



27 February 2024

The Manager
Company Announcements Office
Australian Securities Exchange

Dear Sir or Madam

Coles Group Limited – 2024 Half Year Results Presentation

Please find attached for immediate release to the market the 2024 Half Year Results Presentation for Coles Group Limited.

This announcement is authorised for release by the Board.

Yours faithfully,

A handwritten signature in black ink, appearing to read "Daniella Pereira".

Daniella Pereira
Group Company Secretary

2024 Half Year Results Presentation

27 February 2024

Leah Weckert, Managing Director & Chief Executive Officer
Charlie Elias, Chief Financial Officer



Coles' Christmas range featured more than 300 Coles Own Brand products, providing value to customers during the festive season.

Disclaimer

This presentation contains summary information about Coles Group Limited (ACN 004 089 936) and its controlled entities (collectively, 'Coles', 'Coles Group' or 'the Group') and Coles' activities as at the date of this presentation. It is information given in summary form only and does not purport to be complete. It should be read in conjunction with Coles' other periodic corporate reports and continuous disclosure announcements filed with the Australian Securities Exchange (ASX), available at www.asx.com.au.

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Any forward-looking statements are based on Coles' current knowledge and assumptions, including with respect to financial, market, risk, regulatory and other relevant environments that will exist and affect Coles' business and operations in the future. Coles does not give any assurance that the assumptions will prove to be correct. The forward-looking statements involve known and unknown risks, uncertainties and assumptions that could cause the actual results, performance or achievements of Coles to be materially different from the relevant statements. There are also limitations with respect to scenario analysis, and it is difficult to predict which, if any, of the scenarios might eventuate. Scenario analysis is not an indication of probable outcomes and relies on assumptions that may or may not prove to be correct or eventuate.

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Non-IFRS financial information

- This presentation contains IFRS and non-IFRS financial information.
- IFRS financial information is financial information that is presented in accordance with all relevant accounting standards.
- Non-IFRS financial information is financial information that is presented other than in accordance with relevant accounting standards and may not be directly comparable with other companies' information.
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Balance sheet and cash flow information presented in this 2024 Half Year Results Presentation is consistent with the underlying information disclosed in the Appendix 4D Half Year Financial Report.

Due to rounding, numbers presented throughout this document may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures.



Coles wishes to acknowledge the Traditional Custodians of this land

We recognise their strength and resilience
and pay our respects to their Elders past
and present.

Coles extends that respect to all Aboriginal
and Torres Strait Islander people, and
recognises their rich cultures and their
continuing connection to land and waters.

coles

1H24 highlights

Good progress against immediate strategic priorities

Investments in value and improvements in availability underpin Supermarkets volume growth

Continued product innovation and strong growth in Exclusive to Coles and Exclusive Liquor Brands

Strong growth in eCommerce, digital and loyalty

Technology and operational initiatives implemented to address loss



1H24 financial highlights

Reported Group EBIT – continuing operations

\$1,064m

0.6% vs. pcp

Underlying Group EBIT¹ – continuing operations

\$1,110m

3.3% vs. pcp

Operating cash flow

\$1,886m

102% cash realisation

Reported NPAT – continuing operations

\$594m

(3.6)% vs. pcp

Underlying NPAT^{1,2} – continuing operations

\$626m

(0.3)% vs. pcp

Dividends³

36cps

fully-franked



Sustainable benefits for all stakeholders



Customers

850 supermarkets in every part of Australia

Invested in **value** by lowering prices on hundreds of products

~6,000 Exclusive to Coles products, thousands of **weekly specials**, and **Flybuys** loyalty program



Suppliers

>8,000 suppliers and **>40,000 product lines**

93% of small supplier invoices paid within 30 days¹

>\$33 million in grants awarded by **Coles Nurture Fund** since 2015

Continued to work with suppliers to **help manage cost pressures** through price variation request process



