

Five Year Summary

PROFIT OR LOSS

SALES ¹	H20 27 WEEKS \$M	H19 27 WEEKS \$M	H18 27 WEEKS \$M	H17 27 WEEKS \$M	H16 27 WEEKS \$M
Continuing operations					
Australian Food ²	21,200	19,928	19,436	18,525	18,039
New Zealand Food	3,367	3,143	3,060	3,067	2,847
Endeavour Drinks ²	4,775	4,560	4,513	4,301	4,151
BIG W	2,149	2,091	2,037	2,015	2,143
Hotels	919	865	861	829	802
Other ^{2,4}	-	-	-	79	84
Total continuing operations	32,410	30,587	29,907	28,816	28,066
Discontinued operations					
Home Improvement ³	-	-	-	903	1,149
Petrol ³	-	2,579	2,458	2,339	2,500
Total discontinued operations³	-	2,579	2,458	3,242	3,649
Total Group	32,410	33,166	32,365	32,058	31,715

EARNINGS/(LOSS) BEFORE INTEREST AND TAX (EBIT/(LBIT)) ¹	H20 27 WEEKS \$M	H19 27 WEEKS \$M	H18 27 WEEKS \$M	H17 27 WEEKS \$M	H16 27 WEEKS \$M
Continuing operations before significant items⁵					
Australian Food ²	1,177	933	901	812	943
New Zealand Food	175	137	139	155	151
Endeavour Drinks ²	338	294	309	302	293
BIG W ²	50	(8)	(10)	(27)	73
Hotels	224	161	163	139	135
Total trading operations	1,964	1,517	1,502	1,381	1,595
Other ^{2,4}	(71)	(98)	(72)	(80)	(72)
Total continuing operations before significant items⁵	1,893	1,419	1,430	1,301	1,523
Discontinued operations before significant items^{3,5}					
Home Improvement ³	-	-	27	(118)	(125)
Petrol ³	-	84	95	74	59
Total discontinued operations before significant items^{3,5}	-	84	122	(44)	(66)
Total Group before significant items⁵	1,893	1,503	1,552	1,257	1,457
Significant items ⁵	(131)	-	-	-	(3,250)
Total Group	1,762	1,503	1,552	1,257	(1,793)

EBIT/(LBIT) TO SALES ¹	H20 27 WEEKS %	H19 27 WEEKS %	H18 27 WEEKS %	H17 27 WEEKS %	H16 27 WEEKS %
Continuing operations before significant items⁵					
Australian Food ²	5.6	4.7	4.6	4.4	5.2
New Zealand Food	5.2	4.4	4.5	5.1	5.3
Endeavour Drinks ²	7.1	6.4	6.9	7.0	7.1
BIG W ²	2.3	(0.4)	(0.5)	(1.4)	3.4
Hotels	24.4	18.6	18.9	16.8	16.8
Total continuing operations before significant items⁵	5.8	4.6	4.8	4.5	5.4
Discontinued operations before significant items^{3,5}					
Discontinued operations before significant items ^{3,5}	-	3.2	5.0	(1.4)	(1.8)
Total Group before significant items⁵	5.8	4.5	4.8	3.9	4.6
Total Group	5.4	4.5	4.8	3.9	(5.7)

Five Year Summary

PROFIT OR LOSS (continued)

