Woolworths Group



2026 Regional Report

Cultivating

long-term partnerships

WOOLWORTHS GROUP LIMITED
ABN 88 000 014 675

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About this report

This report covers the 2025 financial year, from 1 July 2025 to 29 June 2026. We define "regional" according to the Australian Bureau of Statistics' five classes of remoteness (ASGS, 2021). Unless stated otherwise, data refers to Woolworths Supermarkets, BIG W, Primary Connect, Petstock and PFD.

Acknowledgement of Country





Woolworths Group acknowledges the many Traditional Owners of the lands across Australia, and we pay our respects to their Elders past and present.

We recognise their strengths and enduring connection to lands, waters and skies as the Custodians of the oldest continuing cultures on the planet. We are committed to actively contributing to Australia's reconciliation journey through listening and learning, empowering more diverse voices, caring deeply for our communities and working together for a better tomorrow.



"A Brave Heart for a Better Tomorrow" artwork by David Williams of Gilimbaa.

View our report online

Use the link below to view this report and our 2026 Reporting Suite.



www.woolworthsgroup.com.au/reports

CEO message

The power of long-term partnerships



At Woolworths, we're united with Australian agriculture in our passion for fresh food. Generations of growers and producers have entrusted us to bring their produce to Australian families with the same care they have put into growing it. It's a privilege we work hard to earn every day.

Together, we're proud to source 96% of our fresh fruit and vegetables, and 100% of our fresh meat, eggs and milk from Australian farms. As a food business, Woolworths is ultimately a people business. We are deeply invested in cultivating long-term partnerships with our suppliers, and genuine, respectful relationships sit at the heart of that. Whether those relationships are decades old – like with the Hansen family in the Huon Valley on page 16 – or much newer – like with young lamb farmer Wal Stranger on page 18 – we understand the part we can play in providing the commercial certainty that allows agriculture to thrive. It can give a business owner the confidence to invest for the future: modernising, innovating and lifting industry standards.

Woolworths' connection with agricultural Australia extends beyond our supply partners, to the communities they live and work in. Our almost 47,000 regional team members call these communities home, and serve them through our 529 regional stores. For every new regional store we open, over 100 jobs are created. By connecting regional Australians with local employment opportunities, a wide range of food and essentials and the same value our customers in capital cities enjoy, these stores make an important contribution to regional liveability.

In a country as vast as ours, bringing fresh food to Australians is no small undertaking. It depends on an incredible, interconnected network of local growers, producers, regional processors, transport operators, distribution teams and our own store teams. Every one of them plays a vital part in getting the best fresh Australian produce from the paddock into our customers' baskets.

When natural disasters strike, I see the true strength of our team and our partners working together to put people first. That can mean doing whatever it takes to get food to where it's needed most – pulling orders forward, rerouting trucks and exhausting every transport option available. It can also mean protecting farm livelihoods by giving producers the flexibility they need to recover because we're invested in their longevity.

The belief that we're "better together" is central to our Purpose, and lives in the relationships we foster with Australia's proud primary producers and the regional communities we're a part of right across the country.

This report is a shared story of collective resilience. Behind every meal on a kitchen table is a network of hard working regional Australians, and we remain dedicated to backing their growth. When our regional communities thrive, it's better for customers, better for our team, and better for tomorrow.