Team members

One of the **largest private sector employers in Australia**

~120,000 team members

Passed on an **increase of 5.75% for our 97,000 Supermarkets wages-paid team members** in addition to the **0.5% Superannuation Guarantee increase**



Community

Recognised by the 2023 GivingLarge Report as the **top corporate giver as a percentage of profit²** for the 4th year in a row

Contributions in 1H24 to community organisations with an additional 21 million meals donated to SecondBite and Foodbank



Shareholders

>440,000 direct and millions of indirect shareholders including through superannuation funds

1H24 interim dividend of 36 cents per share declared equating to **\$482 million of dividends** to be paid

\$4.3 billion in dividends paid since demerger

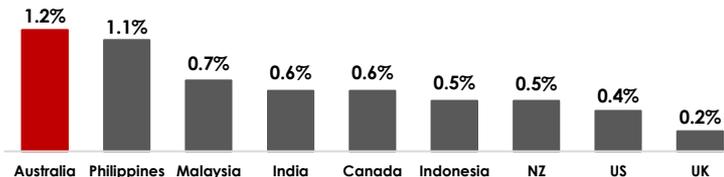
Macroeconomic backdrop

Highest population growth of developed and developing countries

Expect further shift to in-home dining driven by pressure on discretionary spending

Food inflation lower than other developed countries despite similar pressure on inputs

Forecast population growth (2030)¹



Food CPI growth – Dec. 2019 to 2023² (%)



Investing in great value and great quality

“Great Value, Hands Down”
campaign with prices dropped on
hundreds of products

“Coles Simply” brand introduced to
help shoppers easily identify key
Own Brand value items

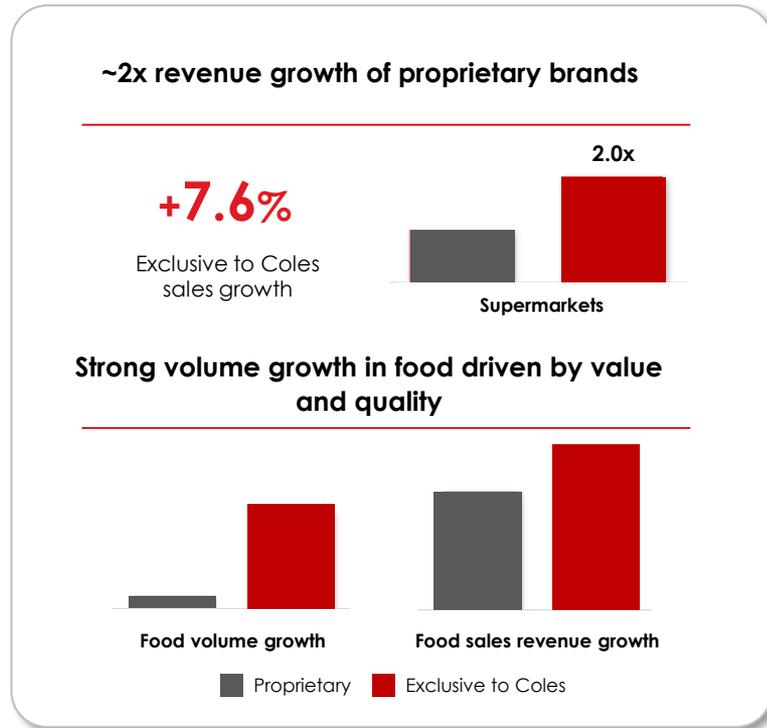


Increased focus on Fresh including
supply chain initiatives

“Great lengths for Quality”
campaign launched



Exclusive brand portfolio resonating with customers



Extensive range of Own Brand products with ~6,000 Exclusive to Coles and ~1,900 Exclusive Liquor Brand products

>500 new Exclusive to Coles and 199 Exclusive Liquor Brand products launched in 1H24

“Coles Finest” revenue growth of 22% in 1H24; Positive customer response and volume growth in “Coles Simply”

Most awarded Supermarket for Own Brand products at 2024 ‘Product of the Year’ awards