PROFIT OR LOSS DETAIL ¹		H20 27 WEEKS	H19 27 WEEKS	H18 27 WEEKS	H17 27 WEEKS	H16 27 WEEKS
Continuing operations before significant items ⁵						
Sales ¹	\$m	32,410	30,587	29,907	28,816	28,066
Cost of sales ¹	\$m	(22,825)	(21,682)	(21,186)	(20,500)	(19,997)
Gross profit	\$m	9,585	8,905	8,721	8,316	8,069
<i>Gross profit margin ¹</i>	%	29.6	29.1	29.2	28.9	28.8
Cost of doing business (CODB)	\$m	(7,692)	(7,486)	(7,291)	(7,015)	(6,546)
<i>CODB margin ¹</i>	%	23.7	24.5	24.4	24.3	23.3
Selling, general and administration expenses (excluding rent, depreciation and amortisation)	\$m	(6,089)	(5,796)	(5,660)	(5,443)	(5,039)
Earnings before interest, tax, depreciation, amortisation and rent (EBITDAR)	\$m	3,496	3,109	3,061	2,873	3,030
<i>EBITDAR margin ¹</i>	%	10.8	10.2	10.2	10.0	10.8
Rent expense (including fitout rent) ⁶	\$m	(355)	(1,079)	(1,068)	(1,047)	(1,013)
Earnings before interest, tax, depreciation and amortisation (EBITDA)	\$m	3,141	2,030	1,993	1,826	2,017
<i>EBITDA margin ¹</i>	%	9.7	6.6	6.7	6.3	7.2
Depreciation and amortisation expense	\$m	(1,248)	(611)	(563)	(525)	(494)
EBIT	\$m	1,893	1,419	1,430	1,301	1,523
<i>EBIT margin ¹</i>	%	5.8	4.6	4.8	4.5	5.4
Finance costs	\$m	(440)	(71)	(82)	(99)	(113)
Woolworths Notes interest	\$m	-	-	-	(14)	(20)
Profit before tax and significant items ⁵	\$m	1,453	1,348	1,348	1,188	1,390
Income tax expense	\$m	(429)	(404)	(404)	(368)	(417)
Profit after tax before significant items ⁵	\$m	1,024	944	944	820	973
Discontinued operations before significant items ^{3,5}						
Profit/(loss) after tax before significant items ^{3,5}	\$m	-	59	67	(82)	(47)
Group net profit after tax before significant items ⁵	\$m	1,024	1,003	1,011	738	926
Significant items after tax ⁵	\$m	(92)	-	-	-	(3,014)
Group net profit/(loss) after tax	\$m	932	1,003	1,011	738	(2,088)
Non-controlling interests	\$m	(45)	(42)	(42)	(34)	1,115
Profit/(loss) attributable to equity holders of the parent entity after tax	\$m	887	961	969	704	(973)

Five Year Summary

BALANCE SHEET

BALANCE SHEET ¹	H20 27 WEEKS \$M	H19 27 WEEKS \$M	H18 27 WEEKS \$M	H17 27 WEEKS \$M	H16 27 WEEKS \$M
Inventory	4,621	4,752	4,558	4,536	4,923
Trade payables	(5,599)	(6,074)	(5,784)	(5,854)	(5,385)
Net investment in inventory	(978)	(1,322)	(1,226)	(1,318)	(462)
Receivables	1,015	928	910	871	1,071
Other creditors and provisions	(4,134)	(4,546)	(4,468)	(5,049)	(4,586)
Fixed assets, investments and loans provided to related parties	9,795	9,477	8,777	7,999	8,842
Net assets held for sale	198	636	720	1,294	360
Intangible assets	6,540	6,522	6,426	6,564	6,254
Lease assets	11,993	-	-	-	-
Total funds employed ⁷	24,429	11,695	11,139	10,361	11,479
Net tax balances	901	185	191	489	1,094
Net assets employed	25,330	11,880	11,330	10,850	12,573
Cash and borrowings ⁸	(1,984)	(1,253)	(1,109)	(1,840)	(3,522)
Other financial assets and liabilities ⁹	441	435	139	352	358
Net debt (excluding lease liabilities)	(1,543)	(818)	(970)	(1,488)	(3,164)
Lease liabilities	(14,383)	-	-	-	-
Net debt	(15,926)	(818)	(970)	(1,488)	(3,164)
Net assets	9,404	11,062	10,360	9,362	9,409
Non-controlling interests	331	381	369	340	321
Shareholders' equity	9,073	10,681	9,991	9,022	9,088
Total equity	9,404	11,062	10,360	9,362	9,409

Five Year Summary

CASH FLOW

	H20 27 WEEKS \$M	H19 27 WEEKS \$M	H18 27 WEEKS \$M	H17 27 WEEKS \$M	H16 27 WEEKS \$M
Continuing and discontinued operations^{1,3}					
EBITDA	3,010	2,114	2,115	1,801	(1,230)
Movement in net investment in inventory	45	576	233	912	(273)
Other operating cash flows and other non-cash ¹⁰	(104)	(203)	58	45	3,526
Net interest paid - leases	(414)	-	-	-	-
Net interest paid - non-leases	(91)	(86)	(95)	(133)	(151)
Income tax paid	(385)	(386)	(336)	(429)	(619)
Net cash provided by operating activities	2,061	2,015	1,975	2,196	1,253
Payments for property, plant, equipment and intangible assets	(888)	(1,002)	(876)	(755)	(855)
Proceeds from the sale of property, plant & equipment, assets held for sale, subsidiaries and investments	176	115	307	369	273
Other investing cash flows	(49)	(24)	(36)	-	(17)
Net cash used in investing activities	(761)	(911)	(605)	(386)	(599)
New shares issued	-	-	-	56	-
Issue of subsidiary shares to non-controlling interests	-	-	-	-	120
Movement in gross debt	(78)	(49)	(165)	(1,113)	(282)
Dividends paid	(623)	(674)	(390)	(266)	(802)
Dividends paid to non-controlling interests	(25)	(29)	(26)	(5)	(17)
Payment of lease liabilities	(602)	-	-	-	-
Transactions with non-controlling interests	-	-	-	-	(12)
Payments for shares held in trust	(1)	-	-	-	-
Net cash used in financing activities	(1,329)	(752)	(581)	(1,328)	(993)
Net increase/(decrease) in cash and cash equivalents	(29)	352	789	482	(339)

