## Company Results

Full Year ended 25 June 2006


## Roger Corbett

Chief Executive Officer
Tom Pockett
Finance Director

Michael Luscombe
Chief Operating Officer

21 August 2006


## OVERVIEW FINANCIAL YEAR 2006

- Overall an excellent result with sales up $20.4 \%$ to $\$ 37.7$ b and net profit after tax up $24.3 \%$ to $\$ 1,014.6 \mathrm{~m}$ which is at the top end of our earnings guidance. A landmark result with NPAT exceeding $\$ 1$ billion for the first time.
- It reflects solid underlying operating performance, strong cost control and maintenance of our focus on the customer.
- This was achieved despite undertaking significant business changes and incurring one-off costs in our core supermarkets business associated with the transition to our new supply chain.
- Our Supermarkets supply chain initiatives are nearing completion phase and are on track. The ALH Group integration is complete.
- Our recent acquisitions have contributed to the result. They are all performing well and in some cases better than expected.
- The result is the outcome of consistent delivery against our clearly defined strategies.
- We have solid foundations for continued growth.


## SALES

## 2006 SALES UP 20.4\%



SINCE 1998 SALES HAVE GROWN IN EXCESS OF 11\% CAGR
(1) Includes extra week.

## EBIT

## 2006 EBIT FROM CONTINUING OPERATIONS WAS UP 32.3\% WITH EBIT GROWING FASTER THAN SALES



## SEVEN YEARS OF DOUBLE DIGIT EBIT GROWTH

## EBIT MARGIN

EBIT MARGIN EXCLUDING HOTELS FOR 2006 IS 4.26\%, AN INCREASE OF 22BPS UNDERPINNED BY SUPERMARKETS


## EBIT MARGIN HAS INCREASED AN AVERAGE OF 19BPS PER PERIOD OVER THE LAST 8 YEARS

## PROFIT AFTER TAX

PROFIT AFTER TAX UP 24\% - TOP END OF EARNINGS GUIDANCE


NPAT COMPOUND GROWTH RATE SINCE 1999 EXCEEDS 17\% PA

## EARNINGS PER SHARE ${ }^{(1)}$



## CODB / SALES

(EXCLUDING WHOLESALE)


## GROSS PROFIT MARGIN

(EXCLUDING WHOLESALE)


## DAYS STOCK ON HAND


14.9 DAY REDUCTION SINCE 1999 HAS RESULTED IN A \$1.16B CASHFLOW BENEFIT

## SALES SUMMARY

| \$ Millions | FY05 | FY06 | Increase |
| :---: | :---: | :---: | :---: |
|  | (1) | (3) |  |
| Supermarkets and Liquor | 23,570 | 25,458 | 8.0\% |
| New Zealand Supermarkets | - | 2,605 | - |
| Petrol | 3,308 | 4,390 | 32.7\% |
| Total Supermarkets | 26,878 | 32,453 | 20.7\% |
| BIG W | 2,909 | 3,119 | 7.2\% |
| Consumer Electronics | 1,007 | 1,167 | 15.9\% |
| Total General Merchandise | 3,916 | 4,286 | 9.4\% |
| Hotels | $416^{(2)}$ | $850{ }^{(4)}$ | 104.3\% |
| Continuing operations | 31,210 | 37,589 | 20.4\% |
| Wholesale | 142 | 145 | 2.1\% |
| Group Sales | 31,352 | 37,734 | 20.4\% |

(1) Includes ALH retail liquor sales from 1 November 2004 and MGW retail liquor sales from 3 January 2005.
(2) Includes ALH Hotel sales from 1 November 2004 and MGW Hotel sales from 3 January 2005.
(3) Includes Progressive New Zealand and 20 Australian ex-FAL store sales from 2 November 2005, BMG retail liquor sales from 1 July 2005 and Taverner retail liquor sales from 6 February 2006.
(4) Includes BMG Hotel sales from 1 July 2005 and Taverner Hotel sales from 6 February 2006.

## TOTAL SUPERMARKETS

## (INCLUDING LIQUOR, PETROL AND NEW ZEALAND)

## EXCELLENT RESULT IN A YEAR OF SIGNIFICANT CHANGE

|  | FY05 <br> (AGAAP) | FY05 <br> (AIFRS) | $\begin{aligned} & \text { FY06 } \\ & \text { (AIFRS) } \end{aligned}$ | Change <br> (AIFRS) |
| :---: | :---: | :---: | :---: | :---: |
| Sales (\$m) | 26,878.0 | 26,878.0 | 32,453.4 | +20.8\% |
| Gross margin (\%) | 23.30 | 23.30 | 22.93 | -37.0\%pts |
| Cost of Doing Business (\%) | 19.15 | 19.11 | 18.47 | -0.64\%pts |
| EBIT to sales (\%) | 4.14 | 4.19 | 4.46 | +0.27pts |
| EBIT to sales (excluding Petrol) (\%) | 4.57 | 4.63 | 4.97 | +34\%pts |
| EBIT (\$ million) | 1,113.5 | 1,127.7 | 1,448.0 | +28.0\% |
| Funds Employed (\$ million) | 1,782.9 | 1,901.4 | 4,185.0 | 120.1\% |

[^0]
## AUSTRALIAN SUPERMARKETS

## (INCLUDING LIQUOR AND PETROL)

- Australian Supermarket sales grew 11.0\%.
- Food and Liquor comparable store sales grew 3.7\% during the year (FY05: 3.1\%).
- The level of inflation over the year just over $2 \%$.
- Costs reduced by $0.59 \%$ pts, with significant costs approximately $\$ 80 \mathrm{~m}$ being incurred in relation to transition to our new supply chain.
- Gross margin declined 30bps. Gross margins reflect continued shelf price competitiveness, improved buying and shrinkage and benefits of moving to less direct store delivery.
- Inventory down last year by 0.5 day ${ }^{(1)}$ which is a very good outcome given the supply chain transition and the move of inventory from DSD.
- EBIT grew faster than sales at $18.7 \%$.
- 41 new Supermarkets opened during the year (including the addition of 20 ex-FAL stores) with trading area for the division growing by $6.1 \%$.
- Funds employed was up 13.6\% reflecting our acquisition of 20 ex-FAL stores, BMG retail, Taverner retail and planned capital expenditure for supermarkets, liquor and petrol on new stores, refurbishments and new point of sale rollout.
- Despite a year of significant change we remained focused on our customers with our total offer of range, freshness, quality, competitive pricing, convenience and in-store service.

[^1]
## LIQUOR

## ALL OUR EXISTING LIQUOR OPERATIONS (DAN MURPHY'S, BWS AND ATTACHED LIQUOR) RECORDED STRONG GROWTH IN SALES AND EARNINGS IN A COMPETITIVE MARKET

- Comparable store sales in all our liquor businesses were strong.
- Dan Murphy's continued to expand with 15 stores opened during the year bringing the total number of Dan Murphy stores to 52. In addition to this, we opened a further 51 new free standing liquor stores (net). Opportunities to expand Dan Murphy's operations has been significantly enhanced with the ALH acquisition.
- Dan Murphy's provides customers with excellent value for money, extensive product ranging and personalised advice and expertise.
- Woolworths continues to bring greater price competition to the Australian liquor market with customers continuing to benefit from lower prices.
- Group Liquor sales for the year (including ALH/MGW) were $\$ 3.5$ billion, achieving our target of $\$ 3.5$ billion annual liquor sales earlier than planned (this includes Hotel bar sales).
- Woolworths had 1,015 liquor outlets at the end of the financial year.


