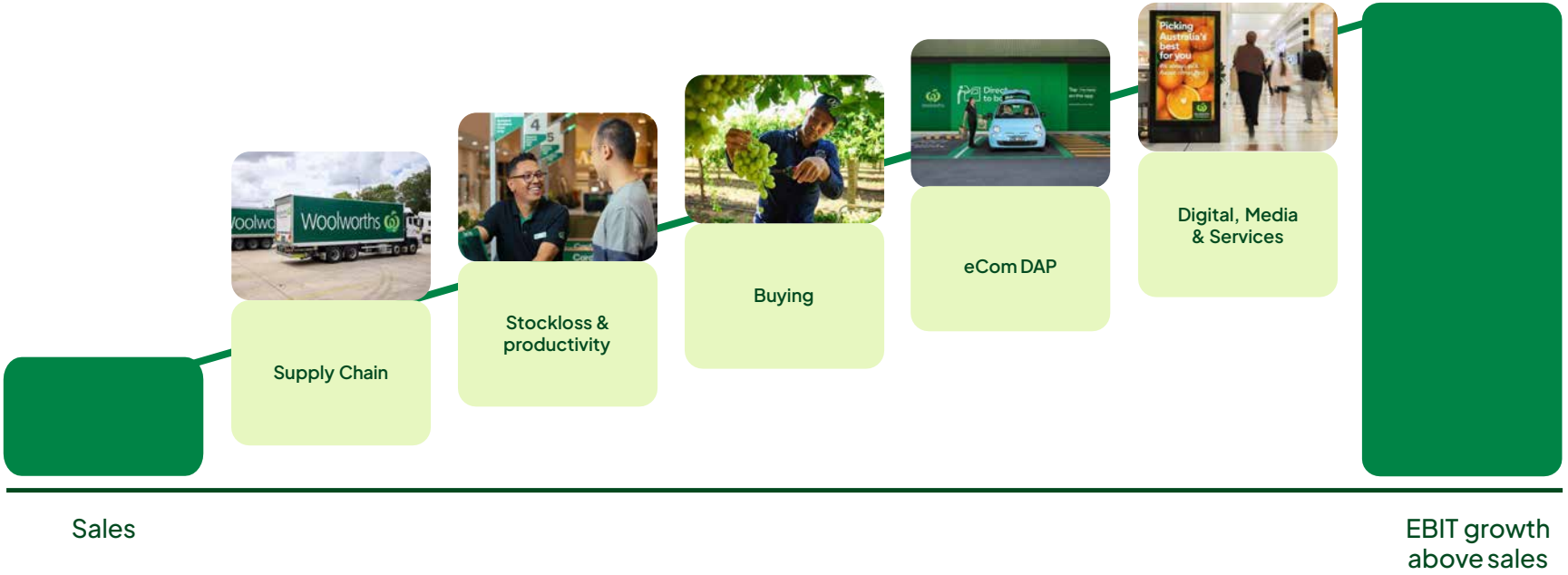


Chart illustrative only - not to scale and not exhaustive

Woolworths

The fresh food people

We are privileged to have an iconic brand



We serve a broad range of customers

	Conscious	Refined	Essential	Savers	Traditional
					
	Younger & affluent	Older & affluent	Singles & couples	Families	Middle-aged
	Health, fitness & environment focus	Premium brands	Shop around for a good deal	Value time	Traditional tastes & values
	Tech native	Value quality	Focus on essential products	Focused on budget	Slow to adopt tech & online shop
Share of sales (F26)	22%	11%	13%	28%	26%

Our plan to be the first choice

Why customers choose us

Best of Australian Fresh



Products you love and need



Easiest ways to shop



Loyalty rewarded in every shop

If we don't get this right, nothing else matters

- Price trust
- Execution excellence
- People who care

Reshape our business for the future

- Become a modern, future-fit retailer
- Develop leaders who deliver & transform
- Grow our commercialised platforms

Woolworths Retail

Presented by

Annette Karantoni

Managing Director, Woolworths Retail

Woolworths Group

Meet Priya

Priya, 36, lives in the Melbourne suburbs with her partner and two young children.

Born in India, she cooks the food of her youth alongside Australian family favourites.

Cost of living is her biggest worry.

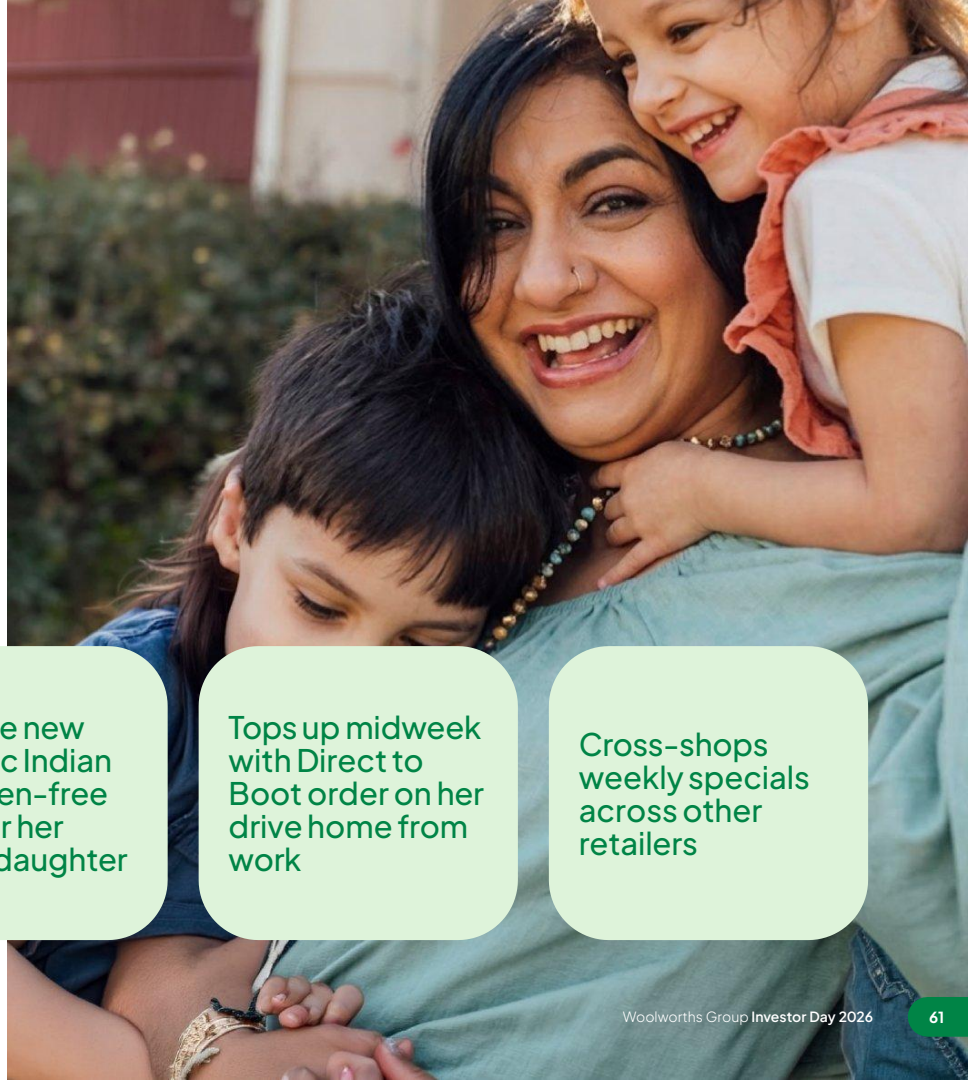
Plans her weekly shop in the app, value is important to her

Completes her main shop using Scan&Go to get out faster

Loves the new authentic Indian and gluten-free range for her coeliac daughter

Tops up midweek with Direct to Boot order on her drive home from work

Cross-shops weekly specials across other retailers



Woolworths

Sales and volume drive our growth flywheel

Providing affordable and dependable prices to our customers

Deliver sales & volume growth

Reshaping to become a modern, future-fit retailer

Unlock productivity & efficiency

Leading quality products and experiences will be the reason customers choose us

Reinvest in customers to deliver better experiences



Our plan to be the first choice

Why customers choose us

Best of Australian Fresh



Products you love and need



Easiest ways to shop



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Reshape our business for the future

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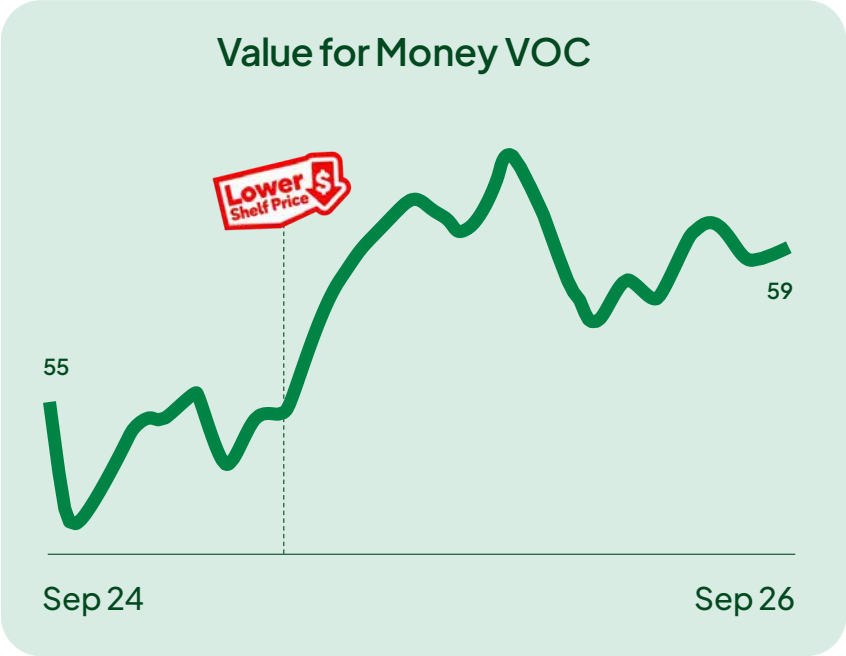
We are actively rebuilding price trust




Affordable and dependable prices


Reliable price mechanics


Transparent value communication

Amplified by Everyday Rewards

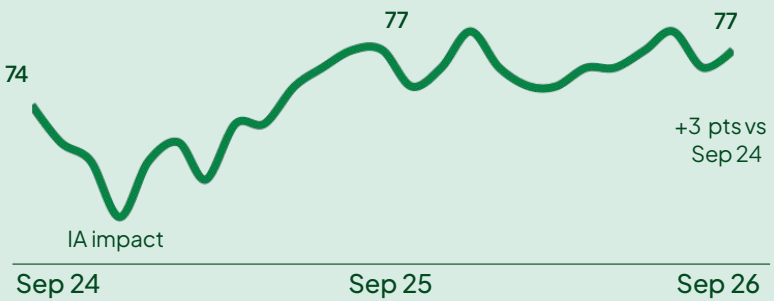
Working together to step change availability for customers

Increased hours in key departments

More frequent deliveries

Stock builds on priority lines

Availability VOC



Supply chain deploying AI-enabled replenishment and pallet level tracking

Stores optimising routines and shelf space

eCom utilising real-time AI-enabled insights on orders and operations



Woolworths

Becoming a more efficient, lower-cost retailer



Building a deep productivity pipeline

- Faster, lower-cost picking
- Moorebank & SCFDC

Proactively addressing all forms of stockloss

- Entry and Exit Gates
- Smarter waste and markdowns

Making every dollar count

- Leaner above-store costs
- Simpler E2E workflows

Our plan to be the first choice

Why customers choose us

Best of Australian Fresh



Products you love and need



Easiest ways to shop



Loyalty rewarded in every shop

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Reshape our business for the future

- Become a modern, future-fit retailer
- Develop leaders who deliver & transform
- Grow our commercialised platforms

Fresh is where we win customers



Fresh is a key category driver of store choice



Baskets containing Fresh[1] are 5x larger



Winning in Fresh helps us win across the store

1. Baskets containing Fruit & Vegetables and Protein

Delivering the best of Australian Fresh

Lead the market on quality and freshness

Launch exclusive, first-to-market products

Cultivate a *Passion for Fresh* in our team

Bring Fresh to life in store and online



A range customers love and can't get anywhere else



Build loyalty with quality Own Brand customers love

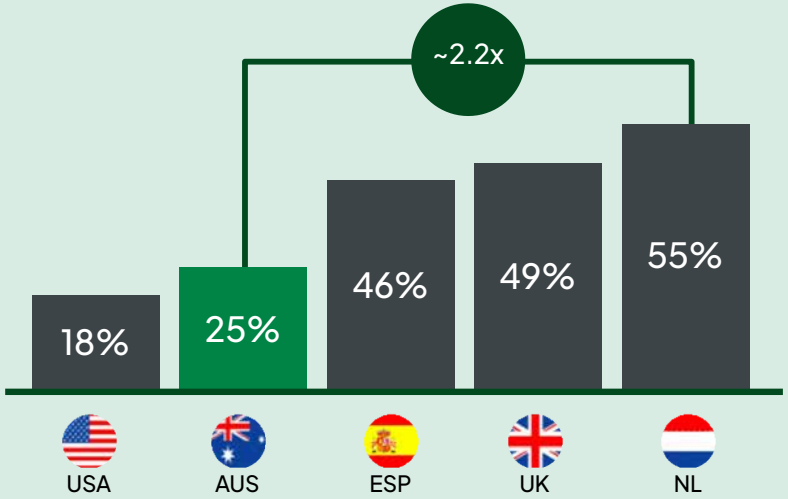


Grow share with market-leading centre of store offer



Optimise & tailor range to local communities

Leading with quality products we are proud of



Offer great value to customers

Build a simple and compelling portfolio of brands

Innovate market-leading products

Improve speed to market with excellent end-to-end execution and diversified sourcing



