

COMMITTED TO A **Better Tomorrow**



Dear Shareholder

By living our purpose, we successfully navigated a challenging 2020, continued to put our customers and team first, and delivered a strong Group H1 financial result.

While we are fortunate that COVID continues to be well managed in Australia and New Zealand, we need to ensure that we continue to do what is necessary to help keep our customers and team safe.

Looking forward, we are beginning to cycle the initial COVID demand surge in F20, which will impact sales growth in H2. Despite this, we remain confident that our businesses are well positioned for the remainder of this financial year and beyond.

CEO, Brad Banducci

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Our Group financial highlights

<p>Group sales</p> <p>\$35,845M</p> <p>▲ 10.6% from H1 F20</p>	<p>eCommerce sales</p> <p>\$2,937M</p> <p>▲ 77.9% from H1 F20</p>	<p>Group EBIT¹</p> <p>\$2,092M</p> <p>▲ 10.5% from H1 F20</p>	<p>NPAT attributable to equity holders of the parent entity¹</p> <p>\$1,135M</p> <p>▲ 15.9% from H1 F20</p>
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1. Before significant items.

[CLICK HERE TO VIEW THE RESULTS](#)

Shareholder information

Fully franked interim dividend

53¢

▲ 15.2% from H1 F20

Dividend update

- The record date is 5 March 2021
- The dividend will be paid on 14 April 2021
- DRP will operate with no discount

Endeavour Group separation update

In March 2020 we decided to postpone the proposed separation of Endeavour Group to calendar year 2021 to focus on our response to COVID, and given the uncertain operating environment at the time. Today we've announced that the Endeavour Group separation activity has recommenced and is expected to complete in June 2021, most likely via a demerger.

[CLICK HERE TO VIEW THE ANNOUNCEMENT](#)

Sustainability Plan 2025



A positive change for our people, our planet and our product.

In November 2020, we launched our Group 2025 Sustainability Plan, underpinned by five guiding principles and organised into three focus areas of People, Planet and Product to guide our journey towards a *better tomorrow*. Our Sustainability Plan 2025 is ambitious, but we're confident we can achieve our goals if we focus and lift the bar together. H1 F21 highlights include:

People

Total recordable injury frequency rate

▼ 16%

year-on-year

Planet

174 solar sites

by the end of H1

Product

Over 30 Own Brand reformulations during the half

20t less saturated fat²

71t less sugar²

5t less salt²

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2. Through reformulation when compared to equivalent previous Own Brand products since July 2017 (F18).

Manage your shareholding:

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