## PETROL

## OUR PETROL DIVISION, STRENGTHENED BY OUR ALLIANCE WITH CALTEX, CONTINUES TO BE A GOOD SUPPLEMENTAL OFFER WITH PETROL SITES CONVENIENTLY LOCATED NEAR OUR SUPERMARKETS

- Petrol sales of \$4.4b, up 32.7\% on last year.
- EBIT increased $46.7 \%$ to $\$ 53.1$ million on last year mainly due to higher volumes and lower costs.
- EBIT margin was 1.2\%.
- 21 new canopies were opened during the year.
- We now have 491 canopies including 131 co-branded Woolworths/Caltex alliance sites.
- Currently selling approximately 80 million litres per week (including Caltex alliance sites).


## NEW ZEALAND SUPERMARKETS

A SOLID RESULT WITH SYNERGIES TO FLOW IN FUTURE YEARS

|  | FY06 ${ }^{(1)}$ | FY06 |
| :--- | ---: | ---: |
|  | AIFRS | AIFRS |
| Sales | \$AUD | \$NZD |
| Gross Margin (\%) | $2,604.9$ | $2,929.6$ |
| Cost of doing business (\%) | 22.01 | 22.01 |
| EBIT to sales (\%) | 17.83 | 17.83 |
| Trading EBIT (\$ million) | 4.18 | 4.18 |
| Less intercompany charges (\$ million) | 117.4 | 132.0 |
| Reported EBIT (\$ million) | $(8.5)$ | $(9.5)$ |
| Funds employed (\$ million) | 108.9 | 122.5 |
| (1) Represents Progressive results from 2 November 2005 | $2,115.2$ | $2,532.1$ |

## NEW ZEALAND SUPERMARKETS

## A SOLID RESULT WITH SYNERGIES TO FLOW IN FUTURE YEARS

- Comparable store sales increased 3.5\% in Q3 and 3.8\% in Q4.
- Food inflation was between 1.5\% and 2.0\%.
- 2 new supermarkets opened.
- Trading EBIT was NZ\$132m for the eight months since acquisition.
- Significant opportunities to enhance business.
- Improved buying efficiencies.
- Streamlining support functions.
- Applying our supply chain, inventory management and logistics technology.
- Improve working capital.
- Improved store ranging, merchandising and in-store execution.
- New formats e.g. liquor.
- Good progress on each initiative with positive outcomes starting next year.
- We are confident in our ability, working with our New Zealand colleagues, to strengthen and grow this business.


## BIG W

|  | FY05 | FY05 |
| :--- | ---: | ---: | ---: | ---: |
| (AGAAP) | FY06 |  |
| (AIFRS) |  |  | | Change |
| :--- |
| (AIFRS) | | (AIFRS) |
| :--- |

## BIG W

## BIG W'S STRATEGY CONTINUES TO BE UNDERPINNED BY BIG W'S EVERYDAY LOW PRICE (EDLP) OFFERING

- Sales for the year of \$3.1b, an increase of $7.2 \%$ in a highly competitive market with a tightening in discretionary spending.
- Comparable store sales growth was $1.4 \%$ for the year.
- BIG W's performance parallels to a large degree the performance of the national economy (strong in WA, poor on the Eastern Seaboard).
- Discretionary spending is being affected by higher petrol prices and interest rates and it is expected to remain constrained.
- Rebuilding buying and support functions is well advanced. Soft goods is largely complete. Work continues in the hard goods areas. Good results are being achieved in areas completed.
- Gross margins improved 16 basis points mainly due to the change in sales mix, in particular strong apparel sales. However, we have maintained a substantial price advantage in the market.
- Cost of doing business increased by 28 basis points (FY05: decreased 25 basis points) owing to the inability to fractionalise certain costs.
- EBIT for the year was $\$ 123.1 \mathrm{~m}$.
- 9 new stores were opened during the year with 6 of these in the fourth quarter, bringing total number of stores to 129.
- Inventory was well managed with inventory days declining 2.9 days.
- Funds employed increased during the year due to 9 new stores being opened increasing fixed assets and inventory holdings together with reduced creditors.


## CONSUMER ELECTRONICS

|  | FY05 <br> (AGAAP) | FY05 <br> (AIFRS) | FY06 <br> (AIFRS) | Change <br> (AIFRS) |
| :--- | ---: | ---: | ---: | ---: |
| Sales (\$ million) | $1,007.5$ | $1,007.5$ | $1,167.1$ | $+15.9 \%$ |
| Gross margin (\%) | 30.38 | 30.38 | 29.39 | $-99 \%$ pts |
| Cost of Doing Business (\%) | 25.24 | 24.97 | 23.91 | $-106 \%$ pts |
| EBIT to sales (\%) | 5.14 | 5.41 | 5.48 | $+7 \%$ pts |
| EBIT | 51.8 | 54.5 | 64.0 | $+17.4 \%$ |
| Funds Employed (\$ million) | 236.1 | 236.7 | 296.8 | $+25.4 \%$ |
| Average ROFE (\%) | 22.7 | 24.0 | 24.0 | $0 \% p t s$ |

## CONSUMER ELECTRONICS

## AN ALL-ROUND EXCELLENT RESULT ATTRACTIVE PRODUCT RANGES AT COMPETITIVE PRICES

- Business progressing extremely well which is reflected by a $15.9 \%$ sales increase and a $17.4 \%$ increase in EBIT.
- Double digit comparable (like for like) sales growth for the year of $10.6 \%{ }^{(1)}$.
- Strong growth achieved in plasma and LCD televisions, in-car navigational devices and the MP3/iPod categories.
- CODB reduced by 106 basis points to $23.91 \%$, along with a planned reduction in gross margins which fell 99 basis points reflecting significant price reinvestment.
- Inventory control strong with days stock on hand down 0.8 days.
- Return on funds employed remained flat at 24.0\% mainly reflecting capital expenditure and inventory associated with opening 24 new stores.
(1) After adjusting for movements in the New Zealand dollar.