Amanda Bardwell
Chief Executive Officer
Woolworths Group

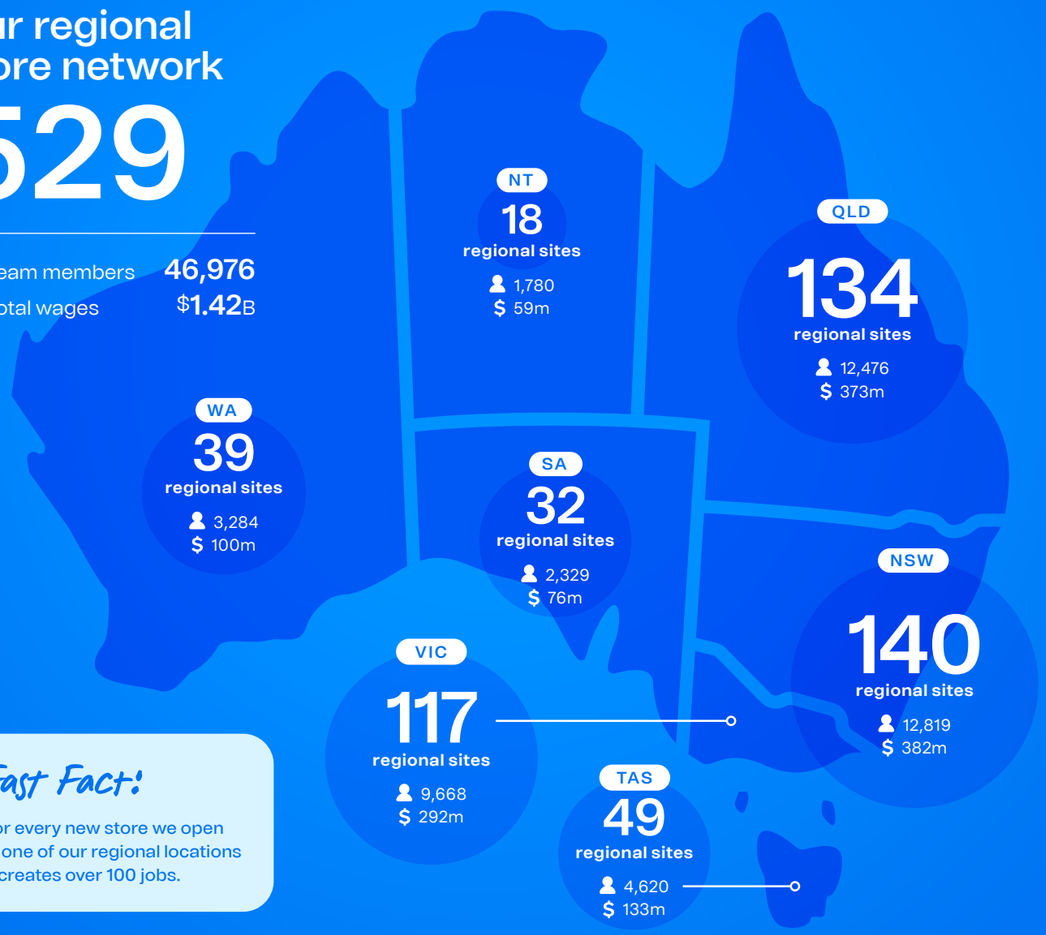
Our regional footprint

Regional communities are the heartbeat of Australia's fresh food supply chain. Our continued investment in regional infrastructure goes far beyond logistics. It represents a deep, long-term commitment to the people and places that feed the nation. By investing in local employment and skills, strengthening regional transport networks, and backing domestic producers with long-term commercial security, we help build resilient local economies capable of bringing produce from paddock to plate for generations to come.

Our regional store network

529

Team members **46,976**
Total wages **$1.42B**



Fast Fact!

For every new store we open in one of our regional locations it creates over 100 jobs.

For decades, Woolworths has stood alongside regional communities as a dependable local employer. Across more than 500 regional sites, we provide the foundational opportunities that launch young careers alongside the stable, inclusive environments that keep local families thriving. Our 46,900 regional team members don't just keep our stores running, they are the heartbeat of our business and the towns we are privileged to call home.

Our business network

Woolworths

Food retail

Our cornerstone supermarkets business in Australia and New Zealand, bringing fresher ways to help our customers live better every day.

BIG W, PFD, Petstock Group

Complementary businesses

BIG W and Petstock are our specialty general merchandise and pet retail businesses. PFD is our B2B food business, extending our scale in food.

everyday rewards, PRIMARY CONNECT+, cartology

Complementary services

Everyday Rewards is our leading loyalty, rewards and services business. Cartology is our retail media business, and Primary Connect is our distribution and fulfilment network.

Our reach

Our people

31% of regional team members are under 25

16% of regional team members are over 55

59% of regional team members identify as female

Suppliers and partners

96% of fresh fruit and vegetables are sourced locally

100% of fresh meat, eggs and milk from Australian farms

Community support

$3.6M raised for Disaster Relief Partners

$5.7M donated to local community events

>$5.8M of customer and Group donations to natural disaster relief [1]

1 Figure reflects Woolworths and customer contributions.

A partnership:

Connecting commodities to customers

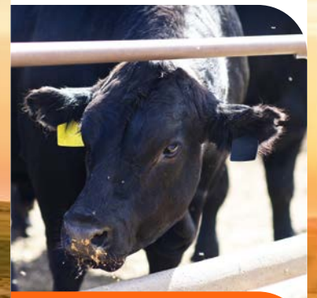
Our commitment to sourcing 100% of our fresh meat, eggs, and milk, alongside 96% of our fresh fruit and vegetables locally, is a direct testament to the dedication and expertise of Australian growers. Working side by side with over 3,000 local farmers, producers, and manufacturers, our role is simply to connect their hard work with millions of Aussie households. Through our national supply chain network, we honour the care put into every agricultural product ensuring Australia's finest produce travels safely from paddock to plate every single day.

Beef & lamb

Partnering with primary producers ensures fresh beef and lamb in our stores year round. These reliable supply chains are built on trusted relationships.

100%
Australian fresh meat

>1,750
Farmers engaged



Building sustainable livestock systems

Behind our local beef commitment are cattle producers like Kent Rochester in Western Australia taking bold steps into innovative pasture management, turning commercial certainty into long-term land resilience.

Read more on page 6

Pork

Partnering with Australian pig farmers to drive national crate-free welfare standards while securing reliable, high-quality pork for local families.

2.5M
kilograms of ham supplied to Woolworths per annum

100%
Australian fresh pork



Pioneering crate-free welfare at scale

Sourcing all-Australian fresh pork relies on industry-leading producers like SunPork using long-term commercial security to transform animal welfare standards and pioneer crate-free farming at national scale.

Read more on page 7

Fruit & vegetables

Connecting regional orchards and market gardens to stores across the country, reducing food miles while delivering seasonal, peak-freshness produce year-round.

>360
Suppliers nationwide

96%
Australian grown fruit and vegetables



Raising generations of local growth

Sourcing our fresh produce locally honours decades of shared effort with orchardists like Howard Hansen, turning import-replacement vision into thriving regional growing regions for generations to come.