Accelerating engagement in digital channels and loyalty

Growing digital revenue and contribution

+29.2% **9.1%** **+14.9%**

Revenue growth in Supermarkets¹ (vs. pcp)

Supermarkets sales penetration¹

Revenue growth in Liquor² (vs. pcp)

Delighting our customers with a great shopping experience (vs. pcp)



NPS gains

+6.0pts

Click & Collect

+1.2pts

Ease of Checkout

+2.7pts

Ease of Shop

+3.5pts

Overall Online

+42.3%

Growth in Coles App active users

Improved shopping features: **Bought Before, Shoppable Recipes, Self-Serve Refunds**

Building strong momentum with Coles 360 (vs. pcp)

Developing new in-app and website media opportunities

360

+29%

Growth in media income

Record Flybuis engagement and participation (vs. pcp)

+9.5%

818k

+7.8%

2.1x



Active membership growth

New active members

Growth in swipe rate

Customers redeeming points

'Most Satisfied Customers' Award

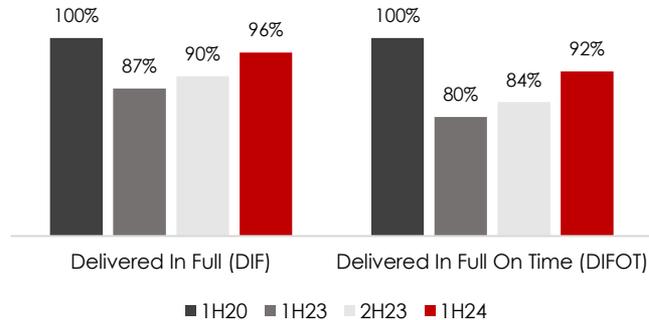


Availability improving and productivity program helping to offset cost inflation

Actions taken to build supply chain resilience

Greatest uplift in previously impacted categories of meat, frozen vegetables and eggs

Rebased to 100 in 1H20 (pre-COVID-19 levels)



Simplify and Save to Invest delivered ~\$90m in benefits

Initiatives included:

- In-store (improved inventory management)
- Supply chain (faster, fresh flows, transport optimisation)
- eCommerce (call centre and pick efficiencies)

Simplify and Save to Invest benefits:

- ~75% in cost of doing business (e.g. store remuneration)
- ~25% in gross profit (e.g. logistics)

Moving at pace to address loss



Operational and process initiatives to address stock loss and waste and markdown implemented across all stores (e.g. team member training, ranging, enhanced shelf life through improved product flow)

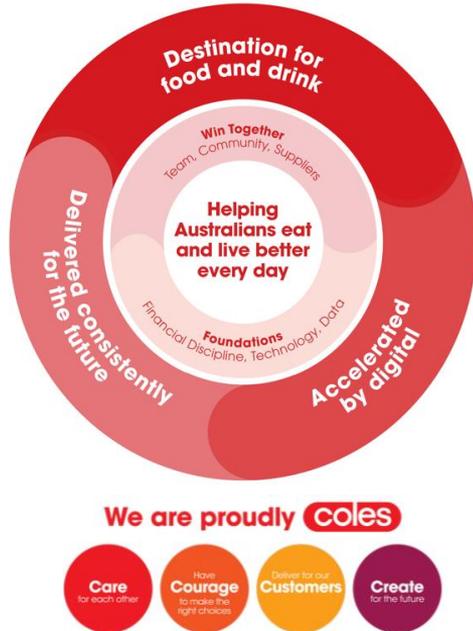
Rolled out **Skip Scan in 305 stores** and **Smart Gates in 267 stores**

Total loss¹ represented a **~50bps headwind in 1H24** vs pcp

Improving trajectory throughout Q2 with **further improvement expected in 2H24**

Strategy tracker – good progress against immediate areas of focus

Our vision is to become the most trusted retailer in Australia and grow long-term shareholder value.