## HOTELS

## A NEW GROWTH BUSINESS

|  | $2005{ }^{(1)}$ <br> (AIFRS) | 2006 <br> (AIFRS) | Change <br> (AIFRS) |
| :--- | :---: | :---: | :---: |
| Sales (\$ million) | 416 | 850 | $+104.3 \%$ |
| Gross margin (\%) | 82.69 | 82.56 | $-13 \% p \mathrm{~s}$. |
| Cost of Doing Business (\%) | 69.99 | 64.78 | $-521 \% \mathrm{pts}$ |
| EBIT to sales (\%) | 12.70 | 17.78 | $+508 \% \mathrm{pts}$ |
| EBIT (\$ million) | 52.8 | 151.1 | $186.2 \%$ |

## HOTELS

## A NEW GROWTH BUSINESS

- Hotel sales were $\$ 850 \mathrm{~m}$ reflecting good growth in our existing business plus the inclusion of BMG and Taverner.
- Comparable sales were $3.4 \%$ underpinned by comparable gaming growth of $3.1 \%$.
- Buying margins have shown signs of improvement and will continue to improve as a result of moving to Woolworths buying terms.
- Significant improvements in CODB attributable to a number of initiatives implemented post acquisition, namely:
- Reduction of corporate offices;
- Implementation of operating efficiencies at venues.
- All four businesses are now fully integrated, which has been a major achievement.
- At the end of the year we had a premium portfolio of 250 Hotels, including 8 clubs.
- EBIT margin is slightly lower than the half year due to the inclusion of Taverner, which had lower initial margins. Future improvements in Taverner margins are expected.
- Our experience with smoking bans to date will assist us with full smoking bans in Queensland from July 2006.


## DIVIDENDS PER SHARE



DIVIDEND PAY-OUT RATIO OF 68.2\% MARGINALLY UP ON PREVIOUS YEARS

## BALANCE SHEET



## CASH FLOW



## CAPITAL MANAGEMENT

- Woolworths currently sets its capital structure with the objectives of minimising its weighted average cost of capital whilst retaining a flexibility to pursue growth and capital management opportunities.
- During a period of significant acquisition activity Woolworths made the decision to strengthen its Balance Sheet. In doing so Woolworths has successfully targeted and maintained its credit ratings of A- from Standard and Poors and A3 from Moody's Investor Services.
- To date Woolworths' capital management strategy has enhanced EPS growth whilst allowing Woolworths to take advantage of growth opportunities, such as the ALH, FAL and Taverner acquisitions.
- Consistent with these objectives and target credit ratings, Woolworths undertakes as appropriate capital return strategies such as dividends and share buybacks.
- A stronger Balance Sheet provides future flexibility. Woolworths will re-examine opportunities for future capital management once the Progressive NZ integration is more progressed, probably late 2007 or 2008.
- Franking Credits available for distribution as at 25 June 2006 amounted to $\$ 614$ million (prior to final dividend).


## CAPITAL MANAGEMENT

- This years final dividend will be the last dividend covered under the DRP underwriting agreement.
- During the year Woolworths also issued 81.6 million shares in respect of the acquisition of the Foodland New Zealand businesses and 20 ex-FAL Australian stores and 2 development sites, in addition to shares issued under option plans.
- The sale and leaseback of 11 distribution centres for $\$ 846$ million was signed on 14 June 2006.
- Four significant debt transactions were successfully undertaken during the year:
- Medium Term Notes of $A \$ 300$ million were issued in September 2005 into the domestic market.
- Senior Notes totalling US\$725 million (A\$991.8 million) were issued in November 2005 into the US bond market under Rule 144A (Regulation S).
- Medium term notes of $A \$ 350$ million were issued in March 2006 into the domestic market.
- A\$600 million Woolworths notes were issued on 5 June 2006 replacing the WINS.
- This resulted in Woolworths accessing and locking in on low interest rates, accessing broader sources of funding and providing improved refinancing maturities spread.


## SHAREHOLDER PAYOUTS



## RETURN ON FUNDS EMPLOYED ${ }^{(1)}$



ROFE REFLECTS IMPACT OF SIGNIFICANT ACQUISITIONS DURING THE YEAR WITH FOODLAND AND TAVERNER CONTRIBUTING PROFITS FOR ONLY PART OF THE YEAR
${ }^{(1)}$ Based on average of opening and closing funds employed.

## RETURN ON EQUITY(1)



AVERAGE ROE DOWN DUE TO THE DRP UNDERWRITING, OPTIONS BEING EXERCISED AND SHARES ISSUED RE FOODLAND ACQUISITION

## FOUR YEAR REPORT CARD

In comparison with our regularly expressed goals

FY03

## FY03 <br> Normalised

Sales will grow in the upper single digits assisted by bolt-on acquisitions

EBIT will outperform sales growth assisted by cost savings

EPS will outperform EBIT ${ }^{(2)}$ growth assisted by capital management
+7.6\%
+9.6\%
+13.6\%
+15.6\%
$+15.6 \% \quad+18.0 \%$

FY04
+6.1\%
+12.6\%
$+12.2 \%$
+20.4\%
+20.5\%
$+32.3 \%$
FY05
FY06 (AIFRS)

${ }^{(1)}$ Adjusted to reflect growth on a comparable 52 week basis.
${ }^{(2)}$ Our long term EPS objective is that EPS will outperform EBIT growth, however in circumstances where we undertake a major acquisition which results in the need to defer our normal ongoing capital management initiatives for a period of time, EPS over this time will not necessarily outperform EBIT growth.
${ }^{(3)}$ EPS growth for FY05 and FY06 was impacted by the temporary suspension of our share buy back initiatives as a result of the acquisition of ALH. We will reexamine opportunities for share buy backs once the integration of Progressive is further progressed.

## GROWTH

## Key messages

- Woolworths strategy is deeply entrenched in the Board and Management.
- The strategies that have driven our growth to date will continue. The strategies are clear and management is focused.
- The skills and commitment of our experienced retail team will drive our continued success.
- Clearly focus now is on maximising the benefits from our new technology, supply chain and achieving the synergies from our recent acquisitions.
- The majority of benefits of recent key initiatives will be gained over the next 3 years.
- We will maintain and enhance our long term cost advantages we have obtained under Project Refresh.
- Our focus remains on continually enhancing the customer offer rewarding customers with value, range, freshness, service and convenience.
- We will continue to lay further foundations for sustainable profitable growth.
- We will further leverage our core capabilities and scale which are clear drivers of growth.


## GROWTH

## Project Refresh - Lower costs a key enabler

Stage 1: underpinned cost savings to date, pre-requisite for stage 2.
Stage 2: our new logistics program provides us with a significant strategic advantage which will underpin our ability to reduce costs over the next 5 years (minimum 20 bps pa) benefiting both customers and shareholders. Further, this program assists in achieving planned synergies for recent acquisitions and will help drive future growth.

## Acquisitions - Bolt-ons have and will continue to assist in driving growth

- Recent acquisitions comprise FAL, MGW, ALH, BMG, Taverner.
- All add scale and quality to current business portfolio.
- Foodland provides new market with many opportunities.
- Hotels provide us with a new growth segment.
- All have synergies readily achievable over the next 3 years.


## Continuing opportunity to grow market share

- Market share of Food, Liquor and Grocery (FLG) remains below 30\% and still low by world standards.
- Independent grocers and speciality food stores hold just under 50\%.


## GROWTH

## Defined plans to continue space roll out

- Adding 15-25 new supermarkets each year and expanding existing stores (greater than 3\% p.a.).
- Adding 6-10 BIG W stores each year (6\% to 8\% space rollout p.a.).
- Adding up to 15 Dan Murphy's stores each year.
- Continued rollout of consumer electronics.
- Continued planned store efficiency improvements e.g. centre of store and better utilisation of space).