Read more on page 16

Bakery

Championing grain innovation and local milling networks to supply everyday staple foods packed with high-value nutrition and homegrown quality.

100%
Australian grown

>30M
loaves bread sold



Innovating grains for national health

Supporting homegrown grain relies on innovative primary producers like David Matthews, using high-fibre 'Wise Wheat' to deliver enhanced nutritional benefits in everyday bakery products.

Read more on page 7

Dairy & Eggs

Supporting independent dairy farmers with multi-year agreements that enable agtech upgrades, sustainable pasture management, and fresh daily supply.

100%
Australian fresh milk

100%
Australian eggs sold



Empowering single-source dairy pioneers

Backing homegrown milk means empowering regional producers like Campbell Chesworth and Nick Dobromilsky to bridge generational succession gaps, invest in modern infrastructure, and champion single-source production.

Read more on page 17

Seafood

Safeguarding marine environments through certified aquaculture partnerships that bring sustainably sourced, fresh Australian ocean produce directly to retail counters.

100%
Australian sourced fresh prawns

14M
kilograms of Australian seafood sold



Anchoring sustainable coastal aquaculture

Connecting households to world-class Australian seafood depends on long-term partnerships with aquaculture leaders, like Tassal, that generate regional jobs while building resilient, sustainable marine operations across our waterways.

Read more on page 13

Partnering for the future through supply security

At Woolworths, we deeply respect the investments our producers make. Building a sustainable agricultural sector requires balancing responsible conservation with real-world productivity. As Australian growers innovate to cushion against rising operational costs, major infrastructure upgrades demand substantial financial commitment and risk tolerance. Long-term supplier partnerships and reliable market access, provide a level of predictability growers need to de-risk capital expenditure, build future-ready farming enterprise and invest in on-farm innovation.

Beef & lamb

Smart collars and stable supply



Based in Manypeaks, Western Australia, third-generation farmer Kent Rochester returned to beef production following a spinal injury that left him in a wheelchair. Today, his operation finishes roughly 3,000 head of grass-fed cattle annually, focusing primarily on Black Angus to meet market demand.

In early 2026, Kent joined a local producer cooperative exclusively supplying Woolworths' grass-fed Macro beef line in WA. Kent has delivered around 600 head into the program, with forward-scheduled supply runs locked in well into next year, providing the certainty needed to expand.

Underpinning this growth is Kent's adoption of virtual fencing, using solar-powered smart collars managed directly from an iPad. By assigning precision daily pasture allocations to livestock, the system brings broadacre-style precision to grazing. Initial trials showed a 20 per cent reduction in required grazing area alongside a 10 to 20 per cent increase in liveweight gain through optimised pasture utilisation.



Pork



~1,400
confinement-free pigs supplied to Woolworths per week
▲ Aim to reach 4,000 by July 2028



Long-term contracts help drive welfare innovation

SunPork is Australia's largest fully integrated pork producer, with oversight of every stage of its value chain, from pig genetics and farming through to processing and retail supply. The business operates 48 farms across Queensland, South Australia, Victoria and New South Wales, producing approximately 1.3 million pigs each year.

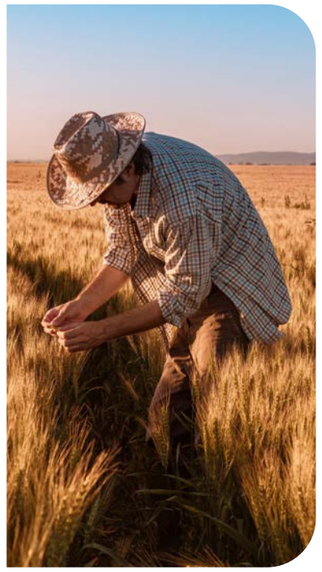
Processing is anchored by Swickers in Kingaroy, Queensland, Australia's largest pork abattoir, together with operations in Murray Bridge, South Australia, and value-add facilities that supply 2.5 million kilograms of ham to Woolworths annually.

SunPork's commercial partnership with Woolworths spans more than 25 years, beginning with the supply of fresh carcasses to in-store butcher shops. The Australian market faces sustained pressure from low-cost imported frozen pork, and high domestic labour and operating costs. In this environment, a long-term retail partnership gives SunPork important structural stability.

SunPork has invested seven years in developing its proprietary Maternity Ring technology - to replace the traditional farrowing crate - as part of a transition to a fully confinement-free production system. It gives sows full 360-degree freedom of movement, space to build a nest before farrowing, and social contact with neighbouring sows. SunPork has paired this innovation with broader confinement-free practices across its operations.

SunPork's experience shows how long-term market access and commercial certainty give primary producers the confidence to de-risk capital investment, innovate on-farm and raise industry standards nationally, while balancing improvements in animal welfare with practical productivity.

High-fibre wheat for healthier Australian families



The result of 20 years of global research and development by CSIRO and Limagrain, bred by Australian Grain Technologies (AGT), and in commercial partnership with Allied Pinnacle, a collaborative supply chain connects food manufacturers with plant breeders and regional growers like David Matthews and Farm Trade Australia (FTA) who help deliver the revolutionary and conventionally bred high-amylose wheat to supermarket shelves.