Availability, loss and quality

- ✓ Improved availability with DIF of 96% (2H23: 90%) and DIFOT of 92% (2H23: 84%)¹
- ✓ Skip Scan and Smart Gates operational in 305 and 267 stores
- ✓ Improvements in quality and availability customer satisfaction metrics

Delivering value

- ✓ "Great Value, Hands Down" campaign
- ✓ >1,300 products placed on everyday low prices; and thousands of weekly specials
- ✓ Introduced instant \$10 off at checkout for many Flybuys members

Simplify and Save to Invest

- ✓ Achieved approximately \$90 million in benefits in first half
- ✓ Delivered initiatives in stores, distribution centres and eCommerce
- ✓ Remain on track to deliver >\$1bn in cumulative savings over the next 4 years

Customer experience

- ✓ Renewed 11 supermarkets including five Format A stores
- ✓ Renewed 71 Liquor stores including 64 Black & White Liquorlands
- ✓ Enhancements to digital assets including "Shoppable recipes"

Environmental, social and governance

Win Together – Good progress in key areas of focus

Energy and emissions



Partnered with Origin Energy to **install solar panels on 100 supermarket and liquor stores**, helping to reduce each participating stores electricity use from the grid by ~20% on average¹

Scope 3 emissions



Expanded the use of **methane reducing feed supplement Bovaer®** with three Coles Finest Certified Carbon Neutral Beef range suppliers now including it into their feeding programs

Sustainable packaging



Rolled out **certified compostable bags in the fruit and vegetable section across all stores in SA**, removing 28m traditional single use plastic produce bags from production in one year

Community



Recognised by the 2023 GivingLarge Report as the **top corporate giver as a % of profit² for the 4th year in a row**

Diversity and Inclusion



Ranked #4 in the World Benchmarking Alliance's³ Gender Benchmark for the food and agricultural sector

Regulatory environment

- Several regulatory reviews underway (e.g. Senate Inquiry, Food and Grocery Code of Conduct Review, ACCC review into pricing and competition); Co-operating with the ACCC on a number of promotional enquiries

Group financial overview



1H24 results – Group

\$m	1H24	1H23	Change
Group - continuing operations			
Sales revenue	22,216	20,809	6.8%
EBITDA			
- reported	1,854	1,809	2.5%
- underlying ¹	1,900	1,826	4.1%
EBIT			
- reported	1,064	1,058	0.6%
- underlying ¹	1,110	1,075	3.3%
EBIT margin (%)			
- reported	4.8%	5.1%	(29)bps
- underlying ¹	5.0%	5.2%	(17)bps
Net profit after tax	594	616	(3.6)%
Basic earnings per share (cents)	44.5	46.3	(3.9)%
Total operations - continuing and discontinued operations²			
Net profit after tax	589	643	(8.4)%
Basic earnings per share (cents)	44.2	48.3	(8.5)%
Interim dividend per share (cents)	36.0	36.0	-

1H24 results – Supermarkets and Liquor

Supermarkets

\$m	1H24	1H23	Change
Sales revenue	19,778	18,857	4.9% ¹
EBITDA			
- reported	1,730	1,676	3.2%
- underlying ²	1,776	1,693	4.9%
EBIT			
- reported	1,007	991	1.6%
- underlying ²	1,053	1,008	4.5%
EBIT margin %			
- reported	5.1	5.3	(17)bps
- underlying ²	5.3	5.3	(2)bps

- Strong sales growth with positive volumes
- Investments in value resonated with customers with Exclusive to Coles growth of 7.6% and positive response to value campaigns
- eCommerce sales up 29.2% with penetration of 9.1%
- Underlying EBIT² growth of 4.5% with underlying gross margin² up 7 bps despite loss and inflationary pressures

Liquor

\$m	1H24	1H23	Change
Sales revenue	1,988	1,952	1.8% ³
EBITDA	148	141	5.0%
EBIT	84	80	5.0%
EBIT margin %	4.2	4.1	13bps