## Supported by

 detailed plans for the next three to five years identifying specific sites
## Minimal

 cannibalisation
## Leverage scale and store distribution

- Further develop existing and initiate new adjacencies e.g. digital photo, mobile phones and ATMs.


## Increased emphasis on private branded goods

- Woolworths Homebrand continues to be Australia's largest selling grocery brand.
- The new Woolworths Select is a premium range of Woolworths branded product. Woolworths Select will be at least equal to or better quality than the existing category leader but at a lower price.
- Rollout has commenced and has been very well accepted by customers.
- Woolworths will continue to develop and grow national brands.


## GROWTH

## Continued focus on improved in-store execution and service

- Woolworths will continue to focus on improving in-store execution, ranging, stock availability and customer service.


## Grow new international initiatives

- India consumer electronics.
- Hong Kong (and India) buying offices.

Leverage Woolworths core capabilities

- Acquisitions and integration skills.
- World class IT/supply chain.
- Low cost culture.
- Retail management expertise - high volume, low margin.
- Key business relationships: Caltex, Bruce Mathieson, TATA.


## PROJECT REFRESH

## Cumulative savings $\$ 9.3$ billion over 9 years



## PROJECT REFRESH

9 year cumulative savings $=\mathbf{\$ 9 . 3}$

(1) Excludes Hotels.

## "REFRESH" LEVEL II

- Significant progress has been made to date as we move toward the completion phase.
- The technology required to support our new supply chain is critical to its success and was complex in its design. The technology and systems we have developed, such as Stocksmart (DC forecast based replenishment), AutoStockR (store forecast based replenishment) and warehouse management systems, are critical in achieving synergies in any supply chain transition.
- The technology is well established and embedded in the business.
- During the current year we have started to utilise the significant advantages that these systems provide, such as planning volumes and flows through our distribution centres and stores, and effectively planning labour.
- Further, we have expanded AutoStockR to cover other areas not originally planned because it has been so successful.
- The technology is a key enabler in achieving synergies and future growth from recent acquisitions.
- We will complete the rollout of our new point of sale technology during FY07 and at the end of August we will have over 300 supermarkets and 50 BIG W stores implemented.


## "REFRESH" LEVEL II

- Supermarket distribution centres will be reduced from 31 to 11.
- Rollout of our new DC network is well underway with 4 new RDCs being operational this financial year:
- Perth, Adelaide, Wyong, Wodonga and Townsville are now fully operational.
- Construction is well advanced on our Brisbane RDC, commissioning has commenced and will be completed in the current financial year.
- Reducing our direct store deliveries is reducing costs by utilising our DC infrastructure.
- Roll cages successfully implemented in Western Australia, South Australia and Queensland with expectations exceeded. Rollout has also been completed at our new RDCs at Wyong and Wodonga.
- With the TMS now implemented for primary freight, a new secondary freight system is being piloted to ensure the optimisation of transport loads and routes and visibility of stock in transit at any point in time.


## CURRENT TRADING AND GUIDANCE FY07

## Current Trading

- Food and liquor sales remain solid, however general merchandise sales continue to be constrained.


## Sales

- For FY07 we expect sales growth to be in the range of $8 \%$ to $12 \%$.


## Earnings

- For FY07 we anticipate that Net Profit after Tax (NPAT) will increase in the range of $16 \%$ to 21\%.
- We also anticipate that EBIT will continue to grow faster than sales.


## Other

- Our long term EPS objective is to outperform EBIT growth assisted by capital management. However in FY07 EPS will continue to be impacted by shares issued under the Group's employee share option plans, the shares issued under the Dividend Reinvestment Plan underwriting and the issue of 81.6 million shares as a result of the Foodland (NZ) acquisition.


## GUIDANCE SUBJECT TO CURRENT RETAIL TRADING PATTERNS AND PRESENT BUSINESS COMPETITIVE AND ECONOMIC CLIMATE CONTINUING

## Company Results

Full Year ended 25 June 2006


## Roger Corbett

Chief Executive Officer
Tom Pockett
Finance Director

Michael Luscombe
Chief Operating Officer

21 August 2006


## Appendices

## HEALTH RATIOS

|  |  | FY05 | FY06 |
| :--- | ---: | ---: | ---: |
| Fixed charges cover | X | 2.48 | 2.50 |
| Days inventory (to cost of sales) <br> (excluding FAL and Taverner) <br> Days inventory (to cost of sales) <br> (including FAL and Taverner) <br> Days creditors (to sales) | Days | 30.4 | 29.1 |
| Return on Funds Employed ROFE | Days | 30.4 | 29.8 |
| Return on Total Equity | Days | 44.4 | 44.5 |
| Return on Shareholders Equity | $\%$ | 42.6 | 28.6 |
| Net working capital | $\%$ | 42.8 | 32.8 |
|  | $\%$ | 50.9 | 33.8 |

## FIXED CHARGES COVER

|  | $\underline{2002}$ | $\underline{2003}$ | $\underline{2004}$ | $\frac{\underline{2005}}{(A G A A P)}$ | $\frac{\underline{2005}}{(\text { AIFRS })}$ | $\frac{\underline{2006}}{(\mathrm{AIFRS})}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| EBIT | 832.7 | 945.7 | 1,065.1 | 1,283.0 | 1,302.1 | 1,722.2 |
| D\&A | 351.0 | 398.3 | 407.6 | 461.0 | 416.0 | 522.2 |
| EBITDAR | 1,888.7 | 2,102.7 | 2,282.5 | 2,648.9 | 2,618.3 | 3,314.5 |
| Interest | 57.6 | 41.2 | 52.8 | 161.4 | 157.8 | 246.3 |
| WINs contingent coupon | 39.8 | 41.1 | 42.9 | - | - | - |
| Rent - base | 569.9 | 620.2 | 664.2 | 758.5 | 753.8 | 925.6 |
| Rent - turnover contingent | 79.4 | 77.1 | 79.0 | 80.6 | 80.6 | 97.7 |
| Rent - store fitout | 55.7 | 61.4 | 66.6 | 65.8 | 65.8 | 46.8 |
| Total Fixed Charges | 802.4 | 841.0 | 905.5 | 1,066.3 | 1,058.0 | 1,316.4 |
| Fixed Charges Cover* | 2.4 | 2.5 x | 2.5 | 2.5 | 2.5 x | 2.5 x |
| Fixed charges excluding co rent and contingent interest | 2.8 | 2.9 x | 2.9 x | 2.7 x | 2.7 x | 2.8 x |