Five Year Summary

SHAREHOLDER VALUE

	H20 27 WEEKS %	H19 27 WEEKS %	H18 27 WEEKS %	H17 27 WEEKS %	H16 27 WEEKS %
RETURN ON FUNDS EMPLOYED (ROFE) ^{1,11}					
Group	17.4	24.6	28.1	12.9	(3.3)
Continuing operations	12.7	24.0	24.0	-	-
Group before significant items ⁵	14.5	24.6	28.1	20.1	22.6
Continuing operations before significant items ⁵	14.6	24.0	24.0	20.8	-

	H20 27 WEEKS %	H19 27 WEEKS %	H18 27 WEEKS %	H17 27 WEEKS %	H16 27 WEEKS %
DU PONT ANALYSIS ¹					
Continuing and discontinued operations before significant items ^{3,5}					
EBIT to sales ¹	5.8	4.5	4.8	3.9	4.6
Service burden ¹²	76.7	95.3	94.5	90.1	90.8
Tax burden ¹³	67.4	67.2	66.1	64.0	70.0
Asset turn ^{1,14}	1.1	1.4	1.4	1.3	1.3
Financial leverage ¹⁵	3.1	2.3	2.4	2.7	2.7
Return on equity ¹⁶	10.2	9.1	9.9	7.9	10.2

		H20 27 WEEKS	H19 27 WEEKS	H18 27 WEEKS	H17 27 WEEKS	H16 27 WEEKS
EARNINGS PER SHARE (EPS) ¹						
Closing share price	\$	36.31	29.55	27.30	24.10	24.50
Market capitalisation	\$b	45.7	38.8	35.5	31.0	31.1
Weighted average shares on issue	m	1,256.6	1,310.0	1,294.3	1,282.1	1,261.8
Group Basic EPS	cents per share	70.6	73.4	74.9	56.6	(77.1)
Group Basic EPS before significant items ⁵	cents per share	77.9	73.4	74.9	56.6	73.4
Continuing operations Basic EPS before significant items ⁵	cents per share	77.9	68.9	69.7	61.3	74.8
Interim dividend	\$m	580	593	561	438	559
Interim dividend	cents per share	46	45	43	34	44
Ordinary dividend payout ratio before significant items ^{5,17}	%	59.3	61.7	57.9	62.2	60.4
Ordinary dividend payout ratio ¹⁷	%	65.4	61.7	57.9	62.2	(57.5)
Price to earnings ratio	times	51.4	40.3	36.5	42.6	(31.8)

Five Year Summary

GROWTH RATES AND FINANCIAL STRENGTH

	H20 27 WEEKS %	H19 27 WEEKS %	H18 27 WEEKS %	H17 27 WEEKS %	H16 27 WEEKS %
GROWTH RATES¹					
Continuing operations before significant items⁵					
Sales ¹	6.0	2.3	3.8	2.7	(10.2)
Sales - excluding Petrol ^{1,3}	-	-	-	(6.8)	3.8
Sales per equivalent week ¹	6.0	2.3	3.8	2.7	(10.2)
EBITDA	54.8	1.8	9.1	(9.5)	(26.1)
EBIT	33.5	(0.8)	9.9	(14.5)	(31.8)
Profit before tax	7.7	-	13.4	(14.6)	(33.5)
Basic EPS	13.1	(1.1)	13.7	(18.1)	(34.5)

		H20 27 WEEKS	H19 27 WEEKS	H18 27 WEEKS	H17 27 WEEKS	H16 27 WEEKS
FINANCIAL STRENGTH¹						
Continuing and discontinued operations before significant items^{3,5}						
Service cover ratio ¹⁸	times	4.3	21.3	18.3	10.1	10.9
Fixed charges cover ¹⁹	times	7.9	2.7	2.7	2.4	2.5
Sales to inventory ^{1,20}	times	7.3	7.2	7.2	6.9	6.5
Capital expenditure to EBITDA ²¹	%	28.3	47.4	41.4	42.3	42.4
Operating cash flow per share ²²	\$	1.6	1.5	1.5	1.7	1.0
Serviced gearing ²³	%	14.1	6.7	8.4	13.6	24.9
Current assets to current liabilities	%	57.3	78.6	83.8	80.3	77.7