- Customers seeking value and managing their overall spend
- ELB outperforming broader portfolio
- eCommerce sales up 14.9% with strong growth in on-demand channel
- EBIT growth of 5.0% reflecting favourable sales mix and operating leverage

Operating cash flow

Cash flow strong with cash realisation of 102%

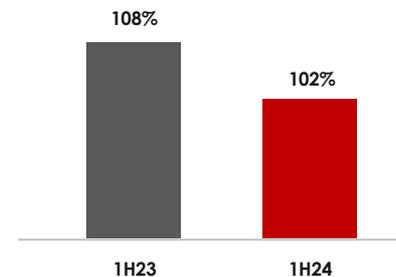
Cash flow¹

\$m	1H24	1H23
EBIT	1,057	1,114
Depreciation and amortisation	790	786
EBITDA	1,847	1,900
Change in working capital	112	195
Change in provisions and other	(73)	(51)
Operating cash flow (excl. interest and tax)	1,886	2,044

Inventory and trade payable days²



Cash realisation³



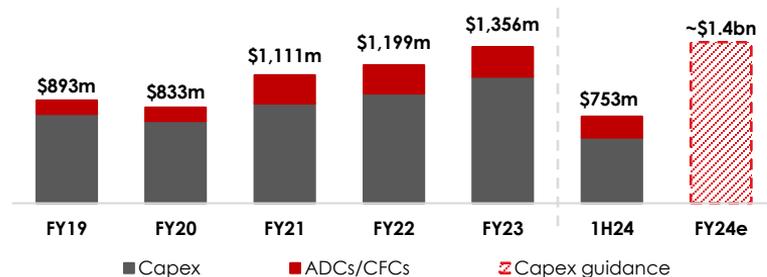
Capital expenditure

Capital expenditure breakdown

\$m	1H24	1H23
Store renewals	182	93
Growth initiatives	161	166
Efficiency initiatives	292	232
Maintenance	118	132
Operating capital expenditure	753	623
Property acquisitions and development	116	35
Property divestments	(187)	(104)
Net property capital expenditure	(71)	(69)
Net capital expenditure	682	554

Key capital expenditure initiatives

Store renewals	<ul style="list-style-type: none"> Store renewals across Supermarkets (11) and Liquor (71) including 64 Black & White Liquorland renewals
Growth initiatives	<ul style="list-style-type: none"> New stores across Supermarkets (5) and Liquor (10) Investment in automated CFCs (~70% invested by end 1H24) and other eCommerce initiatives
Efficiency initiatives	<ul style="list-style-type: none"> Investments in ADCs (~90% invested by end 1H24), stock loss initiatives and Liquor ERP solution
Maintenance	<ul style="list-style-type: none"> Refrigeration and electrical replacement programs Lifecycle replacement of store and technology assets
Property	<ul style="list-style-type: none"> 1H net property divestments of \$71 million
Outlook	<ul style="list-style-type: none"> FY24 operating capital expenditure expected to be approximately \$1.4 billion



Balance sheet

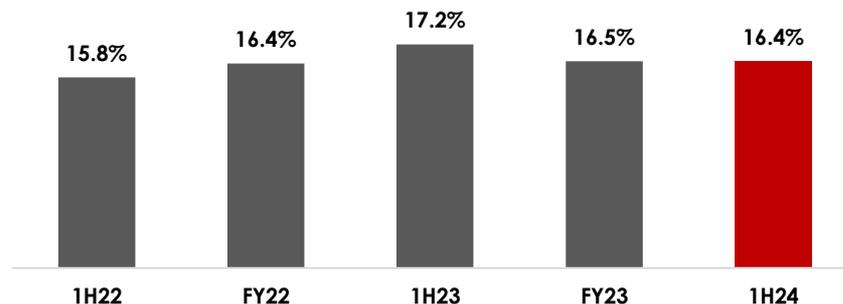
Balance sheet summary

\$m	31 Dec 2023	25 Jun 2023	1 Jan 2023
Working capital	(1,599)	(1,506)	(1,680)
Property, plant and equipment	5,252	4,985	4,755
Other assets and liabilities	7,506	7,503	8,437
Capital employed	11,159	10,982	11,512
Cash and cash equivalents	1,092	597	698
Total debt	(1,666)	(1,118)	(1,060)
Lease liabilities	(7,725)	(7,849)	(7,759)
Liabilities associated with assets held for sale	-	-	(792)
Net tax balances	677	744	780
Total net assets	3,537	3,356	3,379