[^2]
## CAPITAL EXPENDITURE

|  | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| \$ Millions |  |  |  |  |  |  |
| Pre-Existing Businesses |  |  |  |  |  |  |
| New Stores | 159 | $202{ }^{(a)}$ | $241{ }^{\text {(a) }}$ | $200{ }^{\text {(a) }}$ | $206{ }^{\text {(a) }}$ | 172 |
| Stay in Business | 185 | $245{ }^{\text {c) }}$ | $300{ }^{\text {c }}$ | 207 | 172 | 175 |
| Refurbishments | $260{ }^{(b)}$ | 182 | 225 | 240 | 247 | 256 |
| Supply Chain - Mercury | 85 | 155 | $92{ }^{\text {(d) }}$ | $56{ }^{\text {(d) }}$ | $11{ }^{\text {(d) }}$ | - |
|  | 689 | 784 | 858 | 703 | 636 | 603 |
| New Businesses |  |  |  |  |  |  |
| Hotels - Acquisitions | 107 | $165{ }^{(e)}$ | - | - | - | - |
| Hotels - Other | - | 89 | 103 | 95 | 90 | 85 |
| Supermarkets (NZ) | - | 41 | 130 | 87 | 90 | 90 |
| Normal and On-Going CAPEX | 796 | 1,079 | 1,092 | 885 | 816 | 778 |
| Norwest (net of sale) | (88) ${ }^{(9)}$ | $7{ }^{(9)}$ | - | - | - | - |
| Distribution Centres (net of sale) | 198 | 280 | $(741)^{(7)}$ | 30 | - | - |
| Property Developments (net of sales) | 55 | 105 | - | - | - | - |
| NET CAPEX | 960 | 1,471 | 351 | 915 | 816 | 778 |

Notes
(a) Increase in store roll-out of Supermarkets, BIG W and Dan Murphy's in FY06, FY07, FY08 and FY09.
(b) The increase in cost in FY 05 was largely driven by Project 60.
(c) Increase in Stay in Business expenditure is due to investment in WOWPOS, produce crates and full refurbishment of Action Stores.
(d) Supply Chain Mercury costs FY07 onwards relate to DC fitout and liquor.
(e) Future acquisitions may occur but these have not been forecast.
(f) Represents sales proceeds of $\$ 821 \mathrm{~m}$ on sale of DCs (less costs incurred in 2007).
(g) Respresents excess of sale proceeds (2006: $\$ 214 \mathrm{~m}, 2007$ : $\$ 27 \mathrm{~m}$ ) over costs

## CODB / SALES



## GROSS PROFIT MARGIN



## FIVE YEAR ANALYSIS

|  | A-IFRS | A-IFRS | A-GAAP | A-GAAP | A-GAAP | A-GAAP |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| PROFIT AND LOSS | 2006 | 2005 | 2005 | 2004 | 2003 | 2002 |
| Weeks | 52 | 52 | 52 | 52 | 52 | 53 |
| SALES (\$m) |  |  |  |  |  |  |
| Food and Liquor ${ }^{(1)}$ | 28,063.0 | 23,569.6 | 23,569.6 | 21,997.6 | 21,039.0 | 19,595.0 |
| Petrol | 4,390.4 | 3,308.4 | 3,308.4 | 2,194.9 | 1,710.5 | 1,119.3 |
| Total Supermarkets | 32,453.4 | 26,878.0 | 26,878.0 | 24,192.5 | 22,749.5 | 20,714.3 |
| BIG W | 3,119.1 | 2,908.7 | 2,908.7 | 2,717.9 | 2,500.3 | 2,280.5 |
| Consumer Electronics | 1,167.1 | 1,007.5 | 1,007.5 | 886.3 | 791.2 | 659.0 |
| Total General Merchandise | 4,286.2 | 3,916.2 | 3,916.2 | 3,604.2 | 3,291.5 | 2,939.5 |
| Hotels | 849.9 | 415.8 | 415.8 | - | - | - |
| Continuing operations | 37,589.5 | 31,210.0 | 31,210.0 | 27,796.7 | 26,041.0 | 23,653.8 |
| Wholesale | 144.7 | 142.5 | 142.5 | 137.2 | 280.4 | 819.2 |
| Total group | 37,734.2 | 31,352.5 | 31,352.5 | 27,933.9 | 26,321.4 | 24,473.0 |
| EARNINGS BEFORE INTEREST AND TAX (\$m) |  |  |  |  |  |  |
| Food and Liquor ${ }^{(1)}$ | 1,394.9 | 1,091.5 | 1,077.2 | 941.7 | 825.1 | 734.7 |
| Petrol | 53.1 | 36.2 | 36.3 | 18.6 | 29.9 | 12.7 |
| Total Supermarkets | 1,448.0 | 1,127.7 | 1,113.5 | 960.3 | 855.0 | 747.4 |
| BIG W | 123.1 | 118.3 | 118.0 | 116.2 | 103.7 | 93.5 |
| Consumer Electronics | 64.0 | 54.5 | 51.8 | 44.1 | 37.0 | 28.0 |
| Total General Merchandise | 187.1 | 172.8 | 169.8 | 160.3 | 140.7 | 121.5 |
| Hotels | 151.1 | 52.8 | 54.9 |  |  |  |
| Total trading operations | 1,786.2 | 1,353.3 | 1,338.2 | 1,120.6 | 995.7 | 868.9 |
| Net property income | 18.3 | 21.2 | 20.3 | 21.7 | 26.6 | 34.2 |
| Head office overheads | (84.1) | (74.9) | (77.9) | (79.0) | (76.7) | (77.8) |
| Total unallocated ${ }^{(2)}$ | (65.8) | (53.7) | (57.6) | (57.3) | (50.1) | (43.6) |
| Continuing operations | 1,720.4 | 1,299.6 | 1,280.6 | 1,063.3 | 945.6 | 825.3 |
| Wholesale | 1.8 | 2.5 | 2.4 | 1.8 | 0.1 | 7.4 |
| Total group | 1,722.2 | 1,302.1 | 1,283.0 | 1,065.1 | 945.7 | 832.7 |
| EBIT TO SALES \% |  |  |  |  |  |  |
| Total Supermarkets | 4.46 | 4.19 | 4.14 | 3.97 | 3.76 | 3.61 |
| BIG W | 3.95 | 4.07 | 4.06 | 4.28 | 4.15 | 4.10 |
| Consumer Electronics | 5.48 | 5.41 | 5.14 | 4.98 | 4.68 | 4.25 |
| Hotels | 17.78 | 12.70 | 13.20 | - | - | - |
| Wholesale | 1.25 | 1.75 | 1.68 | 1.31 | 0.04 | 0.90 |
| Total | 4.56 | 4.16 | 4.09 | 3.81 | 3.59 | 3.40 |
| PROFIT \& LOSS DETAIL (\$M) |  |  |  |  |  |  |
| Sales | 37,734.2 | 31,352.5 | 31,352.5 | 27,933.9 | 26,321.4 | 24,473.0 |
| Cost of goods sold | 28,289.6 | 23,550.1 | 23,549.9 | 20,975.5 | 19,703.0 | 18,296.0 |
| Gross profit | 9,444.6 | 7,802.4 | 7,802.6 | 6,958.4 | 6,618.4 | 6,177.0 |
| Gross profit margin \% | 25.03 | 24.89 | 24.89 | 24.91 | 25.14 | 25.24 |
| Cost of doing business (CODB) | $(7,722.4)$ | $(6,500.3)$ | $(6,519.6)$ | $(5,893.3)$ | $(5,672.7)$ | $(5,344.3)$ |
| CODB \% | 20.47 | 20.73 | 20.80 | 21.10 | 21.55 | 21.84 |
| Selling, general and admin expenses (Excluding, rent, depreciation \& amortisation) | $(6,130.1)$ | $(5,184.0)$ | $(5,153.7)$ | $(4,675.9)$ | $(4,515.7)$ | $(4,288.3)$ |
| EBITDAR | 3,314.5 | 2,618.3 | 2,648.9 | 2,282.5 | 2,102.7 | 1,888.7 |
| EBITDAR margin \% | 8.78 | 8.35 | 8.45 | 8.17 | 7.99 | 7.72 |
| RENT (including fitout rent) | (1,070.1) | (900.2) | (904.9) | (809.8) | (758.7) | (705.0) |
| EBITDA | 2,244.4 | 1,718.1 | 1,744.0 | 1,472.7 | 1,344.0 | 1,183.7 |
| EBITDA margin (\%) | 5.95 | 5.48 | 5.56 | 5.27 | 5.11 | 4.84 |
| Depreciation | (522.2) | (416.0) | (419.2) | (379.6) | (370.9) | (327.7) |
| Amortisation of goodwill | - | - | (41.8) | (28.0) | (27.4) | (23.3) |
| EBIT | 1,722.2 | 1,302.1 | 1,283.0 | 1,065.1 | 945.7 | 832.7 |
| EBIT margin (\%) | 4.56 | 4.16 | 4.09\% | 3.81\% | 3.59\% | 3.40\% |
| Interest | (249.7) | (150.1) | (108.5) | (47.3) | (39.7) | (50.5) |
| WINs interest |  |  | (45.2) | (42.9) | (41.1) | (39.8) |
| Profit before tax and abnormal items | 1,472.5 | 1,152.0 | 1,129.3 | 974.9 | 864.9 | 742.4 |
| Taxation | (445.8) | (334.8) | (337.7) | (286.7) | (255.0) | (218.5) |
| Profit after tax and before abnormal items | 1,026.7 | 817.2 | 791.6 | 688.2 | 609.9 | 523.9 |
| Outside equity interest | (12.1) | (1.0) | (1.1) | (0.4) | (0.4) | (0.7) |
| Profit attributable to members of Woolworths Limited after tax and servicing income notes | 1,014.6 | 816.2 | 790.5 | 687.8 | 609.5 | 523.2 |