Commercialised exclusively through Allied Pinnacle's 'Wise Wheat' brand and supplied into our Woolworths' bakery products, the grain yields flour with up to 6 times more fibre than regular wheat flour and is high in natural resistant starch that supports improved gut & metabolic health. Customers can enjoy everyday baked goods such as white bread and wraps with no compromise on taste, helping close the fibre gap for 4 out of 5 Australians by boosting dietary fibre intake.

By shifting beyond traditional bulk commodities into high-value specialty crops, the initiative enables regional farming enterprises to capture greater value per hectare. Woolworths' customer-facing role provides the essential scale and reach to communicate these nutritional benefits to everyday shoppers, ensuring Australian primary producers remain at the forefront of health-led agricultural innovation.

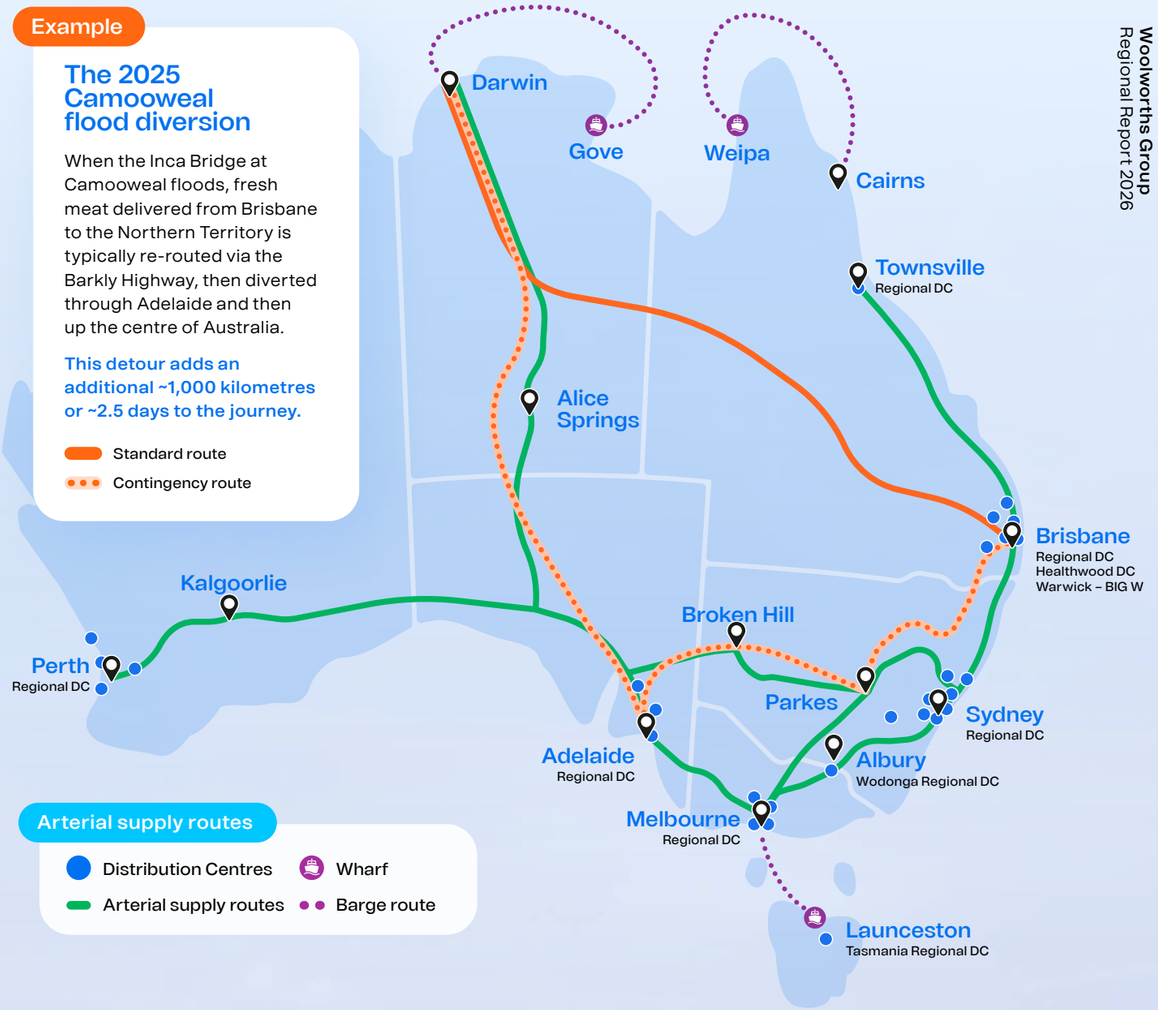
A network built for Australian conditions

Australia's expansive geography and extreme weather events require an agile, highly responsive supply chain. Recognising that regional transport disruptions, from scheduled rail outages to severe weather, are inevitable, Woolworths actively manages risk across its supply networks. We leverage a dynamic mix of road and rail logistics alongside dedicated transport partners. This network allows us to safeguard critical supply pathways to maintain uninterrupted fresh food delivery to communities nationwide.