Comments

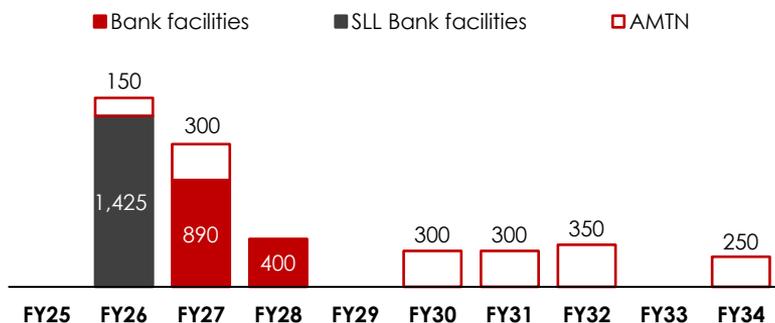
- **Property, plant and equipment** increased by \$267 million in line with the increase in capital expenditure
- **Cash and cash equivalents increased** largely a result of the issuance of \$600 million of Australian dollar medium term notes

Return on capital¹

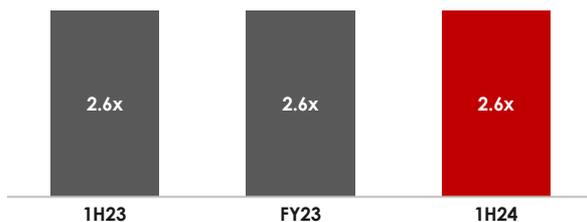


Capital management

Debt facility maturity profile (\$m)



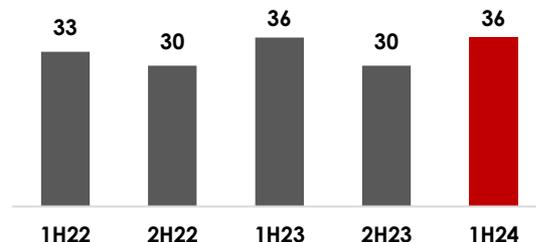
Leverage ratio²



Comments

- **Net debt** (excluding lease liabilities) of \$1,165 million increased by \$133 million compared to 25 June 2023, consistent with increases in capital expenditure
- Fully franked 1H24 interim **dividend of 36 cents per share** declared
- Weighted average drawn **debt maturity** of 6.1 years
- **Undrawn facilities** of \$2.4 billion¹

Dividend (cps)



Ratings

MOODY'S

Baa1

S&P Global
Ratings

BBB+

Supermarkets



Supermarkets – key metrics

Total sales revenue

\$19.8bn

4.9% vs. pcp

eCommerce sales growth

29.2%

vs. pcp

Reported EBIT

\$1,007m

1.6% vs. pcp

Underlying EBIT¹

\$1,053m

4.5% vs. pcp

Exclusive to Coles
sales revenue growth

7.6%

vs. pcp

Reported EBIT
margin

5.1%

(17)bps vs. pcp

Underlying EBIT¹
margin

5.3%

(2)bps vs. pcp

Sales per sqm

\$19,618

5.2% vs. pcp

Notes: (1) Non-IFRS: Underlying adjusted for major project implementation costs in relation to the ADCs and CFCs (1H24: \$46 million, 1H23: \$17 million).