Source: NielsenIQ Retail Measurement Services, data up to Q2 2026

Meeting customer needs with quality Own Brand



Build quality Own Brands that customers love



Make dinner easy with convenient meal solutions



Meet evolving Health & Wellness needs

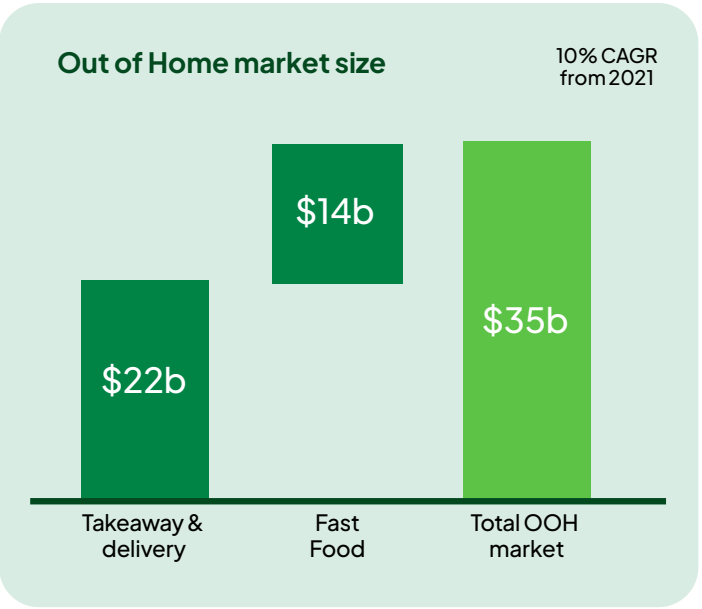


Offer great value in every category without compromise



Celebrate with attention grabbing seasonal ranges

Establishing our convenience meals destination



Major product shift with ~150 new and reformulated meals



Dedicated destination to aid discovery

Ultra-convenient delivery options



Source: CBAiq share of stomach CY25, CAGR from 2021–2025

Health trends show up in many different ways



Focus on protein

Australians consuming excess protein has **tripled** since 2012[1]

Item growth in high protein sources, Extra Lean Mince & Cottage Cheese, up ~50% vs LY



GLP-1 uptake

GLP-1 adoption in Australia projected to be **12–24%** of population by **2030**[2]

Health Snacking growing at 45%+ over last 2 years



Allergies & intolerances

Gluten Free the **most utilised Dietary and Lifestyle filter** on Woolworths app[3]

Gluten Free Mudcake selling 2× faster than expected with increasing demand weekly



1. Australian Bureau of Statistics (ABS) March 2026 release on "Usual Nutrient Intakes" 2. wiq adoption scenario modelling outcomes
3. Healthylife Living Healthy Report - April 2026

Delivering a compelling offer in the centre of store



Reset Own Brand quality

Relaunched improved Little One's Nappies & Wipes

Launch exclusive brands

#1 fastest growing brand in category, offering mid-tier nappy

Build excitement with big events

Record sales from market-leading promotions

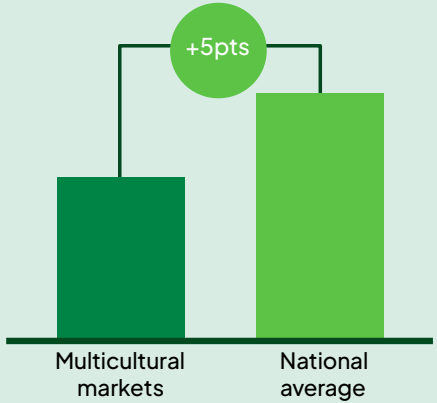
Deliver dependable everyday prices

Key branded lines on Lower Shelf Price

Tailoring our offer unlocks significant headroom in growing segments

Share of wallet[1]

$1–1.5b sales opportunity



Right ‘tier 1’ brands, right pack sizes, right stores

More space across ambient, freezer and chiller

Sharper prices on key lines through direct sourcing

3× **Southern & central Asian population**[2] *growth vs overall pop.*

2× **South-east Asian population**[2] *growth vs overall pop.*



1. CBAiq share of specialty 2. ABS growth by ancestry to 2035

Partnering to improve our customer offer

Rebuilding customer trust

Deepen partnerships through better joint planning

Optimise range and co-invest for growth



More baskets and bigger baskets

Compelling and competitive customer offer

Empowered team | Data & analytics

Woolworths Woolworths BIGW

Woolworths



Improving the customer offer in Laundry



A simpler range, co- invested for growth

Range reduced to make room for clear Lower Shelf Price bays



A more competitive and compelling offer

18 lines on Lower Shelf Price so customers can buy their brand every week at an affordable price



Building frequency and bigger baskets

Units and sales accelerated ahead of market driven by improved availability



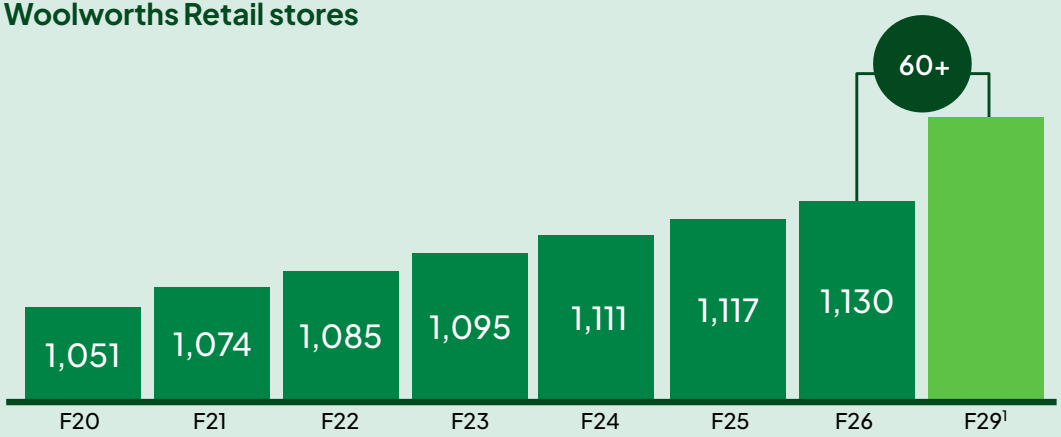
Deepening partnerships through joint planning

Developing multi-year joint category plans with Cartology, wiq and Everyday Rewards

Rebuilding customer trust

Leading network, with growth potential

Woolworths Retail stores



788 Direct to Boot sites, 405 Gold or Platinum | **10** CFCs and eStores | **60–85** stores renewed or expanded each year

1. Cumulative planned gross store openings



Renewals enhance our existing store network



Deliver better customer experiences (inc. Fresh Hall)



Unlock eCom capacity (inc. DTB sites)



Make our stores easier to shop and run

Delighting customers with the best shopping experiences



Expanded Fresh Hall



New convenient meals destination



Wider aisles & shelf capacity



Scan&Go Trolley



Seamless eCom experiences through integrated DTB



Improved Front of Store experience



More efficient delivery fleet



Digital tools that enhance the journey, including Olive and Smart Basket

Digital & eCommerce

Presented by

Amitabh Mall

Managing Director, Group eComX

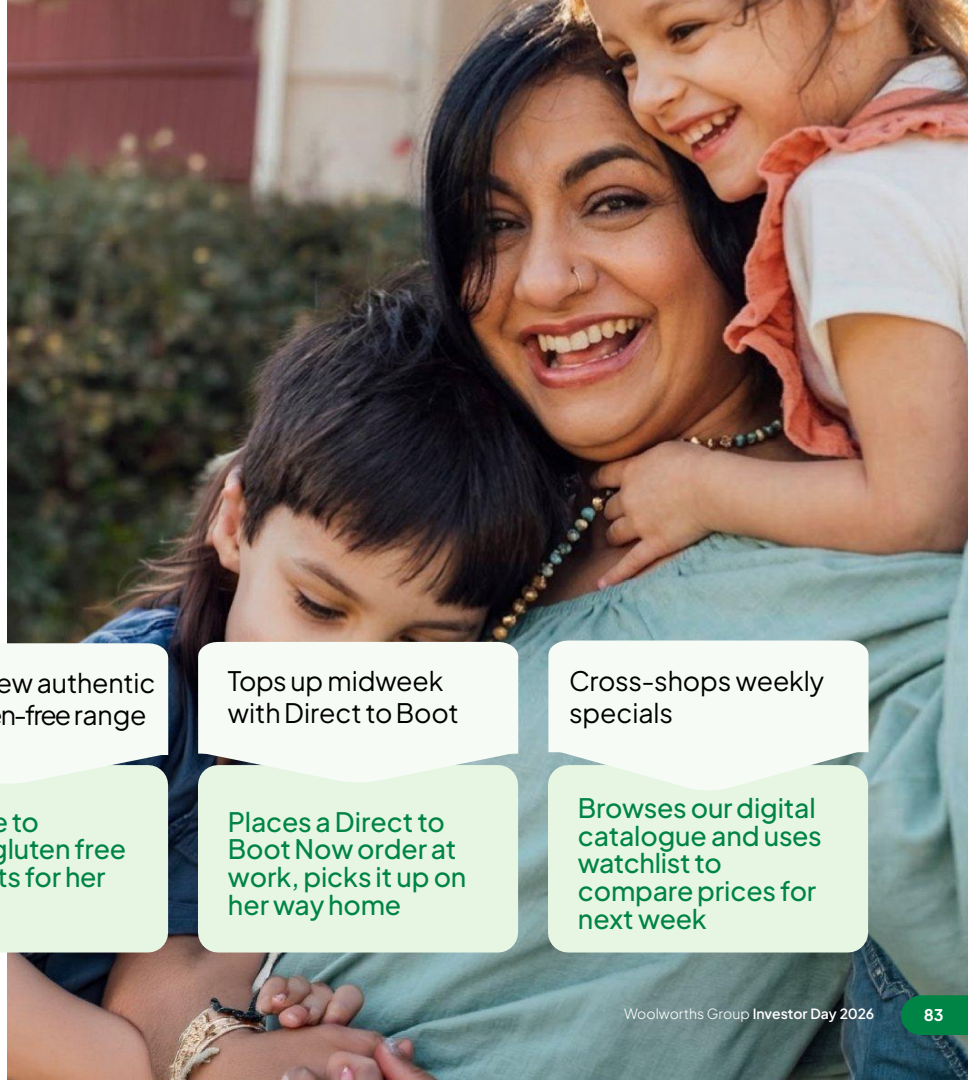
& Chief Digital Officer

Woolworths Group

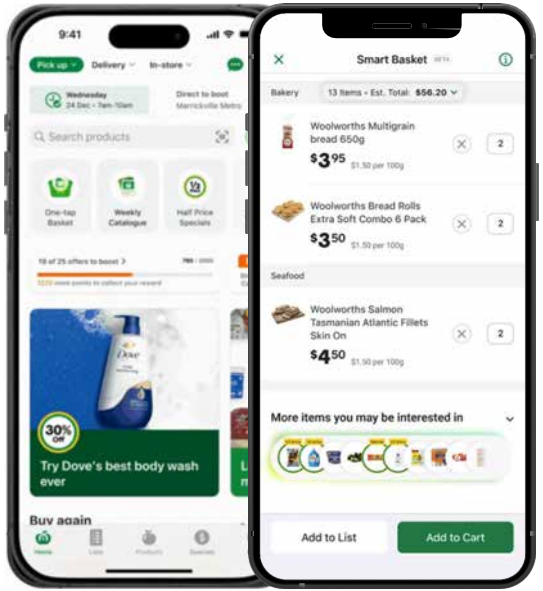
Back to Priya

Priya is a highly engaged customer who uses our digital and eCom channels to save time and find the best value.