2,990
pallets of donated essentials for Foodbank

414K+
kilometres covered

25
distribution centre locations



Road freight network

ROUTE	ORIGIN	DESTINATION STATE	RISKS/CHALLENGES
Barkly Highway	QLD	NT	
Northwest Highway	WA	WA	
Great Northern Highway	WA	WA	
Bruce Highway	QLD	QLD	
Stuart Highway	SA	NT	
Pacific Highway	NSW	QLD	
Newell Highway	VIC	QLD	
New England Highway	QLD	QLD	

Rail freight network

ROUTE	ORIGIN	DESTINATION STATE	RISKS/CHALLENGES
Sydney – Perth Rail (via Adelaide)	NSW	WA	
Melbourne – Perth Rail (via Adelaide)	VIC	WA	
Adelaide – Perth Rail	SA	WA	
Brisbane – Far North QLD Rail	QLD	QLD	
Adelaide – Darwin Rail	SA	NT	
Melbourne – Brisbane Rail	VIC	QLD	
Sydney – Brisbane Rail	NSW	QLD	

Key: Cyclones · Flooding · Bushfires · Extreme heat · Derailments

Facing disruption together

Extreme weather tests every link in Australia's food system, but it also highlights the resolve of our regional communities. Navigating these crises demands swift, coordinated action alongside local store teams, agricultural partners, and emergency service workers. By pivoting logistics and distribution networks at a moment's notice, Woolworths works to protect primary production and maintain an uninterrupted supply of essential food when local communities need it most.

Fruit & vegetables



Resilience in the top end

When severe weather events strike Australia's tropical north, banana producers are some of the worst hit. Between late 2025 and early 2026, Tropical Cyclone Alfina and Cyclone Norrell swept through major growing regions across coastal Far North Queensland before tracking west into the Northern Territory. High winds and saturated soils caused widespread crop blowdowns, stripping plants and forcing growers into intensive 12-to-18-month replanting cycles.

The damage was particularly acute at Darwin Banana Farms, operated by Premier Fresh Australia, which lost 40% of its standing crop. In response, Woolworths worked directly alongside its supply partners to deploy immediate, practical measures designed to protect grower returns, maintain local employment, and secure regional food access.

To minimise on-farm waste, Woolworths adjusted cosmetic specifications, accepting fruit with minor surface blemishes and wind rub without compromising eating quality. Additionally, Woolworths enabled logistical flexibility by permitting Premier Fresh Australia to process Queensland-grown fruit through their Darwin packing facility. This decision kept packhouse teams working continuously and ensured store shelves across the Northern Territory remained reliably stocked.

Transparent customer communications helped educate shoppers on minor cosmetic changes, reinforcing community support for impacted farmers. Backed by partnerships spanning more than 20 years, Woolworths' collaborative response de-risked a critical recovery period – giving regional growers the commercial certainty required to rehabilitate their land and secure Australia's banana supply for the future.

Weathering the storm in Katherine



When heavy flooding inundated Katherine in the Northern Territory, the local Woolworths store served as a critical community lifeline. With the nearest alternative company store situated roughly 500 kilometres away, managing the emergency response, Woolworths Head of Operational Resilience, David Bryant and his team oversaw a coordinated strategy designed to safeguard essential food supplies while prioritising the welfare of the store's 150 team members.

Preparation began well before floodwaters rose. Utilising weather forecasting, Woolworths pre-positioned essential contingency stock and dedicated shipping containers at the Katherine store ahead of time in preparation for the worst. To preserve fresh food and chilled goods during widespread power outages, the team set up onsite generators, sourcing up to 100,000 litres of clean diesel when initial fuel supplies were contaminated by floodwater.

Management during a crisis is not just about keeping food on the shelves, protecting staff remained paramount throughout the weather event. Woolworths provided financial stability for impacted workers through its Natural Disaster Payment Scheme, offered emergency grants for property damage, and supplied counselling through its partner, Sonder. Once floodwaters peaked, local police escorted the store manager through flooded streets to perform essential safety walks. Due to the Katherine store's position on higher ground than much of the inundated township, it was able to reopen rapidly, welcoming lines of almost 300 waiting residents needing to restock household essentials.

Restoring stock required complex supply chain manoeuvres after flooding blocked both the main freeway and rail lines between Adelaide and Darwin. David's team collaborated with Joanna Hambling at Primary Connect and local transport carriers to stage supply trucks near flood pinch points, working alongside emergency services to move stock as soon as floodwaters receded after five to six days. Beyond store shelves, Woolworths partnered with the SES to deliver pallets of water to evacuation centres and supply food to reopening schools, illustrating how pre-planned emergency logistics and local partnerships maintain community resilience during severe natural disruptions.



~100,000

litres of clean diesel from onsite generators produced

due to contamination of initial fuel supplies by floodwater

Homegrown commitment:

Backing Tasmanian growers

Tasmania punches above its weight when it comes to growing and producing high-quality food. Seafood, dairy, fresh produce, meat and specialty products grown and made across the state end up on tables right around Australia. As Woolworths celebrates over 85 years in Tasmania, we are celebrating the producers behind that story and the long-term partnerships that help get their products to market.