Supermarkets – 1H24 results

Value campaigns underpin positive volume growth

\$m	1H24	1H23	Change
Key P&L items			
Sales revenue	19,778	18,857	4.9% ¹
EBITDA - reported	1,730	1,676	3.2%
EBITDA - underlying ²	1,776	1,693	4.9%
EBIT - reported	1,007	991	1.6%
EBIT - underlying ²	1,053	1,008	4.5%
Key metrics (non-IFRS)			
Gross retail sales growth (%)	5.0	5.3	(35)bps
Comparable sales growth (%)	4.0	4.9	(86)bps
Gross margin - underlying ^{2,4} (%)	26.6	26.5	7bps
CODB - underlying ^{2,4} (%)	(21.3)	(21.2)	10bps
EBIT margin - underlying ^{2,4} (%)	5.3	5.3	(2)bps
eCommerce penetration ⁵ (%)	9.1	7.4	167bps
Sales per square metre (\$/m ²)	19,618	18,651	5.2%
Price inflation (%)	3.0	7.4	n/m
Price inflation excl. tobacco (%)	2.9	7.7	n/m
Price inflation excl. tobacco and fresh (%)	4.8	7.6	n/m

Key commentary

- Sales growth driven by improved availability, successful execution of key seasonal events and the Curtis Stone BBQ continuity campaign
- Excluding tobacco sales, sales revenue increased by 6.2%
- Q2 inflation moderated slightly to 3.0% (Q1: 3.1%) while inflation excluding tobacco and fresh was 4.0% (Q1: 5.7%)
- eCommerce sales increased by 29.2% (Q2: 33.5%) with penetration at 9.1%
- Reported gross margin increased 10 bps. Underlying gross margin² increased 7 bps supported by growth in Coles 360 and lower tobacco sales. Loss offset by benefits from range and promotional optimisation initiatives, and Simplify and Save to Invest benefits
- Reported CODB % increased 27 bps. Underlying CODB² % increased by 10 bps with Simplify and Save to Invest benefits and increased operating leverage offsetting wage inflation and investments in new stores. Excluding depreciation and amortisation, as well as major project implementation costs, CODB % remained broadly flat

n/m denotes not meaningful. **Notes:** (1) Adjusted for the differences in the retail calendar which included New Years Day in the prior corresponding period, sales revenue increased by 4.7% in 1H24; (2) Non-IFRS: Underlying adjusted for major project implementation costs in relation to the ADCs and CFCs (1H24: \$46 million, 1H23: \$17 million); (3) Gross retail sales are comprised of retail sales on a gross basis before adjusting for concession sales and the cost of Flybuys scheme points; (4) On a reported basis: Gross margin (1H24: 26.6%; 1H23: 26.5%; +10bps y/y), CODB % (1H24: -21.5%; 1H23: -21.2%; +27bps y/y), EBIT margin (1H24: 5.1%; 1H23: 5.3%; -17bps y/y); (5) eCommerce penetration includes Liquor sold through coles.com.au and excludes gift cards sold online. eCommerce penetration is based on gross retail sales excluding gift cards.

Liquor



Liquor – key metrics

Total sales revenue

\$2.0bn

1.8% vs. pcp

EBIT

\$84m

5.0% vs. pcp

eCommerce sales growth¹

14.9%

vs. pcp

Exclusive Liquor Brands (ELB)
sales growth

3.6%

vs. pcp

Exclusive Liquor Brands

199

lines added in 1H24

Liquor store renewals

71

completed in 1H24

Notes: (1) eCommerce gross retail sales growth excludes Liquor sold through coles.com.au which is reported in Supermarkets' eCommerce sales, and B2B sales.

Liquor – 1H24 results

Growth in ELB portfolio and eCommerce

\$m	1H24	1H23	Change
Key P&L items			
Sales revenue	1,988	1,952	1.8% ¹
EBITDA	148	141	5.0%
EBIT	84	80	5.0%
Key metrics (non-IFRS)			
Gross retail sales growth (%) ²	1.8	(2.5)	n/m
Comparable sales growth (%)	0.2	(2.3)	n/m
Gross margin (%)	22.9	22.6	27bps
CODB (%)	(18.6)	(18.5)	13bps
EBIT margin (%)	4.2	4.1	13bps
eCommerce penetration ³ (%)	6.4	5.6	74bps

n/m denotes not meaningful.