Five Year Summary

NOTES TO FIVE YEAR SUMMARY

- 1 Where applicable, comparative amounts have been re-presented to conform with current period. This includes but is not limited to:
 - 2019 has been restated for the impact of salaried store team member remediation.
 - In 2020 management of the Summergate business transferred from Endeavour Drinks to Australian Food and accordingly 2019 balances have been restated.
 - In 2019 other operating revenue has been included in total sales to better align reporting with how the business is managed. There is no impact on profit and loss.
 - In 2018 the Group entered into significant new agency arrangements. The Group re-presented the respective comparative period sales for certain legal form agency arrangements, that have historically been presented on a gross basis, as net.
- 2 From 2016 onwards, Endeavour Drinks was identified as a separate reportable segment (previously included within Australian Food, Liquor and Petrol) and EziBuy was reported within 'Other'.
- 3 Discontinued operations consist of the following:
 - The Petrol business was reported as a discontinued operation from 2017. For comparative purposes, with the exception of the balance sheet, 2016 has been restated to report Petrol as a discontinued operation;
 - The Home Improvement business was reported as a discontinued operation from 2016.
- 4 'Other' consists of the Group's operating segments that are not separately reportable, including EziBuy which was disposed of on 25 June 2017, as well as support functions including property and support office.
- 5 Significant items represent:
 - In 2020, Endeavour Group transformation costs of \$51 million before tax (\$36 million after tax) and the salaried store team member remediation costs of \$80 million before tax (\$56 million after tax);
 - In 2016, costs of \$951 million before tax from continuing operations (\$760 million after tax, \$749 million attributable to equity holders of the parent entity and \$11 million attributable to non-controlling interests) relating to the operating model and strategic changes, store network optimisation and property rationalisation, and Big W impairment;
 - In 2016, costs of \$3,063 million before tax from discontinued operations (\$2,993 million after tax, \$1,878 million attributable to equity holders of the parent entity and \$1,115 million attributable to non-controlling interests) relating to impairment of Home Improvement assets and related store exit costs;
- 6 In 2020, the rent expense has reduced due to the adoption of AASB 16, where fixed rent now forms part of interest and depreciation. The rent expense also includes all rental outgoings (not previously included in prior years).
- 7 Total funds employed is net assets excluding net tax balances, cash and borrowings, lease liabilities and other financial assets and liabilities.
- 8 Cash and borrowings is gross debt less cash on hand, cash at bank and cash on short term deposit.
- 9 Other financial assets and liabilities primarily represent put options held by non-controlling interests, Hotels gaming entitlement liability, Hills license and derivative assets and liabilities.
- 10 'Other operating cash flows and other non-cash' includes the following:
 - In 2016, includes \$3,790 million of significant items recognised in relation to the impairment of Home Improvement assets and related store exit costs.
- 11 Return on funds employed (ROFE) is calculated as EBIT for the previous 12 months as a percentage of average (opening, mid and closing) funds employed. ROFE before significant items is calculated as EBIT before significant items for the previous 12 months as a percentage of average funds employed. Due to a change in the Group's income tax accounting policy in 2017, the Group is required to 'gross up' the balance sheet for goodwill and deferred tax liabilities in relation to historic purchases of indefinite useful life intangibles (\$612m). This change has been excluded from the ROFE calculation.
- 12 Service burden is net profit before income tax (before significant items) expressed as a percentage of EBIT (before significant items).
- 13 Tax burden is profit after income tax (before significant items) attributable to shareholders expressed as a percentage of profit before income tax (before significant items).
- 14 Asset turn is total sales divided by average (opening and closing) total assets for the period.
- 15 Financial leverage is average (opening and closing) total assets divided by average (opening and closing) shareholders' equity for the period.
- 16 Return on equity is profit after income tax (before significant items) attributable to shareholders, divided by average (opening and closing) shareholders' equity for the period.
- 17 Excludes special dividend relating to 2018 of 10 cents per share, which equates to \$131 million.
- 18 Service cover ratio is EBIT (before significant items) divided by net finance costs.
- 19 Fixed charges cover is EBITDAR (before significant items) divided by rent and net finance costs. Rent and net finance costs include capitalised interest, but exclude foreign exchange gains/losses and dividend income.
- 20 Sales to inventory is total sales divided by average (opening and closing) inventory including discontinued operations.
- 21 Capital expenditure to EBITDA is payments for property, plant and equipment and intangible assets divided by Group EBITDA (before significant items).
- 22 Operating cash flow per share is the net cash provided by operating activities divided by weighted average shares on issue.
- 23 Serviced gearing is cash and borrowings together with the derivative assets and liabilities, divided by cash and borrowings, derivative assets and liabilities, plus total equity.

Ratios are calculated on unrounded figures.