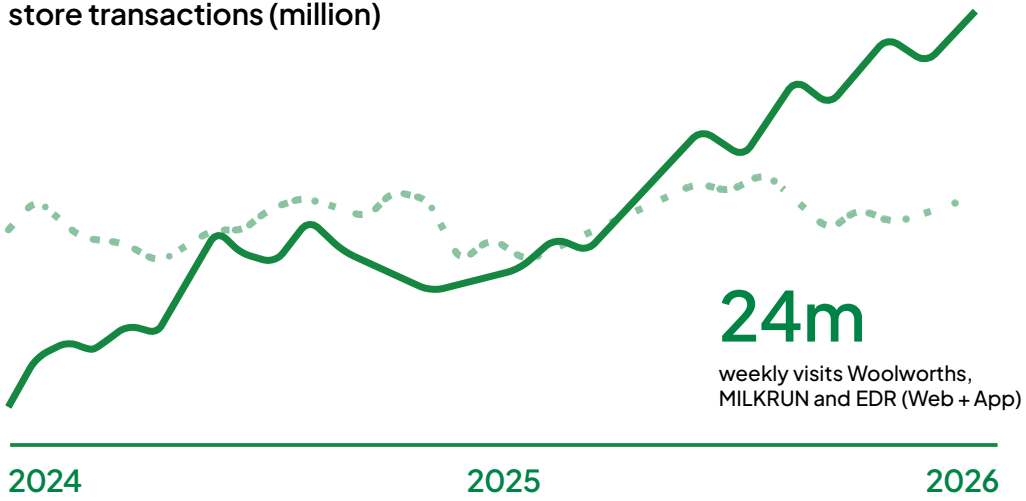
Plans her weekly shop	Completes her main shop in store	Loves the new authentic Indian, gluten-free range	Tops up midweek with Direct to Boot	Cross-shops weekly specials
Creates a cart using lists & boosts her Rewards offers	She uses a Scan&Go trolley to check out faster	Asks Olive to discover gluten free ingredients for her recipes	Places a Direct to Boot Now order at work, picks it up on her way home	Browses our digital catalogue and uses watchlist to compare prices for next week



Digital is the front door for customers



Average weekly digital visits vs store transactions (million)



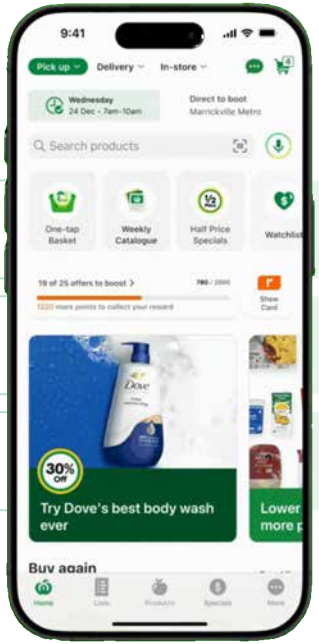
24m

weekly visits Woolworths, MILKRUN and EDR (Web + App)

Extending our digital leadership

Delivering great experiences every day

- Smarter search
- Digital tools & inspiration (lists, recipes)
- Seamless cart & checkout experience



Reimagining the shopping experience

- Agentic Olive, AI shopping assistant
- Smart Basket builds basket in one tap
- Scan&Go trolleys bring digital into the store

Digital leadership drives growth

Digital leadership

#1

Weekly active app users in Retail[1]

#1

Grocery eCom market share[2]

1st

First grocery Agentic AI in market

More digitally influenced shoppers

30%+ boosting vs LY[3]

2.8m weekly users of digital tools[4]

Grows basket shape and size

More digital visits

+22% weekly digital traffic vs LY[5]

Drives retail media growth

More connected customers

1.4m customers shopping both online & in store[6]

Grows share of wallet

1. As at Q4 F26, Woolworths and EDX weekly average app users compared to competitor WAU based on Sensor Tower 2. CBAiq 3. Q4 F26 vs Q4 F25 4. As at Q4 F26 5. Q4 F26 vs Q4 F25 Woolworths & EDX web and app weekly digital traffic 6. As at Q4 F26

Growing our connected customers

Our connected customers are highly valuable

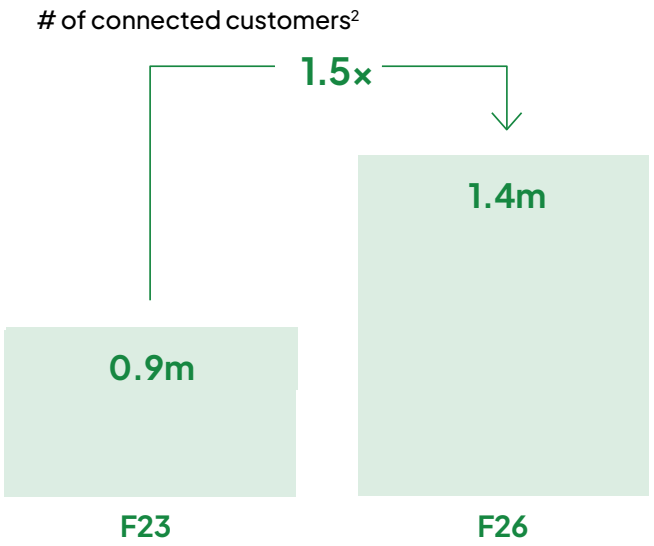
+43%

More shops per year vs in store only customers[1]

2.4x

Annual spend vs in store[1], and have higher share of wallet

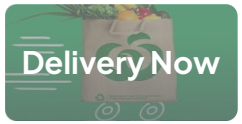
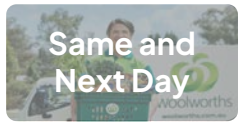
We have grown this base significantly





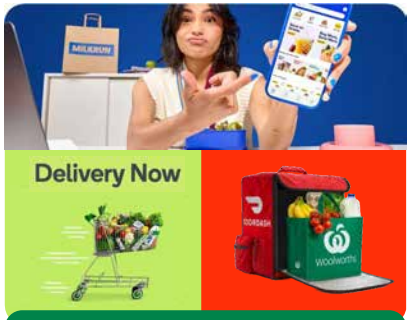
1. As at F26, taking members that shopped in store & online vs in store only across a period of 12 weeks ending in Q4 F26 2. Members who are digitally active and shop both in store and online within a 12 week period

Offering the easiest ways to shop every mission

	On Demand delivery			Collection		Scheduled delivery
	 MILKRUN	 Woolworths on DoorDash	 Delivery Now	 Direct to Boot Now	 Direct to Boot & Pick up	 Same and Next Day
Mission	Need it now, impulse, top up (ultra-convenient)		Small weekly shop (express)		Full basket shop (same and next day)	
eCom sales mix F26	15%			42%		43%
Sales growth F26 vs LY	+43%			+22%		+9%

We are growing our mix of our highest NPS and most profitable propositions

Winning the On Demand mission



Unique portfolio of On Demand channels



Strong brand affinity for MILKRUN



Most extensive store network in the country



Optimised in-store picking

Growing our proximity-led fulfilment model



98%

of Australian population covered by our eCommerce network

87%

of Australian population <10 minute drive from a Woolworths Collection site



Leading store network

~1,080	~1,030	4.6 mins
Stores servicing eCom orders	Collection sites (~75% DTB)	Average DTB wait time



Supported by customer fulfilment centres

7	3
Purpose built CFCs	eStores

Expanding profitability with deliberate choices

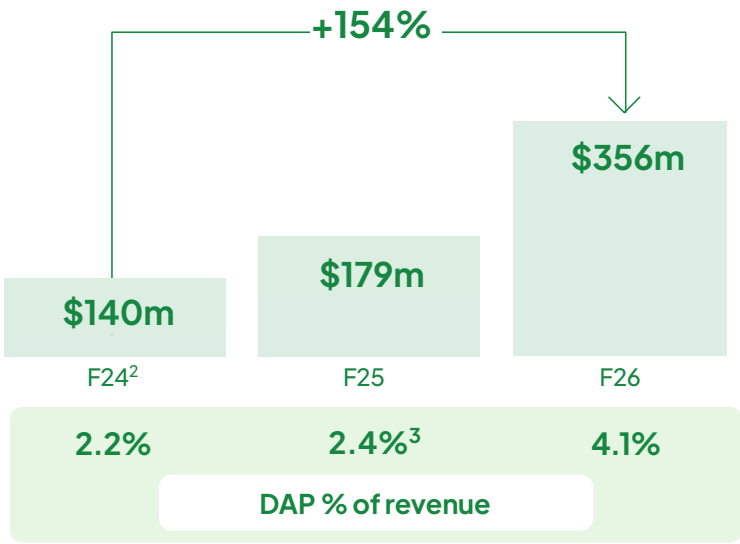


Grow our mix of profit-accretive propositions

Improve basket economics and cost recovery

Reduce cost to serve and overhead costs

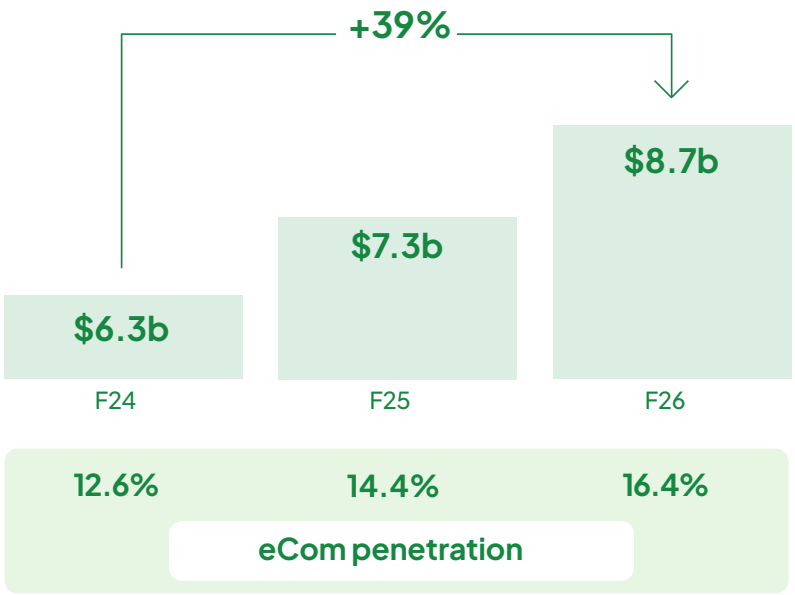
eComX directly attributable profit (DAP[1])



1. Directly attributable profit includes costs only directly-attributable to the eCom business. 2. F24 DAP and DAP % adjusted to include Everyday Market and Healthylife to reflect current reporting and adjusted to remove the impact of the 53rd week in F24 3. F25 DAP % normalised for cold chain compliance costs and industrial action disruption would have been 3.3%

Leading the Australian grocery eCom market

eComX sales



We are committed to:

Making it easier for our connected customers to find **value and save time**

Extending our **digital leadership** in the world of AI

Differentiating our propositions for every customer mission

Scaling our proximity-led network to serve customer needs and grow profitability

Australian Food

Presented by

Amanda Bardwell

Chief Executive Officer & Managing Director, Australian Food

Woolworths Group


The most wonderful
time of the year

New Zealand Food

Presented by

Sally Copland

Managing Director, Woolworths New Zealand

Woolworths Group

New Zealand's operating context is challenging

Elevated in New Zealand

Unique operating context



Localised competitor set, geographically dispersed population

Value-led customer



Significant cost-of -living pressure

Consistent with Australia

Demand for convenience



21% growth in On Demand[1]

Relevant range for local demographics



50% of Aucklanders identify as non European

Fresh is a key driver of store choice



Winning in Fresh helps win more of shoppers' basket

1. Q1 F27 2-yr CAGR

Meet Ana

Ana, 35, renting with her partner and five children.

With the rising cost-of-living pressures, making ends meet is her top priority.

She is hyper-focused on stretching the family budget, relying on quick and easy-to-prepare meals that satisfy a busy household without breaking the bank.



- Browses online and shops specials & low prices across multiple banners
- Buys Woolworths Own Brand to keep to her weekly budget
- Enjoys diverse cuisines and products in stores
- Loves Everyday Rewards, regularly boosts to squeeze every dollar out of her shop
- Uses Pick up to help stick to her budget and avoid impulse buys

Woolworths

Driving first choice for Kiwi customers

Value I can trust	Best Fresh, Range I need	Easiest for me to shop	Loyalty rewarded every time I shop
"Competitive pricing, genuine specials, great end of aisle displays and prices"	*"The main reason I shop at Woolworths is because they have a better range and the fruit and veggies are always a lot fresher in my opinion"*	*"Direct to Boot is just so convenient and saves me time. I know I might be able to get in a good time slot even if it's late at night, there's always a spot available compared to other online supermarkets"*	*"The rewards and member-only offers provide good value, and it's simple to collect points and redeem them for savings"*



Building on our strengths



World-class temperature controlled supply chain



Largest and improved fleet



Unified dual brand strategy



Leading loyalty program



Market-leading eCom position with high On Demand growth

Powered by the scale & capability of Woolworths Group

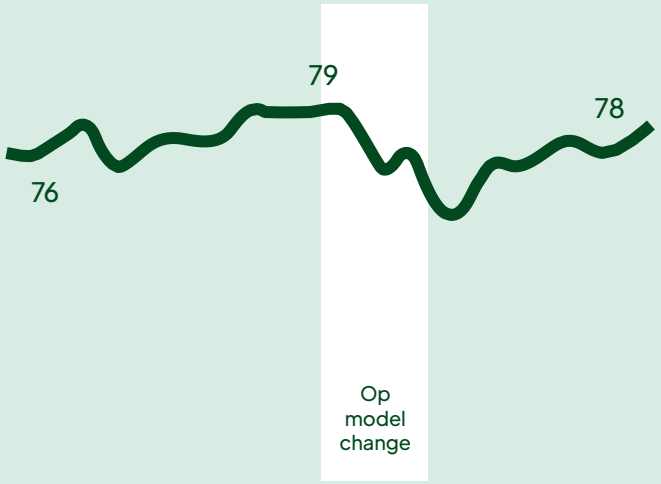
EBIT turnaround underway with clear plan in place



Chart illustrative only - not to scale and not exhaustive

Focusing on execution excellence

Availability VOC



Getting back to basics

- Improving availability and fresh excellence
- Driving productivity and reducing stockloss
- Enhancing operating model to drive store performance

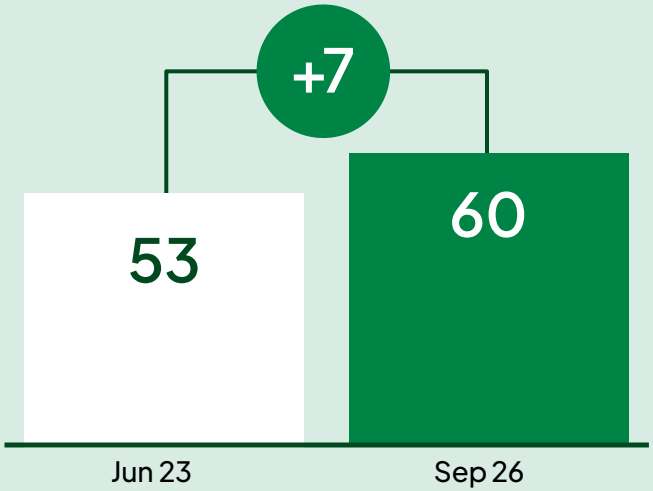
Leveraging Group to fuel momentum

- Aligning replenishment and rostering tech
- Adopting best practice trans-Tasman expertise