Today, Woolworths works with hundreds of Tasmanian growers, farmers and food producers, with local supply relationships worth nearly $500 million each year. Some of those relationships stretch back decades. For producers, those partnerships can provide greater certainty to invest, grow and plan for the next generation. For customers, they mean more high quality Tasmanian products reaching shelves locally and across the country.

And the connection runs beyond the farm gate. With 32 supermarkets across Tasmania, thousands of local team members and deep links into the state's food supply chain, Woolworths has grown alongside Tasmania for generations and continues to invest in what comes next. Here, we celebrate the long-standing partnerships helping Tasmanian producers invest, grow and pass businesses on to the next generation, while taking high-quality local food to customers across Australia.

Our Tasmanian footprint

$500M~

in local supply relationships each year

across hundreds of Tasmanian growers, farmers and food producers

#1

overall employer in Tasmania [1]

4,500+ Tasmanians part of the Woolworths team

14%+

growth in the value of fresh food and other products

sourced from Tasmania in the last two years

1 in 7

retail workers in Tasmania employed by Woolworths [2]

650

additional jobs planned

through the four new supermarket developments

32

Woolworths supermarkets with 4 more planned over the next 4 years

a 12.5% increase in Woolworths' supermarket network

1 Among all non-government employers.
2 Jobs & Skills Australia, Industry Profile, Tasmania, April 2026.





Seafood

From island specialty to household staple

Fostered in the cool, pristine waterways of southern Tasmania for nearly 40 years, Tassal has grown from a local farming operation into Australia's largest aquaculture enterprise.

Today, Tassal produces approximately 38,000 tonnes of ocean-farmed Atlantic salmon annually across its Tasmanian marine leases, alongside prawn and barramundi operations in northern Australia. Employing roughly 1,900 team members, heavily concentrated in regional Tasmania, Tassal serves as a vital cornerstone of the state's maritime economy. In coastal communities where local career pathways can be scarce, the business provides long-tenure employment, supporting families across the island state.

Woolworths represents Tassal's largest retail partner, anchoring a domestic grocery market that receives over half of Tassal's total salmon yield. Over a multi-decade relationship, Tassal and Woolworths have collaboratively built the nation's retail seafood category, elevating Tasmanian salmon from a niche island specialty into a healthy household staple that now accounts for nearly half of all retail seafood consumed in Australia.

Growing Atlantic salmon in Tassie's temperate marine environment is a patient process, taking three full years from hatchery to harvest. This extended timeline requires long-term market predictability. Multi-year supply agreements with Woolworths deliver the commercial certainty Tassal needs to de-risk major capital expenditure, providing the confidence to continually reinvest in Tasmanian marine sites, processing technology, and regional infrastructure. In return, this guaranteed demand secures regional Tasmanian jobs while ensuring a consistent, year-round supply of fresh, ocean-farmed Tasmanian seafood reaches dinner tables right across the nation.

Fast Fact!

Seafood, chicken and pantry products are sourced throughout Tasmania, all while employing more than 4,500+ team members across 32 supermarkets in the State.

~38,000t

ocean-farmed Atlantic salmon produced annually

Woolworths reaffirms AgFest commitment for 2027

Woolworths has reaffirmed its long-standing commitment to Tasmania's agricultural sector by confirming its return as a major sponsor for AgFest 2027 and 2028. Building on more than a decade as a Diamond Sponsor, the partnership underscores Woolworths' ongoing dedication to backing local farmers, primary producers, and regional communities across the state.

At the heart of Woolworths' AgFest presence is a site dedicated entirely to Tasmanian-grown and made products. From fresh berries and apples to cordial, dairy products, local cheeses, artisan shortbread, jams, and snacking carrots, the showcase brings the best of local primary production directly to thousands of field day visitors.

Beyond celebrating established producers, the event provides a vital platform for emerging local businesses. Woolworths works alongside small Tasmanian enterprises to help them scale, refine their products, and transition onto supermarket shelves statewide and nationally. Measurable post-event sales growth for featured local suppliers demonstrates the tangible commercial value of connecting primary producers directly with consumers.





Fast Fact!

More than 37 million cartons each year moved around Tasmania to service 230+ independent retailers along with Woolworths, BWS and Dan Murphys stores from west to east coast.

Statewide Independent Wholesalers (SIW)



Statewide Independent Wholesalers (SIW) is Tasmania's largest fast-moving consumer goods (FMCG) distributor, operating as a joint venture between Woolworths Group (60%) and Tasmanian Independent Retailers (40%).

SIW employs more than 450 Tasmanians at its 60,000 m^2 Tasmania Regional Distribution Centre (TasRDC) at Western Junction. The facility handles end-to-end warehousing, cold-chain storage, and dispatch for over 14,500 product lines, supplying approximately 70% of Tasmania's grocery needs and dispatching 37 million cartons annually across the state.

It acts as a centralised warehouse and distribution point, streamlining the logistics pathway for Tasmanian suppliers to reach independent and major supermarket shelves.

Integrated with Woolworths' Primary Connect logistics engine, this shared network services 32 local Woolworths supermarkets, 39 BWS and Dan Murphy's locations, as well as over 170 independent grocers (including the statewide IGA network) and local corner stores.

Fast Fact!

Woolworth's own Own Brand milk sold in Tasmania is 100% proudly Tasmanian produced. We also partner with renowned local cheese makers including Westhaven, Ashgrove Cheese, Saputo, and King Island Dairy.