Key commentary

- During the half, customers were seeking value and managing their overall spend. Basket growth was modest while units were down relative to the prior corresponding period. This was offset by transactions which continued to grow
- Excluding bulk sales, sales revenue increased by 2.4% (Q2: 2.6%)
- ELB continued to be a key focus with 199 ELB lines added to the portfolio
- eCommerce revenue increased by 14.9% with penetration at 6.4% (7.6% including Coles Online)
- Gross margin increased by 27 bps driven by ELB and local lines coupled with mix benefits, partially offset by the cost of on-demand third-party commissions
- CODB % increased by 13 bps driven by increases in store team member remuneration, new stores and renewals and investments in eCommerce and core IT systems, offset by improved operating leverage across the business

Outlook



Outlook

Delivering value for customers will continue to be a key focus for Coles.

With an extensive range of Own Brand products, our "Great Value, Hands Down" price drop campaign, thousands of products on everyday low prices and with our customers engaging more than ever with our Flybuys loyalty program, we are well positioned in the current economic environment.

Supermarkets	<ul style="list-style-type: none"> In the first eight weeks of 3Q24, Supermarkets sales revenue grew 4.9%¹ underpinned by volume growth from strong execution of our value campaigns and improvements in availability compared to this time last year Pleasingly for customers, we are seeing deflation in fresh produce and meat, and continued moderation in packaged inflation Loss technology solutions have started to deliver positive results with total loss rate having improved compared to this time last year and we expect progressive improvement across the half Underlying cost inflation remains and we will continue to work to offset this through our Simplify and Save to Invest program
Liquor	<ul style="list-style-type: none"> In the first eight weeks of 3Q24, Liquor sales revenue declined by 2.2%¹ due to reduced discretionary spending
Other	<ul style="list-style-type: none"> 2H24 expected to be impacted by a net loss on property of approximately \$10 million with lower proceeds from property divestments to offset the upfront cost of investing in future growth opportunities
Financing costs	<ul style="list-style-type: none"> Expected to increase in 2H24, reflecting a higher level of gross debt coupled with an increase in borrowing costs relating to our ADCs that were previously capitalised
Major project implementation costs	<ul style="list-style-type: none"> FY24 now likely to be approximately \$130 million (lower than previous guidance by \$20 million) with the balance to be incurred in FY25 reflecting the expected timing of year end payments
Coles Group CEO, Leah Weckert:	<p>"This is an exciting period for Coles with key milestones in our major infrastructure projects to be delivered within the next 12 months. These projects, along with the investments we are making in our digital assets and our stores, will improve efficiency and help to create a differentiated service offering for our customers, establishing the foundations for long term sustainable growth."</p>

Appendix



1H24 results – segment financials

\$m	1H24	1H23	Change
Sales revenue			
Supermarkets	19,778	18,857	4.9%
Liquor	1,988	1,952	1.8%
Other	450	-	n/m
Sales revenue – continuing operations	22,216	20,809	6.8%
Express – discontinued operations	-	607	n/m
Total Group sales revenue	22,216	21,416	3.7%
EBITDA			
Supermarkets	1,730	1,676	3.2%
Liquor	148	141	5.0%
Other	(24)	(8)	n/m
EBITDA – continuing operations	1,854	1,809	2.5%
Express – discontinued operations	(7)	91	n/m
Total Group EBITDA	1,847	1,900	(2.8)%
EBIT			
Supermarkets	1,007	991	1.6%
Liquor	84	80	5.0%
Other	(27)	(13)	n/m
EBIT – continuing operations	1,064	1,058	0.6%
Express – discontinued operations	(7)	56	n/m
Total Group EBIT	1,057	1,114	(5.1)%

Q&A