Delivering more compelling value

Value for Money VOC

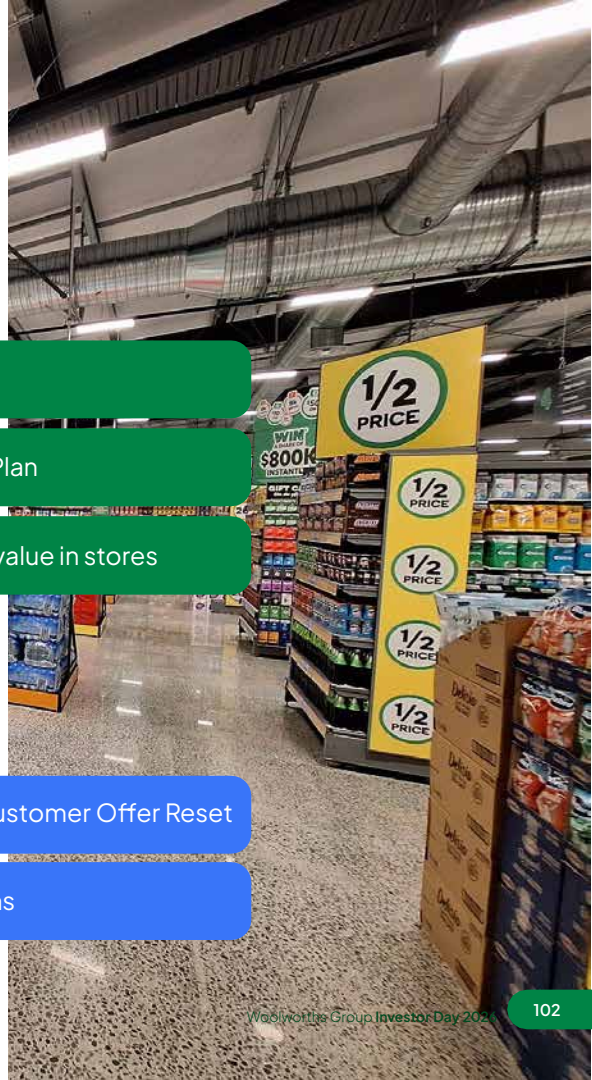


Driving customer value

- Improving price competitiveness
- Strengthening our One Customer Plan
- Helping customers discover great value in stores

Leveraging Group to fuel momentum

- Sharpening proposition through Customer Offer Reset
- Aligning brand and trade campaigns



Woolworths

Deepening our member connection

New Zealand's leading loyalty program

48%
Growth in boosting members vs F25

2.3m
Active Rewards members



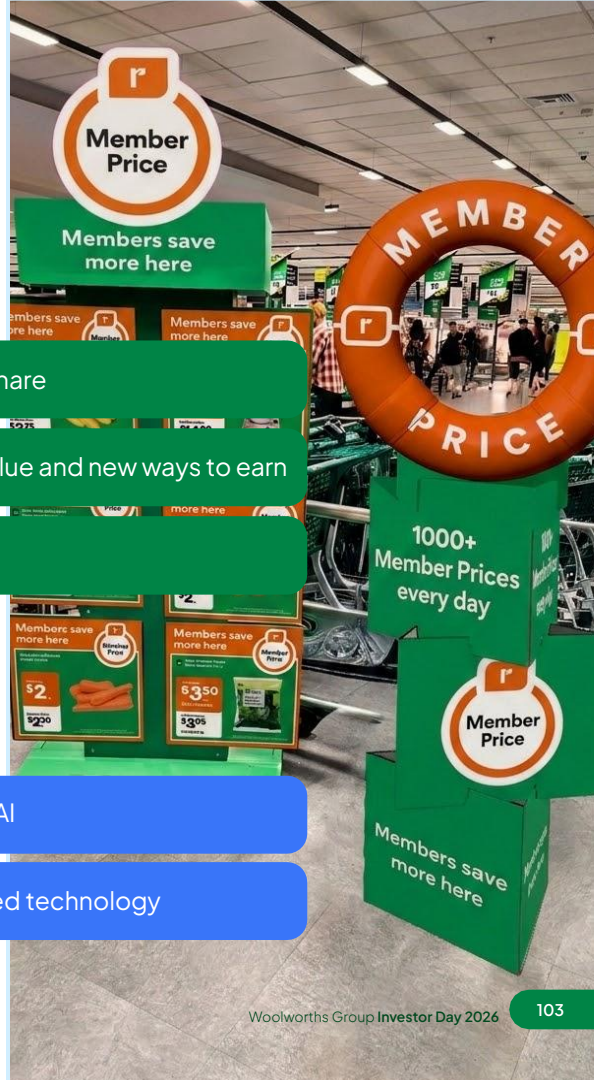
A growing partner ecosystem

Driving customer value

- Supercharging engagement and share
- Rewarding members with better value and new ways to earn
- Fueling digital media relevance

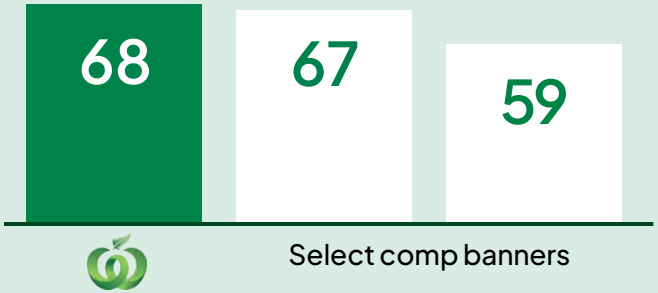
Leveraging Group to fuel momentum

- Powering personalisation through AI
- Exciting experiences through shared technology



Differentiating and tailoring range

Product range perceptions[1] (%)





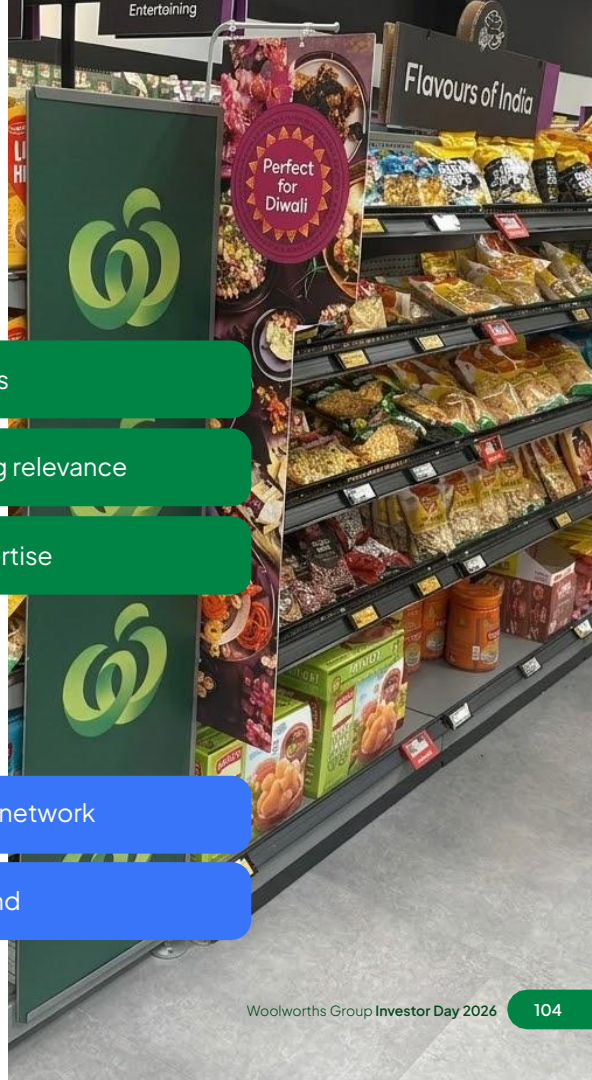
69% growth in Auckland's Asian population; **41%** for Pacific since 2013

Driving customer value

- Tailoring range to local communities
- Reducing lazy space and increasing relevance
- Leveraging world-class Fresh expertise

Leveraging Group to fuel momentum

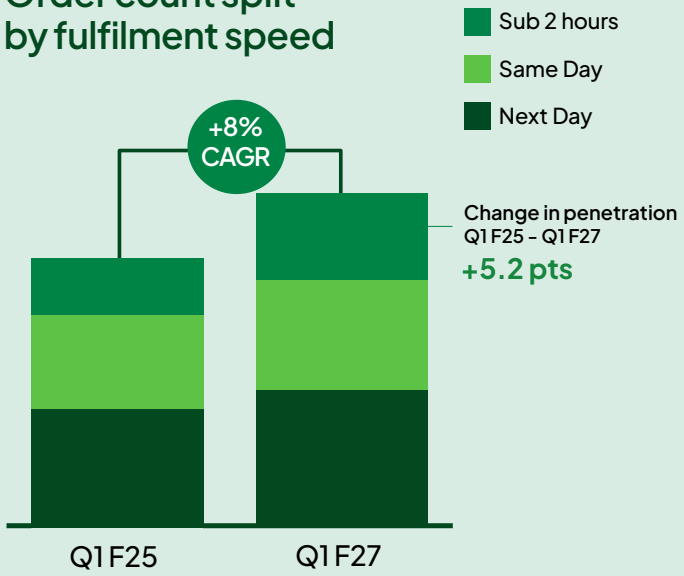
- Accelerating NPD[2] through shared network
- Combining on strength of own brand



1. Kantar brand tracking data Sep 26 2. New product development

Extending eCommerce leadership

Order count split by fulfilment speed

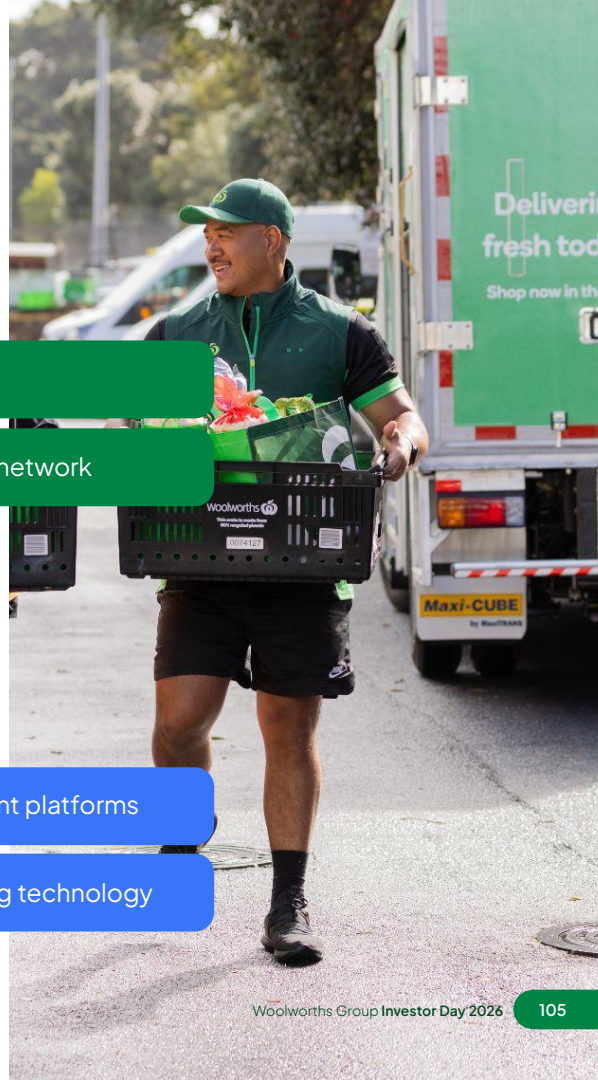


Winning in eCommerce

- Leading the market in On Demand
- Scaling our leading Direct to Boot network

Leveraging Group to fuel momentum

- Rolling out ANZ digital and fulfilment platforms
- Deploying Group agentic shopping technology



Investing in network expansion



182 stores & 3 eStores

Full service supermarket offer

3 stores, 10 renewals, 17 DTB in F27



83 small format stores

Regional towns and urban infill

Capital-light EBIT accretive franchise

Two banners – each serving unique customer needs

Becoming a more efficient business



Leveraging our investments in supply chain

Driving productivity through range health

Improving above-store efficiency

Leveraging Group to fuel momentum

Transforming to be a future fit, low cost retailer

Deploying AI tools to improve workflows

Woolworths New Zealand summary

New Zealand faces a challenged operating context in a strong value focused market but we have an opportunity for differentiation that plays to our strengths

We have a new team in place, are stabilising the business with a focus on execution excellence

Solid progress but more to do to drive customers' first choice through delivering value in our offer, tailoring range and extending our lead in convenience and loyalty

Becoming a lower-cost business by driving productivity and leveraging the best of Group

We have the largest store network, returning to new store growth and the flexibility of the FreshChoice franchise model

Our strategy will deliver a return to growth and EBIT turnaround



Woolworths

Q&A

Amanda Bardwell

Chief Executive Officer & Managing Director, Australian Food

Stephen Harrison

Chief Financial Officer & Chief Value Officer

Annette Karantoni

Managing Director, Woolworths Retail

Amitabh Mall

Managing Director, Group eComX & Chief Digital Officer

Sally Copland

Managing Director, Woolworths New Zealand

Woolworths Group

BIG W

Presented by

Dan Hake

Managing Director, BIG W



BIG W has scale and strong customer advocacy

Significant scale[1]