Dairy

Revitalising an island icon

Nestled in the Bass Strait, King Island Dairy is an iconic producer of handcrafted specialty cheeses and an indispensable cornerstone of its isolated island community. Recently returned to Australian ownership, the business is undergoing a bold revitalisation.

Employing roughly 90 team members across its local farms and manufacturing facility, the dairy injects more than $7.5 million in wages directly into King Island's economy each year. As the island's largest employer, its operations serve as a vital economic mainstay, supporting local families and sustaining essential community services such as freight logistics to local healthcare and schools.

Managing a vertically integrated operation, King Island Dairy manages a herd of nearly 2,800 cows across local pastures alongside milk sourced from independent island farmers. To unlock the facility's full potential, the business is investing in advanced robotic milking technology and establishing local technical support capabilities. This modern infrastructure de-risks on-farm operations, building a sustainable blueprint to encourage regional primary producers back into local dairy production.

Woolworths has been an essential partner in this new chapter. Following the transition to local ownership, Woolworths backed the enterprise by establishing new trading terms and offering high-impact retail support. The retailer included prime end-of-aisle store positioning and distribution for new product ranges to support the new operation. The single promotional feature delivered record demand, moving 65,000 blocks of cheese in a single weekend. By providing a reliable national route to market and championing Australian-made produce, Woolworths gives King Island Dairy the commercial certainty required to innovate, invest in regional jobs, and proudly share Tasmania's finest specialty cheeses with customers across the nation.



Our Tasmanian network

Woolworths Supermarkets	32
BIG W	3
SIW and TasRDC	1



$7.5M
wages injected into King Island's economy each year

Fruit & vegetables

Six decades of sourcing



In Tasmania's Huon Valley, 35 kilometres southwest of Hobart, Howard Hansen's family agricultural heritage reaches as far back as 1887 when his great grandfather started producing on the Tasman Peninsula. In 1944, his grandfather moved to the Huon Valley where he bought their first block of land and the Hansens have operated there since. Today, as a fourth -generation fruit grower, Howard manages a major horticultural operation producing approximately 3,000 tonnes of cherries and 15,000 bins of apples annually.

The family's commercial relationship with Woolworths traces back to 1965 via Hobart's Purity Supermarkets, later acquired by Woolworths, marking six decades of direct supply to local retail network shelves.

A key turning point in the business came in 1995. As a 23-year-old recently graduated student at Marcus Oldham College, Howard presented a research project to Woolworths executives outlining a plan to grow local cherries and replace imported produce coming from New Zealand during peak summer months. Woolworths backed the young grower's proposal, creating a successful domestic import-replacement program that phased out New Zealand cherry imports to Tasmania by the year 2000. Today, Woolworths remains Howard's single largest customer, providing a stable commercial anchor alongside a global export footprint.

That ongoing retail security has enabled substantial capital reinvestment and long-term planning for Howard, his family and the regional community. Howard's son is now studying at Marcus Oldham College to prepare as the fifth generation of family management. Howard recognises the sustained partnership with Woolworths provides the operational confidence required to expand Tasmania's agricultural footprint for decades to come.



Fast Fact:

Woolworths sources a range of fresh produce such as truss tomatoes, onions, carrots, broccoli, beans, and potatoes directly from key growing regions across the state.

Next gen farming:

Investing now, for leaders of tomorrow

While Australian agriculture underpins our nation's food security, it faces a growing generational gap, with an aging workforce and low youth participation rates. Reversing this trend requires targeted support for those entering the sector and Woolworths actively backs emerging agricultural talent.

We help young producers de-risk their operations and scale new ideas, from funding educational programs like the National Farmers Federation (NFF) and Woolworths Agri-Empower Scholarships to providing long-term market access and encouraging cross-generational mentorship, we are committed to building a vibrant, sustainable workforce for regional Australia.

Dairy

Big future for Little Big Dairy



In the heart of regional New South Wales, Campbell Chesworth and his family are redefining independent Australian dairy farming through their Dubbo-based operation, Little Big Dairy. Milking 1,200 registered Holsteins three times daily to yield an average of 32 litres per cow, the Chesworths run a true single-source business, processing milk exclusively from their own herd at their on-site factory.

First supplying three local Dubbo stores between 2016 and 2018, Little Big Dairy has expanded its reach through Woolworths to supply two major distribution centres and approximately 100 supermarket shelves. This ongoing relationship highlights how retail partnerships can offer regional producers the structural stability needed to scale operations. Since Campbell returned home to the business in 2022, consistent category management at Woolworths has helped build a deep mutual understanding between the two businesses, giving the farm the operational continuity required to make confident, long-term commercial decisions.

That retail security has also enabled Little Big Dairy to act as an industry pioneer in sustainability. Backed by their Woolworths team, they became the first Australian dairy business to align with Australian Packaging Covenant (APCO) guidelines by transitioning to clear, recyclable bottle caps, serving as a retail test case for consumer adoption of sustainable packaging. This commitment to sustainability extends directly to the land. Little Big Dairy also received a Woolworths grant awarded around 2019 which funded farm upgrades in solar energy infrastructure. By pairing on-farm innovation with long-term commercial backing, Campbell Chesworth demonstrates how regional suppliers can lead sector-wide change while securing a viable future for the next generation of Australian agriculture.