## FIVE YEAR ANALYSIS

|  | A-IFRS | A-IFRS | A-GAAP | A-GAAP | A-GAAP | A-GAAP |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| BALANCE SHEET (\$M) | 2006 | 2005 | 2005 | 2004 | 2003 | 2002 |
| Weeks | 52 | 52 | 52 | 52 | 52 | 53 |
| FUNDS EMPLOYED |  |  |  |  |  |  |
| Inventory | 2,316.1 | 1,969.6 | 1,977.3 | 1,847.0 | 1,843.1 | 1,838.4 |
| Accounts Payable | $(2,778.5)$ | $(2,339.8)$ | $(2,335.6)$ | (2,176.3) | (2,078.9) | $(2,000.6)$ |
| Net investment in inventory | (462.4) | (370.2) | (358.3) | (329.3) | (235.8) | (162.2) |
| Fixed assets and investments | 4,172.1 | 3,425.8 | 3,581.9 | 2,758.8 | 2,485.0 | 2,366.8 |
| Intangibles | 4,759.4 | 2,046.4 | 2,011.4 | 572.3 | 555.3 | 545.0 |
| Receivables | 1,174.4 | 611.9 | 689.9 | 423.0 | 543.1 | 496.6 |
| Other creditors | $(1,838.7)$ | $(1,483.8)$ | $(1,457.8)$ | (1,267.1) | (1,186.1) | (989.6) |
| Total funds employed ${ }^{(3)}$ | 7,804.8 | 4,230.1 | 4,467.1 | 2,157.7 | 2,161.5 | 2,256.6 |
| Net tax balances | 252.3 | 182.2 | 147.2 | 58.7 | 21.3 | (7.9) |
| Provision for dividend ${ }^{(4)}$ |  | - | - | - | - | (188.9) |
| Net assets employed | 8,057.1 | 4,412.3 | 4,614.3 | 2,216.4 | 2,182.8 | 2,059.8 |
| Net repayable debt ${ }^{(5)}$ | $(3,799.5)$ | (2,412.1) | (2,417.2) | (163.9) | (359.6) | (237.3) |
| Net assets | 4,257.6 | 2,000.2 | 2,197.1 | 2,052.5 | 1,823.2 | 1,822.5 |
| Noteholders' equity (WINs) | - | - | - | 583.0 | 583.0 | 583.0 |
| Outside shareholders' equity | 229.8 | 26.0 | 33.3 | 5.2 | 4.8 | 4.4 |
| Shareholders' equity | 4,027.8 | 1,974.2 | 2,163.8 | 1,464.3 | 1,235.4 | 1,235.1 |
| Total equity | 4,257.6 | 2,000.2 | 2,197.1 | 2,052.5 | 1,823.2 | 1,822.5 |

## CASH FLOW (\$M)

| EBITDA | 2,244.4 | 1,718.1 | 1,744.0 | 1,472.7 | 1,344.0 | 1,183.7 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Movement in net investment in inventory | 61.4 | (44.3) | (44.0) | 97.3 | 76.1 | 247.8 |
| Other operating cash flows | 127.8 | 100.4 | 80.8 | 69.2 | 155.5 | 38.7 |
| Net interest paid (including cost of income notes) | (253.2) | (161.5) | (161.5) | (95.7) | (82.3) | (97.4) |
| Tax paid | (475.3) | (398.3) | (398.3) | (324.1) | (283.8) | (238.1) |
| Operating cash flow | 1,705.1 | 1,214.4 | 1,221.0 | 1,219.4 | 1,209.5 | 1,134.7 |
| Payments for Property Plant and Equipment | $(1,411.7)$ | $(1,180.5)$ | $(1,180.5)$ | (718.7) | (593.4) | (596.7) |
| Proceeds on disposal of Property Plant and Equipment | 328.7 | 97.7 | 97.7 | 138.1 | 114.5 | 203.8 |
| Major acquisitions - debt funded | $(1,464.7)$ | $(1,208.8)$ | $(1,464.7)$ | - |  | (257.0) |
| Other investing cash flows | (178.1) | (76.7) | 179.3 | 1.4 | (65.3) | (93.9) |
| Free cash flow | $(1,020.7)$ | $(1,153.9)$ | (1,147.2) | 640.2 | 665.3 | 390.9 |
| Movement in gross debt | 1,078.6 | 1,312.7 | 1,312.5 | (133.7) | 118.3 | (114.4) |
| Dividends paid |  | (201.9) | (201.9) | (346.9) | (307.3) | (251.5) |
| (Advances) / repayments of employee loans | 17.2 | 20.3 | 15.3 | 14.9 | (25.5) | (42.7) |
| Buyback of shares |  |  | - | (140.9) | (534.1) |  |
| New Shares issued | 23.7 | 107.7 | 104.7 | 28.0 | 75.6 | 56.7 |
| Effects of exchange rate changes on balance of cash held in foreign currencies | (6.7) | - | - | - | - | - |
| Net cash flow | 92.1 | 84.9 | 83.4 | 61.6 | (7.7) | 39.0 |