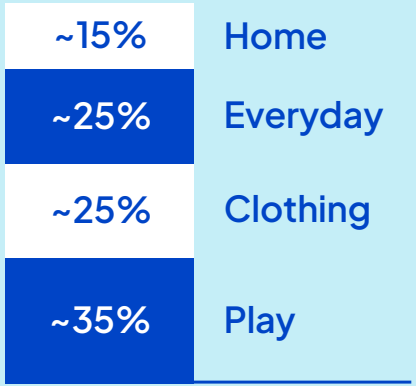
Net sales
$4.7b
($5.1b GTV)

Weekly transactions
2m+

178
stores

7m+
Weekly digital traffic

Our four businesses



Strong advocacy

100% brand awareness

8th
Most trusted AU brand

60
VOC NPS

5.8m
Active EDR members

Centred on families and low prices



Toy sale



Christmas



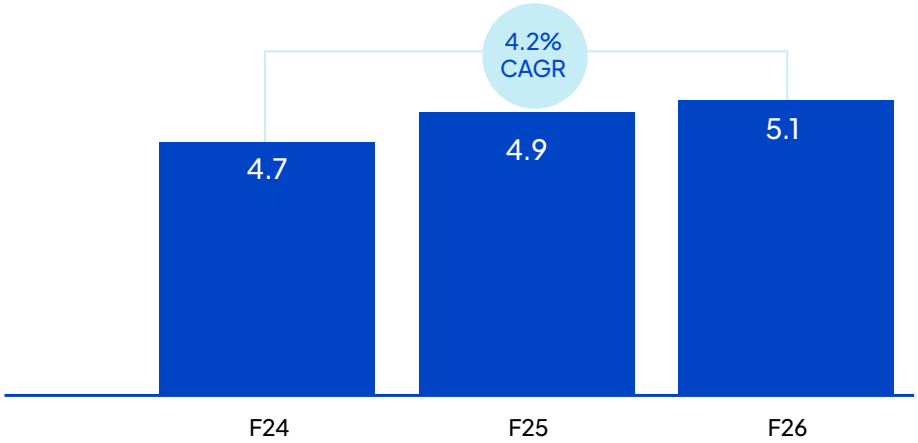
Big Price Drops

1. As at F26

Progressing well on our transformation

BIG W GTV

($ transacted under the BIG W brand) $b



	F24	F25	F26
EBIT	$14m	$(33)m	$64m

Key shifts

- Invested in price to be competitive
- Improved cost and inventory discipline to fund price investments
- Product transformation underway with Own Brand in significant growth
- Built a ~$1b GTV, profitable eCom business
- Cash positive across all stores
- Team engagement positive and improving

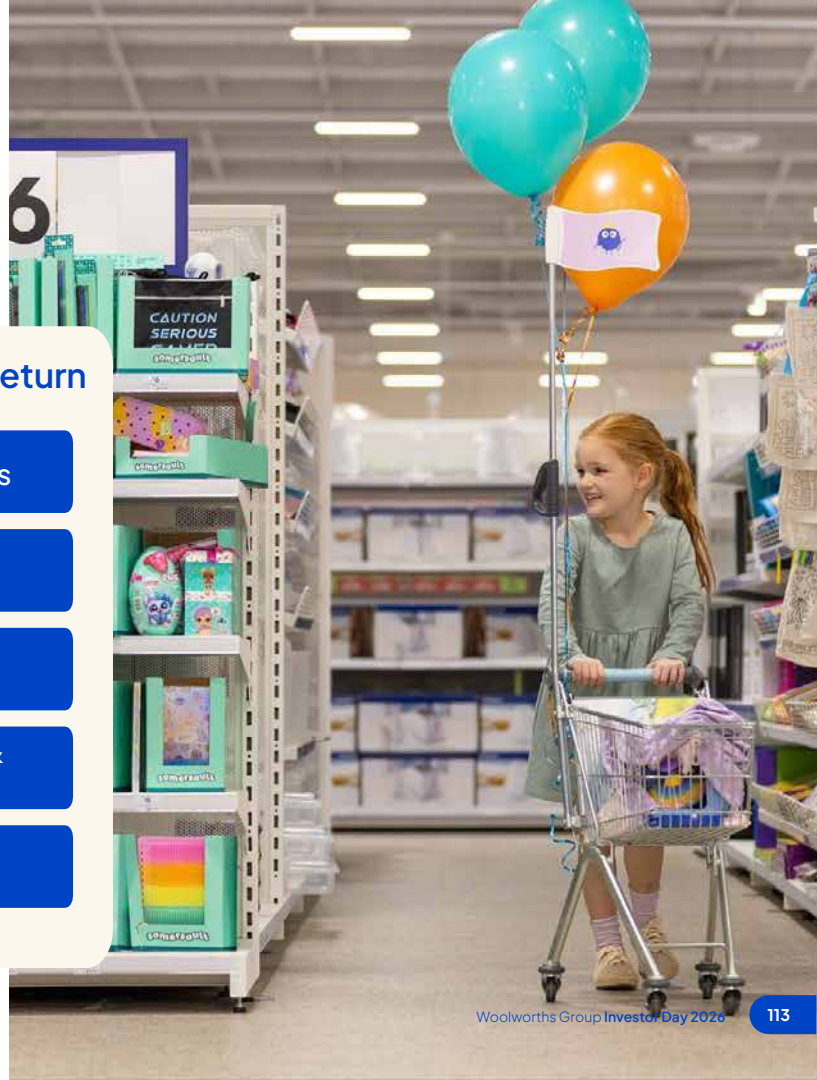
The discount playbook is delivering results

Improve cash generation

- Compelling products at market leading prices
- High volume, lowest unit cost
- Simple range, fast stock turn
- Healthy margin shape
- Low-cost operations

Reinvest at high rates of return

- Better prices for customers
- Upgrade stores
- Grow eCom
- Fit for purpose systems & processes
- Team and capabilities



BIGW

Our 5 strategic pillars

Our ambition: To become Australia's favourite family shopping destination



Customer & team

Real care for customers, teams and communities



Product love

Products that families love at great prices



Low prices, low cost

Market leading prices enabled by low cost operations



Easy experiences

Family friendly experiences in store and online



Strong foundations

Strong system and process foundations suited to a DDS

We are well positioned for this moment

Our core customer is Mum



New families



Young families



Families with teens

Mum does…

75%	~2.0x	~2.5x
of household shopping	shopping frequency	average spend

We are here to support her

- Budget families are under a lot of pressure
- Mainstream and premium customers are trading in
- Kids are being prioritised
- Events strong, big savings on brands that matter
- Demand for convenience remains strong

Customer base expanding ~2% a year[1]

BIGW

1. Most recent quarterly data - Q1 F27 compared to Q1 F26

3 strategic growth levers

+1m new customers



Price, product and convenience

+1 shop per year



Build weekly browsing habit for Mum

+1 item per basket



Impulse and merchandising excellence

Everyday Rewards

Hero brands are a key differentiator



Toys destination

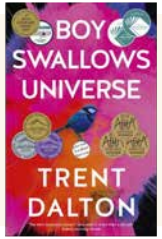


Apple tables in 100 stores



Biodance
nude by nature
medicube

Serviced beauty pad



#1 seller of books



Convenient access to bulk



Trusted quality in Baby

Bluey · Breville · HUGGIES · dyson · Pokémon · LEGO · nutribullet · BONDS · PlayStation and many more

Reinventing own brand design and sourcing

BIG W Asia office footprint and capabilities



~300 international team
~400 suppliers and ~500 factories

Investing in capability and infrastructure

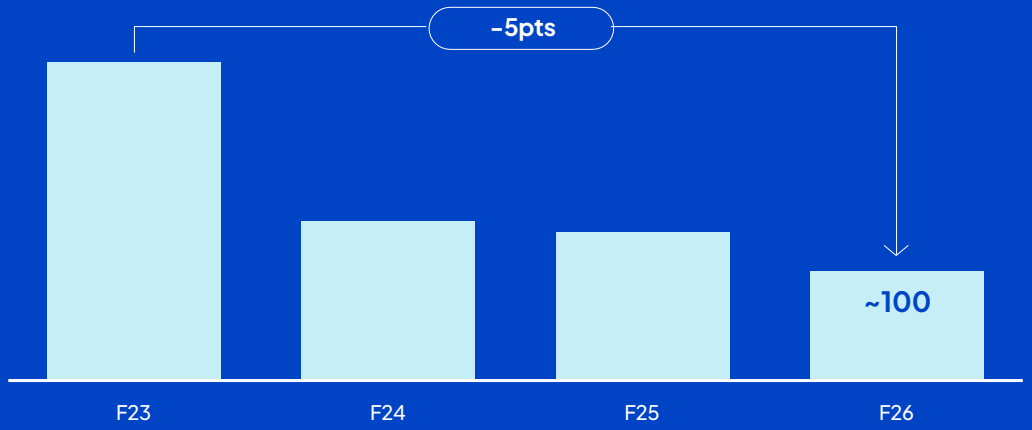
- Australian design talent close to our customers
- Sourcing offices in China, India, Bangladesh and Vietnam
- Relevant product development capabilities close to source
- Integrated teams to increase speed and decision making
- Upgrading systems to enable faster stockflow at scale

Own brand penetration up 270 bps vs Q1 F26 with substantial headroom for growth

Cost savings funding investments in price

Strategic pricing alignment to match key competitors

Average BIG W Price Index[1], 6 week average at June



Funded through greater efficiency

- Store productivity: IPLH[2] up 13% over 3 years
- Efficient sourcing: ~1% cost reduction/year
- Above-store cost savings
- Improved inventory and clearance discipline

1. Price index on comparable lines to reference benchmark 2. Items per labour hour

Actively building price perception





Price perception improving but more to do

Successful new store format with strong returns

Clothing and Home at front of store



Serviced SiS in Health & Beauty and Tech



Deeper shelving, clearer price signage



Integrated check-out experience



Aged fleet is impacting sales and experience

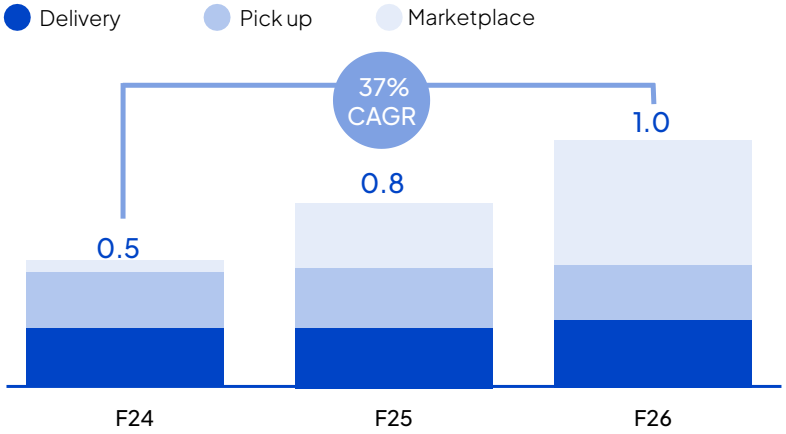
Renewed stores with strong sales uplift of ~7%[1] and profit growth well ahead of sales

7 stores live, scaling from F28

1. Incremental sales vs control stores

eCom is our growth engine

BIG W eCom GTV, $b



EBIT accretive

Capex light growth leveraging partnerships

1P ranges picked 100% from stores leveraging existing assets

No owned delivery fleet, 100% fulfilled through partners

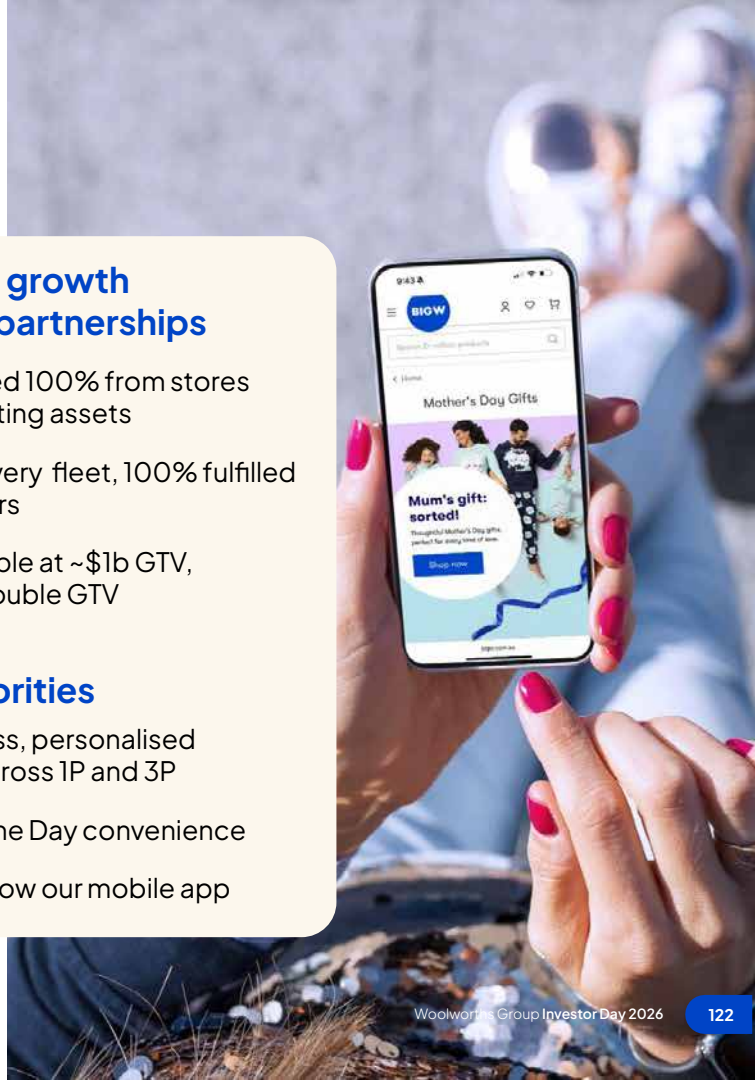
Already profitable at ~$1b GTV, aspiration to double GTV