Beef & lamb

Removing market volatility to reinvest in on-farm infrastructure



Based 10 kilometres outside Canowindra, New South Wales, Wal Stranger operates a mixed farming enterprise with a primary focus on high-quality lamb production.

His operation relies on a dual-pronged approach: a core breeding flock of composite meat sheep ewes, whose lambs are grown out and finished on pasture or grain, and a dedicated feedlotting program. Through the feedlotting arm, Wal buys in feeder lambs at roughly eight weeks of age, finishing them on feed before sending them into the Woolworths supply chain.

Over a productive three-year working relationship with Woolworths' livestock team, Wal has tailored his business model toward long-term security rather than chasing volatile spot-market prices. By utilising forward contracts, he locks in supply commitments to maintain a steady, year-round flow of livestock. Crucially, this agreement includes committing to supply during the challenging winter months, a period traditionally characterised by tight supply and high uncertainty for meat processors.

Removing open-market price swings guarantees a consistent margin, taking the guesswork out of financial planning and significantly reducing management stress. Instead of constantly tracking weekly market fluctuations, Wal can focus his energy directly on on-farm efficiency, animal nutrition, and pasture management. The financial predictability of guaranteed cash flow provides the commercial confidence needed to scale livestock trading numbers, secure credit, and continually reinvest back into his feedlot and on-farm infrastructure. In return, Woolworths receives a streamlined procurement pipeline that simplifies livestock buying while fostering sustainable regional business growth.

Investing in the next generation of agricultural leaders

The future of Australian agriculture relies on bright, innovative leaders equipped to take regional primary production forward. Through our partnership with the National Farmers' Federation (NFF), the Woolworths Agri-Empower Scholarship directly invests in emerging farming talent, primary producers, and regional business operators across the country.

The scholarship provides ambitious agricultural professionals with direct access to practical leadership development, financial capability training, governance education, and supply chain insights. Beyond individual capability, the program plays a vital role in strengthening succession planning and long-term business resilience across regional communities. By empowering next-generation farmers with advanced commercial tools and broad industry connections, we help bridge the agricultural succession gap and encourage dynamic innovation at the grassroots level.

Backing Australia's primary producers extends well beyond everyday commercial relationships. By nurturing the leadership and talent of tomorrow's growers today, the Woolworths Agri-Empower Scholarship ensures our regional communities remain vibrant, competitive, and resilient for generations to come.



National Farmers Federation | AgriEmpower scholarships | Woolworths



Jo Treasure
Woolworths Agri-Empower Scholarship recipient

Connecting young minds to the future of agriculture

As part of the inaugural cohort of the Woolworths Agri-Empower Scholarship, livestock producer Jo Treasure is turning commercial support into grassroots impact across regional Australia. Beyond managing day-to-day farm operations, Jo is dedicated to demystifying agriculture for the next generation through her self-launched 'Connect to Agriculture' initiative.

Designed to bridge the gap between classroom theory and real-world farming, the initiative provides local high school students with direct access to real farmers and their animals. By offering hands-on learning experiences with lamb management, Jo gives students an authentic, practical insight into sustainable primary production, empowering them to make informed decisions about agricultural careers and the food supply chain.

Funding and support provided through the Woolworths Agri-Empower Scholarship enabled Jo to expand the program across four regional schools, while connecting her with Woolworths mentors and like-minded producers nationwide.

For Jo, the experience has reinforced a strong, positive outlook for the sector's future. By investing in passionate leaders like Jo, Woolworths continues its commitment to backing grassroots education, inspiring young Australians, and securing a vibrant, resilient future for regional agriculture.

Regional communities are our communities

Regional communities drive every step of our fresh food journey. Behind every piece of produce, cut of meat, and carton of milk on our shelves is the commitment of Australian growers, primary producers, and regional supply chain teams. Our commitment to source Australian product first delivers seasonal quality to shoppers while keeping economic value circulating directly within regional communities.

Building a future-ready food system requires moving past transactional deals toward meaningful, multi-year commercial partnerships. Providing regional producers with long-term market predictability gives them the confidence to de-risk capital investments, adopt cutting-edge agtech, elevate biosecurity and animal welfare standards, and support emerging farm leaders. When regional producers thrive, they can modernise infrastructure and optimise land efficiency, strengthening the long-term economic resilience of regional Australia.

The strength of a partnership is proven during times of crisis and environmental disruption. Whether adjusting cosmetic grading specifications after tropical cyclones or mobilising emergency logistics during severe flooding, we work shoulder-to-shoulder with our primary producers. Through flexible supply chain solutions and grassroots community initiatives, we actively help protect farm livelihoods, secure regional employment, and keep essential food accessible to local stores.

Looking ahead

Securing Australia's fresh food supply for the future depends on the enduring strength of our regional relationships. By championing an Aussie-first sourcing model, upholding rigorous quality and ethical standards, and reinforcing supply chain resilience at every step, we secure the national food supply while building shared prosperity across regional communities. Looking ahead, these long-term bonds with local growers, logistics teams, and store employees will continue to shape our growth and support the communities we are proud to call home.

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