## FIVE YEAR ANALYSIS

|  | A-IFRS | A-IFRS | A-GAAP | A-GAAP | A-GAAP | A-GAAP |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| SHAREHOLDER VALUE | 2006 | 2005 | 2005 | 2004 | 2003 | 2002 |
| Weeks | 52 | 52 | 52 | 52 | 52 | 53 |
| ROFE (Pre-tax return on funds employed) (\%) ${ }^{(6)}$ |  |  |  |  |  |  |
| Normal | 28.62 | 42.64 | 38.73 | 49.32 | 42.81 | 38.07 |
| DU PONT ANALYSIS (abnormals excluded) (\%) |  |  |  |  |  |  |
| EBIT to sales | 4.56 | 4.16 | 4.09 | 3.81 | 3.59 | 3.40 |
| Service burden ${ }^{(7)}$ | 85.50 | 88.47 | 88.02 | 91.53 | 91.46 | 89.15 |
| Tax burden ${ }^{(8)}$ | 69.72 | 70.94 | 70.10 | 70.59 | 70.52 | 70.57 |
| Asset turn ${ }^{(9)}$ | 3.41 | 4.24 | 4.15 | 4.64 | 4.53 | 4.53 |
| Financial leverage ${ }^{(10)}$ | 3.69 | 4.62 | 4.16 | 4.46 | 4.70 | 4.97 |
| Return on equity ${ }^{(11)}$ | 33.81 | 50.93 | 43.57 | 50.95 | 49.34 | 48.13 |
| Earnings per share |  |  |  |  |  |  |
| Ordinary share price closing (\$) | 19.36 | 16.48 | 16.48 | 11.62 | 12.68 | 13.15 |
| Market capitalisation (\$ m) | 22,881.9 | 17,493.2 | 17,493.2 | 11,874.8 | 12,945.0 | 13,797.0 |
| Weighted average shares on issue | 1,116.3 | 1,030.6 | 1,043.7 | 1,020.5 | 1,049.2 | 1,041.3 |
| Normal basic EPS (cents per share) ${ }^{(12)}$ | 90.89 | 79.19 | 75.74 | 67.40 | 58.09 | 50.24 |
| EPS pre goodwill amortisation (cents per share) | 90.89 | 79.19 | 79.75 | 70.14 | 60.70 | 52.48 |
| Interim dividend (\$m) | 326.0 | 251.0 | 251.0 | 213.6 | 192.0 | 157.0 |
| Interim dividend (cents per share) | 28.0 | 24.0 | 24.0 | 21.0 | 18.0 | 15.0 |
| Final Dividend (\$m) ${ }^{(13)}$ | 366.3 | 287.2 | 287.2 | 248.9 | 215.1 | 188.9 |
| Final dividend (cents per share) | 31.0 | 27.0 | 27.0 | 24.0 | 21.0 | 18.0 |
| Total dividend (\$m) | 692.3 | 538.2 | 538.2 | 462.5 | 407.1 | 345.9 |
| Total dividend (cents per share) | 59.0 | 51.0 | 51.0 | 45.0 | 39.0 | 33.0 |
| Payout ratio (before abnormals) (\%) | 68.24 | 65.94 | 68.01 | 67.24 | 66.79 | 66.11 |
| Price/earnings ratio (times) | 21.3 | 20.8 | 21.8 | 17.2 | 21.8 | 26.2 |
| Price/cash flow ratio (times) | 12.67 | 13.99 | 14.09 | 9.76 | 11.03 | 12.06 |
| Growth rates (\% increase) |  |  |  |  |  |  |
| Sales | 20.35 | 12.24 | 12.24 | 6.13 | 7.55 | 17.01 |
| Sales per equivalent week | 20.35 | 12.24 | 12.24 | 6.13 | 9.62 | 14.90 |
| Sales per square metre (normalised 52 weeks) ${ }^{(14)}$ | 1.14 | 1.10 | 1.10 | 1.41 | 3.73 | 4.45 |
| EBITDA | 30.64 | 16.66 | 18.42 | 9.58 | 13.54 | 16.46 |
| EBIT | 32.26 | 22.25 | 20.46 | 12.63 | 13.57 | 17.84 |
| Profit before tax and abnormal items | 27.82 | 18.17 | 15.84 | 12.72 | 16.50 | 14.96 |
| Profit after tax and servicing income notes | 24.30 | 18.67 | 14.93 | 12.85 | 16.49 | 22.24 |
| Normal basic EPS | 14.76 | 17.50 | 12.37 | 16.03 | 15.63 | 25.10 |

## FINANCIAL STRENGTH

Service cover ratio ${ }^{(15)}$ (times)
Fixed charges cover (times)
Sales to Inventory ${ }^{(16)}$ (\%)
Capital expenditure to EBITDA (\%)
Operating cash flow per share
Repayable gearing ${ }^{(17)}$ (\%)
Serviced gearing ${ }^{(18)}$ (\%)
Current assets to current liabilities (\%)

| 6.90 | 8.67 |
| ---: | ---: |
| 2.50 | 2.48 |
| 17.61 | 16.46 |
| 62.90 | 68.71 |
| 1.53 | 1.18 |
| 47.16 | 54.67 |
| 47.16 | 54.6 |
| 84.54 | 81.06 |


| 11.81 | 11.70 | 9.22 |
| ---: | ---: | ---: |
| 2.52 | 2.50 | 2.32 |
| 15.14 | 14.30 | 13.71 |
| 48.80 | 44.15 | 50.42 |
| 1.19 | 1.15 | 1.09 |
| 7.39 | 16.47 | 11.52 |
| 33.70 | 43.18 | 39.82 |
| 85.98 | 80.79 | 83.55 |