Growth priorities

Create seamless, personalised experiences across 1P and 3P

Accelerate Same Day convenience

Improve and grow our mobile app



Low cost, fit for purpose systems and processes



Flow stock like a DDS

Carton cross dock +2% pts vs LY



Strong system foundations suited to a DDS

Availability +1.9% pts vs LY



Data and AI

Agentic shopping and process streamlining



Scale BIG W International to accelerate growth

Tech squads in India supporting e.g. mobile app



Always on process improvement

+13% IPLH over the past 3 years

EBIT turnaround underway with clear plan in place

Scale up proven growth levers

Drive healthy margin shape

Focus on cost



Product transformation



Store renewals (selective new)



eCommerce growth

somersault
openook
contempo

Own brand mix



Efficient sourcing



Range and inventory discipline



Process optimisation

EBIT today

EBIT F29

BIGW Chart illustrative only - not to scale and not exhaustive

BIG W summary

BIG W has significant scale and strong customer advocacy

Operational turnaround is well progressed with health being restored to the business

Our role is to be a price fighter for families in a tough environment

We are evolving into a product-centric organisation. Product differentiation is our defensible moat

Multiple proven growth and productivity levers in play and ready to scale

We are making progress but a lot more work to be done



Our plan supports double-digit TSR growth



1. Chart illustrative only - not to scale. Assumes constant PE ratio

Complementary businesses and services

Woolworths Group

PFD Food Services

Presented by

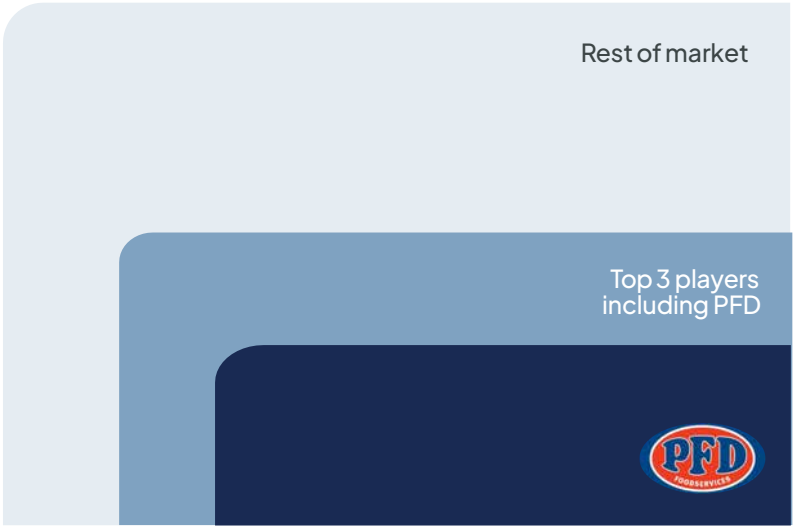
Stephen Harrison

Chief Financial Officer & Chief Value Officer

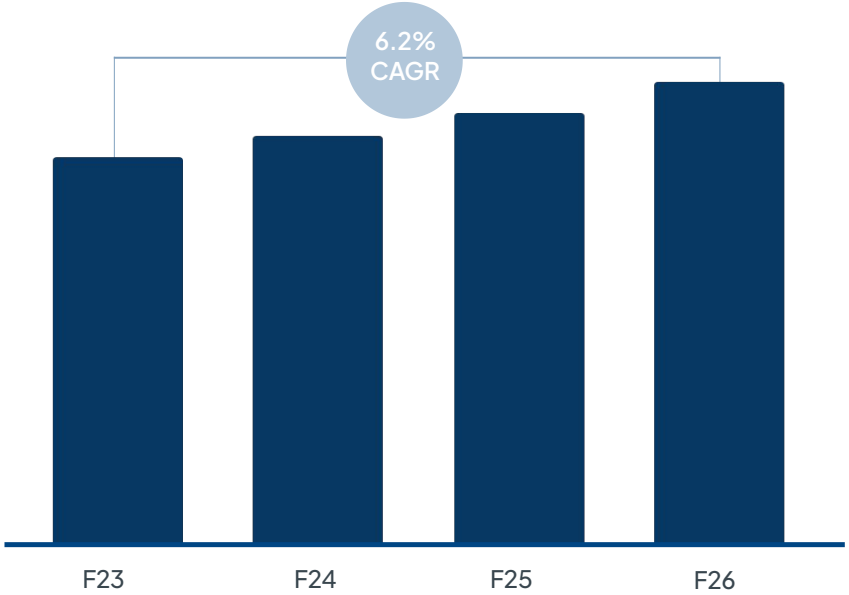
Woolworths Group

PFD is a leader in a fragmented & growing market

#1 in a fragmented market



with a strong growth profile



Source: Food service market growth estimated from CBAiq. Total addressable market includes CBAiq, IBIS, Euromonitor and ABS data

PFD at a glance

PFD is a leader in the wholesale food service industry, supplying food, beverage and catering supplies to a diverse set of B2B customers across Australia



83
years in business

840+
trucks in fleet

2,800+
team members

63,000+
B2B customers

3,600+
suppliers



Our B2B customers share our passion for food

Our mission: We bring people together through Food

Independent Foodservice



Local owner operators and small businesses

~52%

Key Accounts
(State & National)

merivale

Australian Venue Co.

AMPOL

ALH Hotels

dnata catering & retail

Statewide or national businesses with multiple sites

~20%

National Chains
(QSR)

Grill'd

GUZMAN Y GOMEZ Mexican Kitchen

Zambrero

Bakers Delight

soul origin

oporto

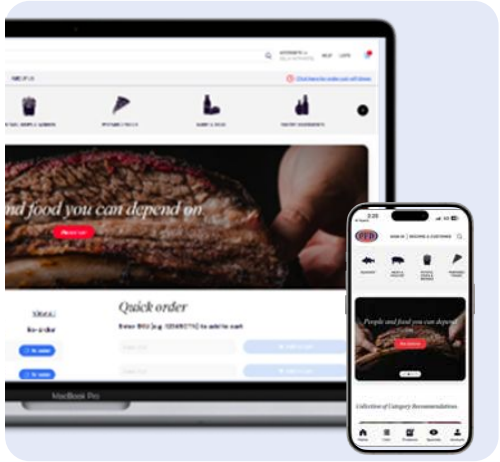
Multi-site national chains

~28%

% of PFD revenue

Clear strategy to differentiate and grow

Create a leading B2B digital customer experience



Differentiated range via strategic supply partnerships



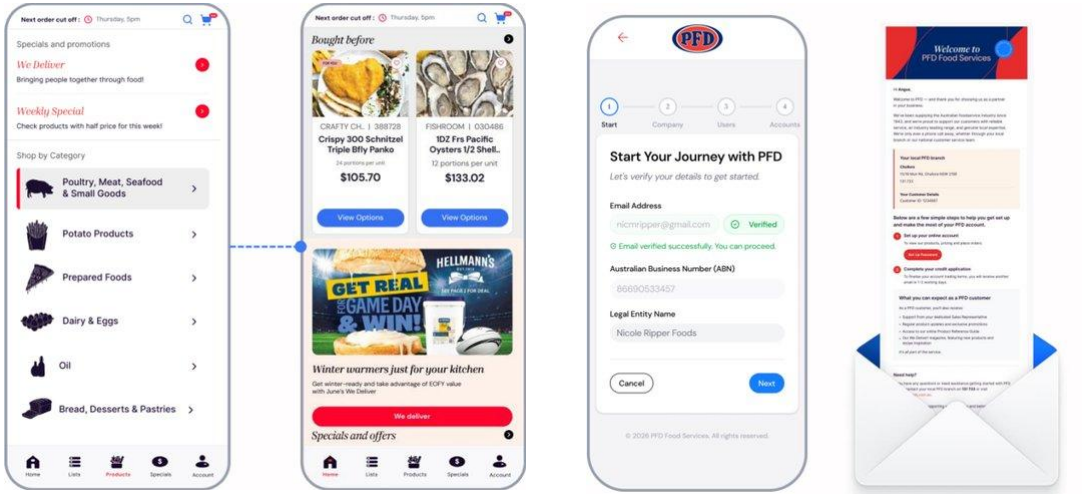
Modernise the network and drive efficiency and standardisation



Leadership in digital will drive our B2B growth

A newly transformed eCommerce experience

… underpinned by a reimagined supplier portal and backend



Targeting eCom penetration >70% by F30

We are creating seamless, connected experiences that link supplier and customer relationships into one intelligent **digital platform**, unlocking the ability to personalise at scale

Range differentiation enabled by strategic suppliers and ‘better selling’

- A new approach to category strategy
- Long-term strategic joint business planning
- Scale private label & protein
- Utilise the new digital platform to better integrate buying & sales



We are investing to modernise our network

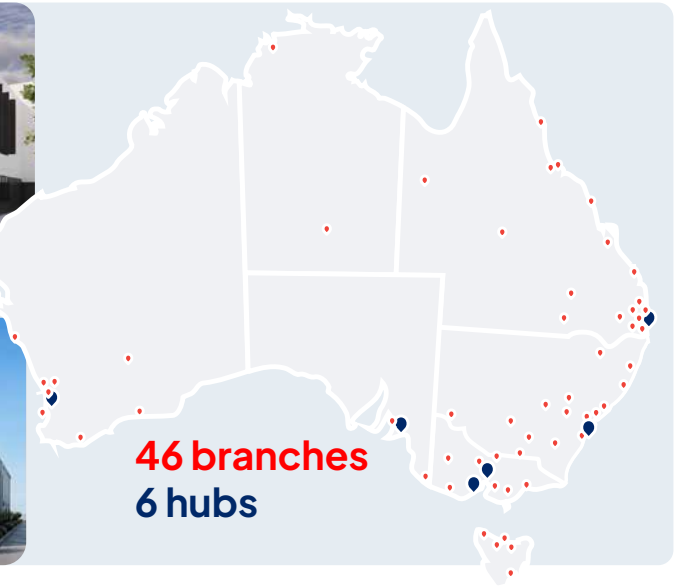
- New network growth and expand existing sites
- Consolidate legacy sites
- Better network planning, partnering with wiq
- Unlock efficiency and move from state-based to standardised process and structures



Jandakot Distribution Centre, WA



Lara Distribution Centre, Vic



Enhanced by unique capabilities and synergies



Group product sourcing and private label expertise



Supply chain efficiencies & Property capability



Analytics and eCommerce capability



Shared services and procurement savings

Leveraging the scale and capabilities of Woolworths Group

PFD summary

Strong market position in a growing and fragmented sector, with further growth ambitions

Sales transformation underway together with modernised eCommerce platform to enable better customer experiences

Focus on optimising range, growing private label offer and establishing strong strategic supplier partnerships

Ongoing efficiency and productivity focus across a modernised network, including increased standardisation and consistency

Increasingly utilising Group capability to deliver a differentiated offer



Petstock Group

Presented by

Stephen Harrison

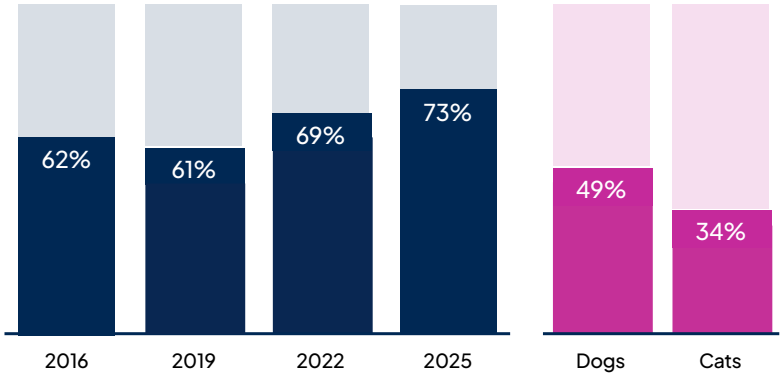
Chief Financial Officer & Chief Value Officer

Woolworths Group


DRY
WET
DRY
WET
PUPPY
SCHOOL

Pet ownership is growing, so is specialty pet

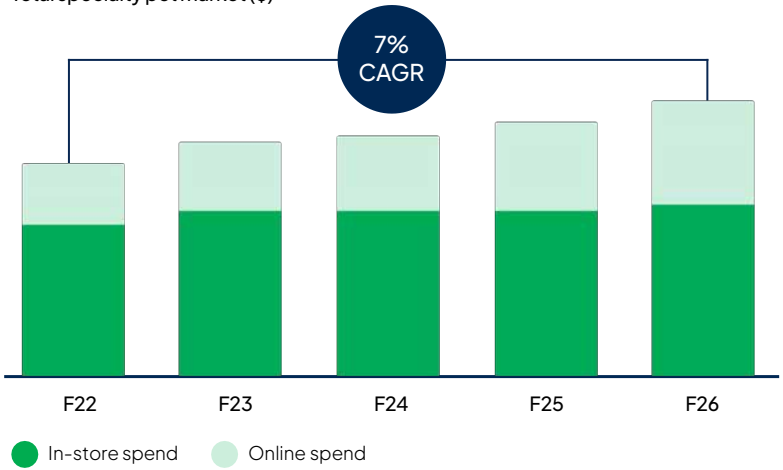
Household pet ownership (% with a pet)



31.6m pets across 7.7m Australian homes

Specialty pet is a $4 - $5b market growing at 7%

Total specialty pet market ($)



Complementary missions: Grocery for the routine food top-up; specialty pet for health, services and expert advice



Petstock Group

Sources: Household Pet Ownership - Animal Medicines Australia 2025 Pet Report. Specialty Pet Market - Animal Medicines Australia, CBAiq, Circana, team analysis

Petstock at a glance

Our positioning

The home of health and happiness for every pet

#2	259	160	30	80+
in specialty pet	total stores in Australia & New Zealand	grooming salons	vet clinics	Voice of Customer NPS

Awarded '**top rated pet store**' in 2025 by Canstar Blue, receiving 5 stars across key categories

Supported by complementary businesses

BIG DOG PET FOODS · timepet · Syd Hill & Sons Australia · Caribu · AGRI BRANDS



Strong foundations and a clear growth strategy

Our Mission

Together we make an impact for pets, their people and our planet



Our strategic 'big rocks'

- Store growth and network
- eCommerce
- Loyalty & Own Brand

We meet the shared Pet shopping mission, powered by Everyday Rewards

Millie pops into her local Woolies for some midweek groceries and picks up some treats and a toy for her dog Coco

On Saturday she takes Coco for his monthly groom at Petstock and chats to the team for advice on Coco's allergies, picking up some new food and supplements

On Wednesday she realises she's out of Coco's kibble and orders his favourite from Petstock using DoorDash





Petstock Group

Continued growth of store footprint and network

259

total stores in Australia and New Zealand

236 **23**

F27 – F29
15 – 20 new stores pa

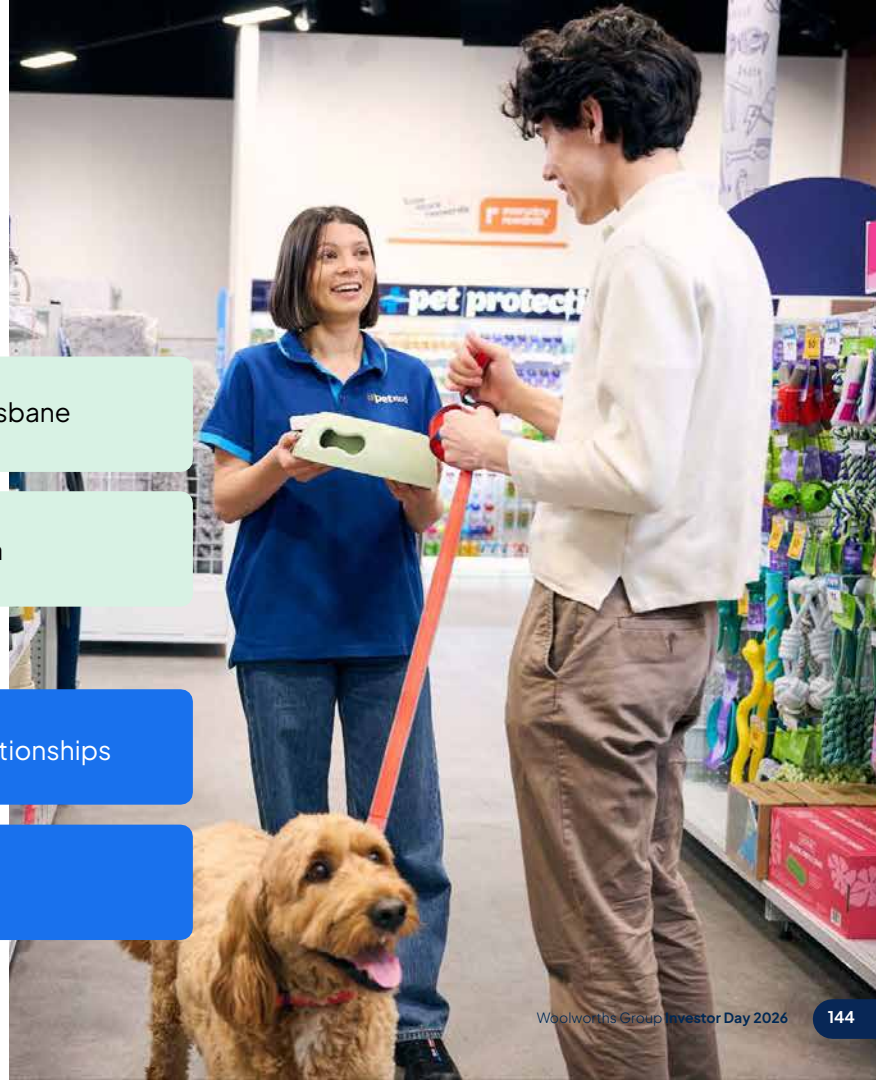
Growth potential in Sydney and Brisbane

Further growth in regional Australia

Leveraging Group

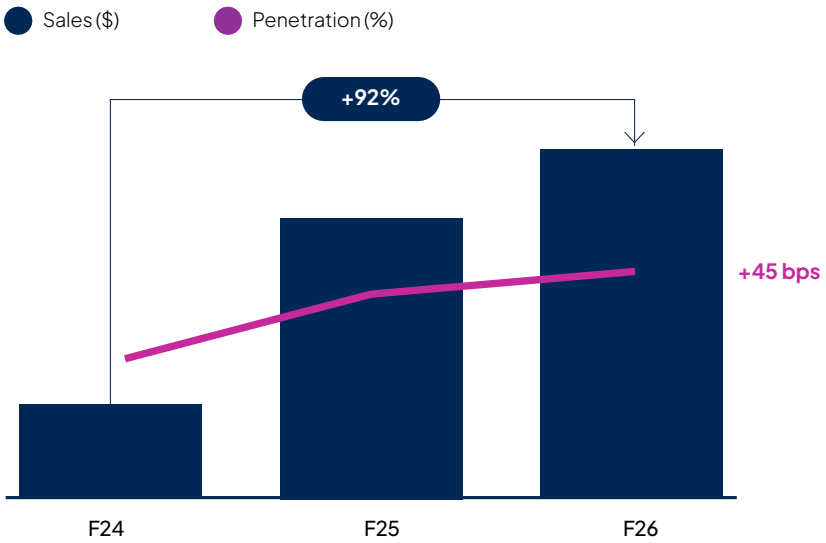
Group property expertise and relationships

Co-location opportunities



eCommerce is growing fast with material upside

Petstock eCom sales and penetration



23.6%

growth in eCom sales vs F25

Step-changing our eCom offer

Enhanced digital experience

Ultra convenience with leadership on 15 min 'Click and Collect' and partnership with DoorDash

Meeting customers where they shop

Specialty knowledge, powering Own Brand growth

Specialist knowledge & service

Broad Own Brand range

Vertically integrated

LEXI & ME

BB BUDDY & BELLE

Billie's Bowl

Caribu

swyft

Dog n Bone

Perfect Bowl

GO GET

BIG DOG PET FOODS

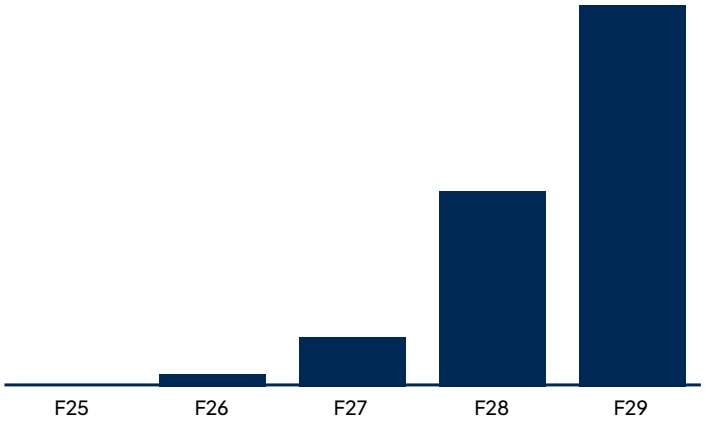


Tilly



Build brands in specialty, scale into Group

Sales of Petstock Own Brand in Supermarkets
(% of total Supermarkets pet sales)



The foundations now set, with plans to scale

More brands
A strong pipeline of new launches planned

Wider reach
Opportunities across new categories, banners and channels

Leveraging Woolworths capability
Everyday Rewards, Cartology and eComX enhancing awareness

Petstock brands ranged in Woolworths Supermarkets today

Billie's Bowl · GO GET · LEXI & ME · Tilly

With more exclusive products planned

Petstock Group

Petstock summary

Specialty pet is a large, growing market with high household penetration

Pet parents are increasingly trading up to health, fresh, and preventative care while expecting seamless omnichannel convenience

Petstock is #2 in the market, with significant opportunity for continued growth with a focus on eCommerce, stores and network, and loyalty

We are utilising Petstock specialty knowledge, sourcing and brand development to scale high-margin own brands across the Group, capturing both premium and mass-market pet spend

Opportunity to use Everyday Rewards to unlock cross-channel customer data, whilst partnering with Group eComX to scale pet eCommerce



Everyday

Presented by

Hannah Ross

Managing Director, Everyday Rewards & Services

Woolworths Group

Everyday is a Group asset and growing business

Everyday Rewards

Everyday Rewards
13m+ members

Subscriptions
Leading advocacy & NPS

Rewards partners
20+ partner network

Loyalty at the core



Everyday Services

Everyday Insurance
 # 1 Pet Insurer in Australia

Everyday Mobile
Growing challenger brand

Gifting & Shop
$1.5b+ gross transaction value

wpay

Processing 1.5b+ transactions, $92b+ transaction volume annually

Loyalty drives member value, trade and profit

Member value → Partner trade → Profit growth



180m+ Personalised weekly offers



>2x Sales per member vs non member



Double digit EBIT growth F23–26

Re-invest into our members and Group

Delivering personalised value across the Group



Earn 6x faster when you

Boost

Get more value when you

Stack



We **connect & personalise** value for members across the Group

Woolworths | BIGW | Petstock Group | MILKRUN

Meet John

John & his wife have recently downsized with their new ‘fur baby’ now their kids have moved out.

Following his recent retirement, John has rediscovered joy in cooking, and is looking forward to travelling and spending time with his family.



Saw a Scan&Go trolley and got the EDR app to trial it

Stops to fill his car on drive home & uses a fuel voucher

Checks boosts at Woolies & BWS when writing list

Took out Everyday Pet Insurance plan + Woolies discount

Transfers points to Qantas to redeem on flights

Connect value across members’ everyday needs[1]

everyday rewards

1. Australia only

More connected members increase their spend







	Occasional Scanner	Connected	Highly Connected
Member value	1×	4×	18×
Annualised Group spend	1×	5×	9×

Members: >74% of sales

Substantial headroom

22%



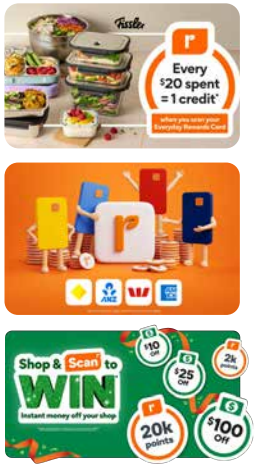
Members are highly connected today

Innovating to drive differentiation and growth

Agentic experiences



New ways to earn

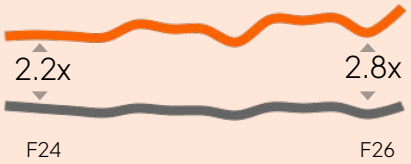


Grow Everyday Services

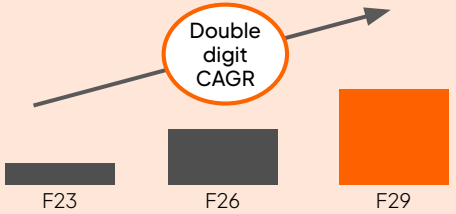


Driving trade & profit

Member vs non-member sales



Everyday EBIT ambition



Everyday summary

Everyday is a Group asset, driving first choice by offering tangible value to our members

We deliver personalised value and experiences, leveraging AI and our rich data

As members become more connected and receive more value, they increase their spend

We have expanded our loyalty program into adjacent higher-margin businesses, with headroom to grow

We will continue to innovate experiences for members, and deliver incremental Group profit



Cartology

Presented by

Mike Tyquin

Managing Director, Cartology

Woolworths Group

Our Retail Media proposition is unique and market-leading

We connect brands with customers

1,100+
Client brands

93%
Australia and NZ population reached

At every step of their shopping journey

~3 days
Frequency of customer interactions[1]

54%
Omnichannel campaigns[2]

Using 1st party data to serve relevant ads

13m+
Active Rewards members

74%
Group identifiable retail sales[3]

Measuring real sales and customer growth

26m+
Transactions per week[4]

48hr
Self-serve post campaign reporting turnaround

cartology closest to customers

1. Omnichannel customer interaction frequency across Woolworths Supermarkets and Everyday Rewards digital platforms 2. Any campaign across 2+ media channels (e.g. stores and digital) 3. Proportion of retail sales where an Everyday Rewards card has been scanned across AU Food, NZ Food and BIG W 4. Group across Australia and New Zealand, F26