FIVE YEAR ANALYSIS

| PRODUCTIVITY | 2006 | 2005 | 2005 | 2004 | 2003 | 2002 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| STORES (Number) |  |  |  |  |  |  |
| Supermarkets |  |  |  |  |  |  |
| NSW \& ACT | 238 | 233 | 233 | 234 | 228 | 227 |
| Queensland | 161 | 147 | 147 | 143 | 141 | 130 |
| Victoria | 182 | 183 | 183 | 179 | 175 | 171 |
| South Australia \& Northern Territory | 69 | 69 | 69 | 63 | 63 | 60 |
| Western Australia | 79 | 64 | 64 | 60 | 58 | 59 |
| Tasmania | 27 | 27 | 27 | 29 | 29 | 29 |
| Supermarkets in Australia | 756 | 723 | 723 | 708 | 694 | 676 |
| Supermarkets in New Zealand | 198 | - | - | - | - | - |
| Total Supermarkets | 954 | 723 | 723 | 708 | 694 | 676 |
| Freestanding Liquor | 204 | 192 | 192 | 192 | 164 | 139 |
| ALH/MGW/BMG/Taverner Retail Outlets | 432 | 382 | 382 | - | - | - |
| Caltex/ WOW Petrol | 131 | 117 | 117 | 44 | - | - |
| WOW Petrol - Australia | 360 | 339 | 339 | 315 | 287 | 256 |
| WOW Petrol/Convenience - New Zealand | 22 | - | - | - | - | - |
| Total Supermarket Division | 2103 | 1753 | 1753 | 1259 | 1145 | 1071 |
| General Merchandise |  |  |  |  |  |  |
| BIG W | 129 | 120 | 120 | 111 | 104 | 96 |
| Dick Smith Electronics | 223 | 202 | 202 | 164 | 153 | 147 |
| Dick Smith Electronics PowerHouse | 20 | 18 | 18 | 18 | 16 | 15 |
| Tandy | 123 | 122 | 122 | 148 | 179 | 204 |
| Total General Merchandise | 495 | 462 | 462 | 441 | 452 | 462 |
| Hotels (ALH/MGW/BMG/Taverner) (includes 8 clubs) | 250 | 169 | 169 |  |  |  |
| TOTAL GROUP | 2,848 | 2,384 | 2,384 | 1,700 | 1,597 | 1,533 |


| STORES (Movement) | JUNE 05 | OPENED/ACQ | CLOSED | JUNE 06 |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Supermarkets |  |  |  |  |  |  |
| New South Wales | 233 | 8 | 3 | 238 |  |  |
| Queensland | 147 | 14 |  | 161 |  |  |
| Victoria | 183 | 2 | 3 | 182 |  |  |
| South Australia \& Northern Territory | 69 |  |  | 69 |  |  |
| Western Australia | 64 | 17 | 2 | 79 |  |  |
| Tasmania | 27 |  |  | 27 |  |  |
| Total Supermarkets Movements | 723 | 41 | 8 | 756 |  |  |
| Freestanding Liquor | 192 | 17 | 5 | 204 |  |  |
| ALH Group Retail Liquor Outlets ${ }^{(19)}$ | 382 | 79 | 29 | 432 |  |  |
| Caltex / WOW Petrol | 117 | 15 | 1 | 131 |  |  |
| WOW Petrol - Australia | 339 | 21 |  | 360 |  |  |
| WOW Petrol/Convenience - New Zealand |  | 22 |  | 22 |  |  |
| Total Supermarket Division | 1753 | 195 | 43 | 1905 |  |  |
| General Merchandise |  |  |  |  |  |  |
| BIG W | 120 | 9 | 0 | 129 |  |  |
| Dick Smith Electronics | 202 | 21 | 0 | 223 |  |  |
| Dick Smith PowerHouse | 18 | 2 | 0 | 20 |  |  |
| Tandy | 122 | 8 | 7 | 123 |  |  |
| Total General Merchandise | 462 | 40 | 7 | 495 |  |  |
| Hotels (ALH Group) ${ }^{(19)}$ | 169 | 82 | 1 | 250 |  |  |
| Supermarkets - New Zealand | 0 | 198 | 0 | 198 |  |  |
| TOTAL GROUP MOVEMENT | 2,384 | 515 | 51 | 2,848 |  |  |
|  | A-IFRS | A-IFRS | A-GAAP | A-GAAP | A-GAAP | A-GAAP |
|  | 2006 | 2005 | 2005 | 2004 | 2003 | 2002 |
| Weeks | 52 | 52 | 52 | 52 | 52 | 53 |

AREA (sqm)

| Supermarkets (Australia) ${ }^{(20)}$ | $1,780,086$ | $1,678,343$ | $1,678,343$ | $1,623,530$ | $1,574,640$ |
| :--- | ---: | ---: | ---: | ---: | ---: |
| General Merchandise | 843,316 | $7,499,696$ |  |  |  |
| TOTAL | $2,623,402$ | $2,462,028$ | $2,462,028$ | $2,355,318$ | $2,269,978$ |

SALES PER SQUARE METRE (normalised 52 weeks)

|  |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Supermarkets (Australia) ${ }^{(20)}$ | $13,824.1$ | $13,787.7$ | $13,787.7$ | $13,549.2$ | $13,361.1$ |
| General Merchandise | $5,082.5$ | $4,997.2$ | $4,997.2$ | $4,925.2$ | $4,733.7$ |
| TOTAL | $11,014.0$ | $10,989.6$ | $10,989.6$ | $10,869.8$ | $10,718.4$ |

## FIVE YEAR ANALYSIS

## NOTES TO STATISTICS

Includes FAL results since 2nd November 2005 and Taverner retail sales from 6 February 2006.
2 Unallocated expense represents corporate costs relating to the Woolworths Group as a whole, and profits derived by the Group's corporate property division including the disposal of development properties. These amounts are not identifiable against any particular operating segment and accordingly they remain unallocated, as required by Accounting Standard AASB 114 "Segment Reporting".
3 Funds employed is net assets excluding net tax balances, provision for dividends and net debt, and assets and liabilities as a result of hedging per AASB 139 "Financial Instruments: Recognition and Measurement".
4 Following the introduction of AASB 137 "Provisions, Contingent Liabilities and Contingent Assets", effective since the year ended 29 June 2003, no provision for the final dividend has been raised as the dividend has not been declared, determined or publicly recommended as at the balance date. Net repayable debt is gross debt less cash on hand, cash at bank and cash on short term deposit less fair value derivatives. Return on funds employed (ROFE) is EBIT as a percentage of average funds employed for the year.
Service burden is net operating profit before income tax expressed as a percentage of EBIT before abnormal items.
Tax burden is normal profit after income tax expressed as a percentage of normal profit before income tax.
Asset turn is total sales divided by average total assets for the year.
10 Financial leverage is average total assets divided by average shareholders' funds for the year.
11 Return on equity is profit after income tax attributable to shareholders, divided by average shareholders funds for the year.
12 Normal basic earnings per share (Normal EPS) is profit after tax and servicing WINs before abnormal items divided into the weighted average number of ordinary shares on issue during the period. The weighted average number of shares on issue has been calculated in accordance with Accounting Standard AASB 133 "Earning per Share"
13 The current year figure represents the final dividend value given the shares on issue as at balance date. This figure will change if there are any shares issued between balance date and the ex-dividend date. Excludes Hotels in all periods. Excludes FAL in 2006 due to its acquisition being completed in November 2005. Service cover ratio is EBIT divided by the sum of interest and WINs interest. Sales to inventory is total sales for the period divided by average inventory. Repayable gearing is net repayable debt divided by net repayable debt plus total equity. Serviced gearing is net repayable debt plus WINs divided by net repayable debt plus total equity. 9 Increase during year includes sites acquired as part of the Taverner and BMG acquisitions.
20 Supermarkets excludes Petrol and ALH Group retail outlets.


[^0]:    (1) Includes acquisition of Progressive New Zealand and 20 ex-FAL stores.

[^1]:    (1) Excluding Petrol, 20 ex-FAL stores and Taverner retail.

[^2]:    * Covenant x1.75+ and internal guideline x2.20+