Our omnichannel network drives media effectiveness for brands

Pre-shop



3,400 Retail Out-of-Home screens

10+ leading partnerships with TV/BVOD[1] networks and content platforms

At shop

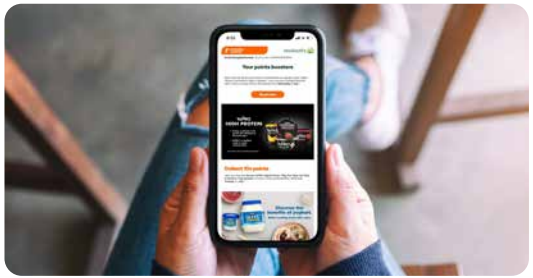


900m+ digital ad impressions each year

22k Front of Store and In-Store screens

3.7m printed ads in store each year

Post-shop



190m supplier-funded targeted Everyday Rewards offers sent each year

Powered by our customer insights to connect the journey - omnichannel campaigns drive:[2]

+6% more brand memory vs digital only

+17% new to brand customers vs single channel

+35% average weekly sales vs "part journey"

cartology closest to customers

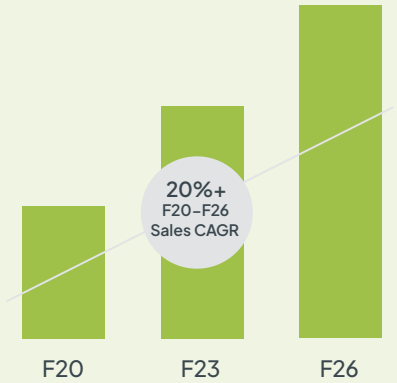
1. Broadcast video on demand 2. Analysis of past campaigns and data points combined with joint study between Cartology and Amplified Intelligence on attention and brand memory

We help supplier brands grow with leading media campaigns

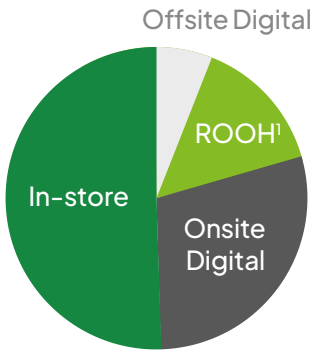


We are now a top 10 media player in ANZ

We have entered the top 10 media players in ANZ

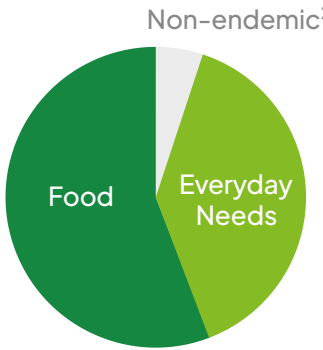


We offer a full suite of media solutions



Highest growth in **Digital**

To the largest brands across ANZ



Significant headroom with core **FMCG clients**

Directly and through media agencies



Opportunity to grow **Agency** channel

1. Retail Out-of-Home 2. Non-endemic includes brands whose products are not sold by Woolworths Group retail banners (e.g. automotive, banking)

We will continue capturing the $9b Food and Everyday Needs ad spend



Major media channels	Our competitive advantages
Digital	**Onsite digital:** 33.5m weekly traffic[1] & 36.1m weekly product searches[2] on digital platforms
TV / BVOD / Social	**Offsite digital:** 1st party data on 13m active Rewards members, giving us targeted reach
Out of Home	**Retail-Out-Of-Home:** Large network reaching 8.5m customers weekly[3] on their shopping journey
Publishing / Shopper marketing	**In store:** 3.7m printed ads and 22k screens at point of sale where 85% of purchases take place

Unbeatable **omnichannel proposition**, measuring **real impact on sales and customer growth** - powered by **$48b of identifiable retail sales**[4]

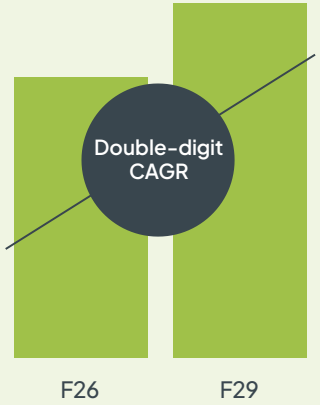
1. Includes all Group retail banners across AU and NZ, Q1 27 2. Search bar only, across both web and app for AU Food, NZ Food and BIG W in F26 3. Based on MOVE (Measurement of Outdoor Visibility and Exposure) representing unique Australians aged 14+ who looked at a Cartology ROOH screen over a 1-week period, F26 exit rate 4. Value of retail sales where an Everyday Rewards card has been scanned across AU Food, NZ Food and BIG W

Delivering double-digit revenue growth over the next 3 years

Our strategic accelerators

Partner with brands and agencies	Establish long term Agency partnerships Enable Agency buying of CPP[1]
Step change measurement	Launch incrementality measurement Accelerate agentic insights and media planning
Grow and connect digital propositions	Launch ads across Scan&Go and agentic experience Become the 'front door' to loyalty
Accelerate self serve	Expand self serve buying to digital Launch self serve tools for media planning
Future-proof Tech and AI	Automate ad operations Connect ad serving across channels

Our revenue ambition



1. Cartology Promoted Products (sponsored search)

Driving sales, helping supplier brands grow and delivering value



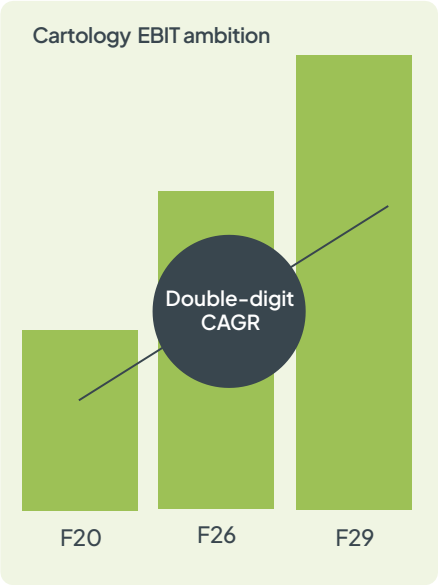
Drive retail sales with better customer experiences



Help supplier brands grow



Deliver value and profit growth to the Group



Cartology summary

Cartology is the leading Retail Media network in ANZ

We leverage Woolworths Group's 1st party data and network scale to connect brands with customers at every step of their shopping journey

Our unparalleled customer reach and loyalty program give us irreplicable data and insights to target customers and measure real impact

We are best positioned to capture Food and Everyday Needs advertising spend across all media channels

We aim to deliver double-digit revenue and profit growth, and help supplier brands and our retail businesses grow

cartology
closest to customers



Primary Connect

Presented by

Alan Beacham

Chief Supply Chain Officer & Managing Director, Primary Connect

Woolworths Group



Primary Connect: Group Supply Chain



International supply chain



Inbound logistics & replenishment



Distribution centres



Store delivery

PRIMARY CONNECT — **Group** supply chain capability

90k TEUs[1]/year from **1,600** suppliers	**5,000** suppliers with **30,000** SKUs	**1.7b** cartons moved through **26** DCs	**1,500+** stores served with **4,000** loads daily
16,000 client TEUs	**35%** of inbound goods	**3** transport and storage facilities	Backhaul freight movements

PRIMARY CONNECT+ — **Commercialised** supply chain platform

1. Twenty-foot equivalent unit

Australia and NZ's largest retail supply chain

Our ambition

Home safe, Team first and always improving to **accelerate value for partners**

Our Focus	Now	Next
Evolving our network and capability	Investment in infrastructure	Delivering value and modular automation
Delivering value for customers	Maximising productivity and resilience	AI-driven decisions to optimise cost and availability
Accelerating our supply chain advantage	Growing PC+ in current network	Elevate partners and Group outcomes



Investment has modernised our supply chain

2016

- Increased **network capacity**
- **Automated grocery** volume
- **Temp controlled network** upgrade
- **Co-located** meat plants
- **Modernised ripening**
- Enabled **store efficiency**

2026

- **Automation** retrofit







Range | Resilience | Availability

Maximising efficiency

Supply chain cost per carton

<1% cost increase F26

PRIMARY CONNECT

F26 focus: scaling and optimising Moorebank

Delivering lower cost with greater accuracy



Moorebank Regional & National DC

F27 focus: Sydney Chilled & Fresh DC

Transition phases

Phase 1 (Q3 F27)
Partial occupancy
Chilled DC

Phase 2 (Q4 F27)
Full occupancy
Fruit & Veg DC

Phase 3 (H2 F28)
Automation enablement

Key benefits

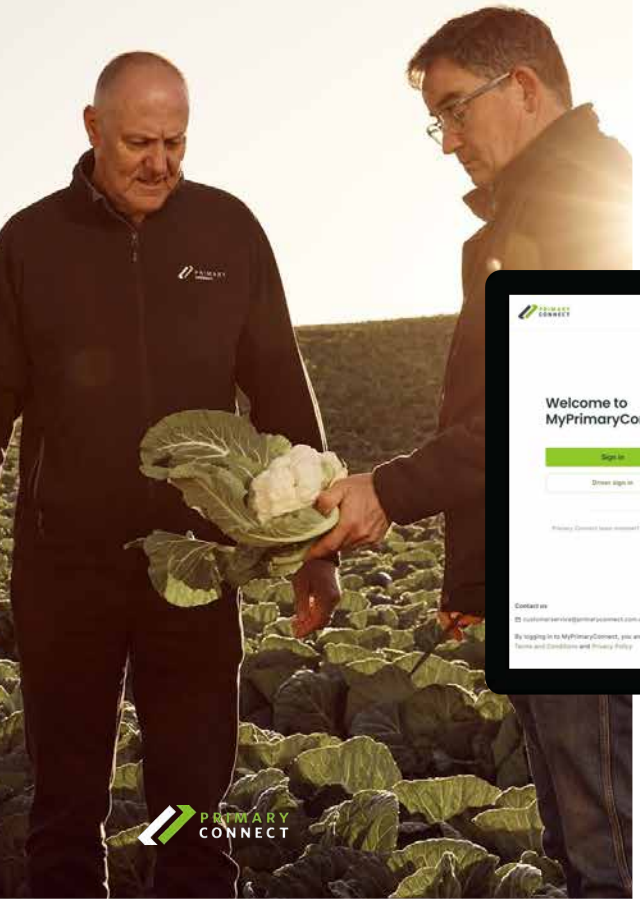
- Multi-fruit ripening
- Capacity for future growth
- Better store service
- Lower operating costs
- Network resilience
- Sustainability – 5 Green Star

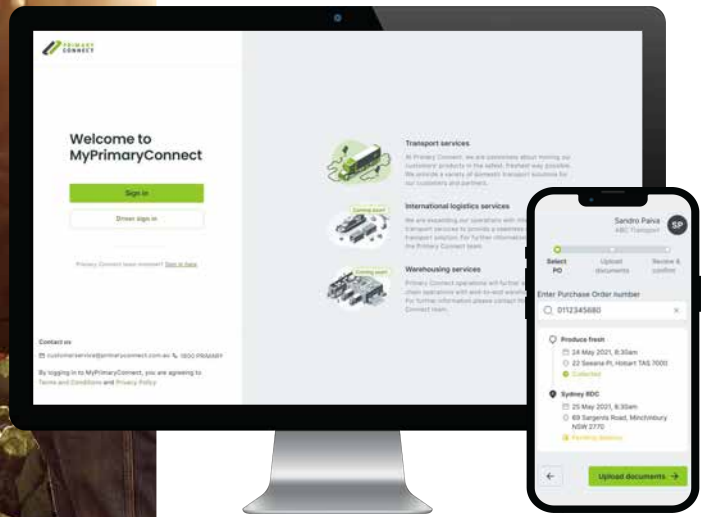


PRIMARY CONNECT

Connecting every step of the journey

Working with partners to get more done with greater efficiency and better visibility





- Deploying AI through operations and support, rapid trial and scale
- Optimising forecast and flow through replenishment
- PC+ digital platform enabling visibility and connection
- Underpinned by modern warehouse and transport systems

PC+ is unlocking structural supply chain advantage for the Group

The PC+ model

Seamless logistics solutions for supply partners and clients

- Multi-modal carrier network
- MyPC digital platform
- Asset light



The Group advantage

Self-reinforcing flywheel & structural moat

- Lower cost & COGS
- Greater freshness
- Better availability

Financial benefit

PRIMARY CONNECT+ Woolworths Group

PC+ REVENUE
$0.9b
in F26

Market capacity to **double revenue**

Double-digit
EBIT growth
F24 - 26 CAGR

Optimising to enable the **lowest cost for customers**

Primary Connect summary

Transformation has unlocked range, resilience and availability, while delivering cost efficiencies

Focus on continued network productivity, combined with deployment of AI and technology to enhance customer outcomes of availability, freshness and value

Growing PC+ to unlock greater end-to-end supply chain advantage for the Group, maximising asset value, and delivering incremental EBIT



Q&A

Amanda Bardwell

Chief Executive Officer & Managing Director, Australian Food

Stephen Harrison

Chief Financial Officer & Chief Value Officer

Dan Hake

Managing Director, BIG W

Hannah Ross

Managing Director, Everyday Rewards & Services

Mike Tyquin

Managing Director, Cartology

Alan Beacham

Chief Supply Chain Officer & Managing Director, Primary Connect

Woolworths Group

We are confident in our plan to deliver for our shareholders, customers and team members


Tastes like
Christmas*

Thank you

Woolworths Group