26 November 2026

The Manager
Company Announcements Office
Australian Securities Exchange

Dear Manager,

COLES GROUP 2026 INVESTOR STRATEGY DAY

Please find attached a presentation that will be given today, Thursday 26 November 2026 at Coles' Investor Strategy Day in Melbourne which is scheduled to commence at 9.00am (AEDT).

The presentation will be webcast live and will be accessible via registration on our website at www.colesgroup.com.au.

Yours faithfully,



Daniella Pereira
Group Company Secretary

This announcement was authorised for release to ASX by a Sub-committee of the Board of Coles Group Limited.

For more information:

Investors
Anita Healy
Mobile: +61 411 109 108

Lisa Zimmet
Mobile: +61 428 857 242
E-mail: investor.relations@coles.com.au

Media
Clive Mathieson
Mobile: +61 411 888 425

Mike Bennett
Mobile: +61 412 901 229
E-mail: media.relations@coles.com.au

Investor Strategy Day

26 November 2026

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Taking centre stage in our biggest Own Brand Christmas range yet is the new Coles Finest Spiral Ham with Cherry & Orange Glaze, the first spiral ham of its kind to launch in Australia.

Disclaimer

This presentation contains summary information about Coles Group Limited (ACN 004 089 936) and its controlled entities (together, '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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Risks that may also affect the reliability of the forward-looking statements include legal and regulatory change and enforcement approach; industry competition; changes to consumer behaviour; the development and adoption of new technologies and related implementation risks; macro-economic and geopolitical factors, including global market conditions; and the physical impacts of climate change such as climate variability and the occurrence of natural disasters.

Forward-looking statements, management judgements and estimates should be considered together with the risks, uncertainties and assumptions associated with the relevant statements particularly given the inherent unpredictability of future policy, market conditions, and technological developments. Except as required by applicable laws or regulations, the Group does not undertake to publicly update, review or revise any of the forward-looking statements in this presentation or to advise of any change in assumptions on which any such statement is based or changes to management judgements or estimates.

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Agenda

Time	Topic	Presenter
9:00am – 9:30am	Introduction and strategy	Leah Weckert
9.30am – 10.00am	Destination for food, drink and everyday essentials	Anna Croft, Claire Lauber
10:00am – 10.30am	Accelerated by digital	Michael Courtney
10.30am – 11:00am	**Morning tea break**	
11:00am – 11.30am	Delivered consistently for the future	Matt Swindells
11.30am – 11.50am	Our financial framework	Charlie Elias
11.50am – 12.25pm	Q&A	Host: Anita Healy
12:25pm – 12.30pm	Closing comments	Leah Weckert

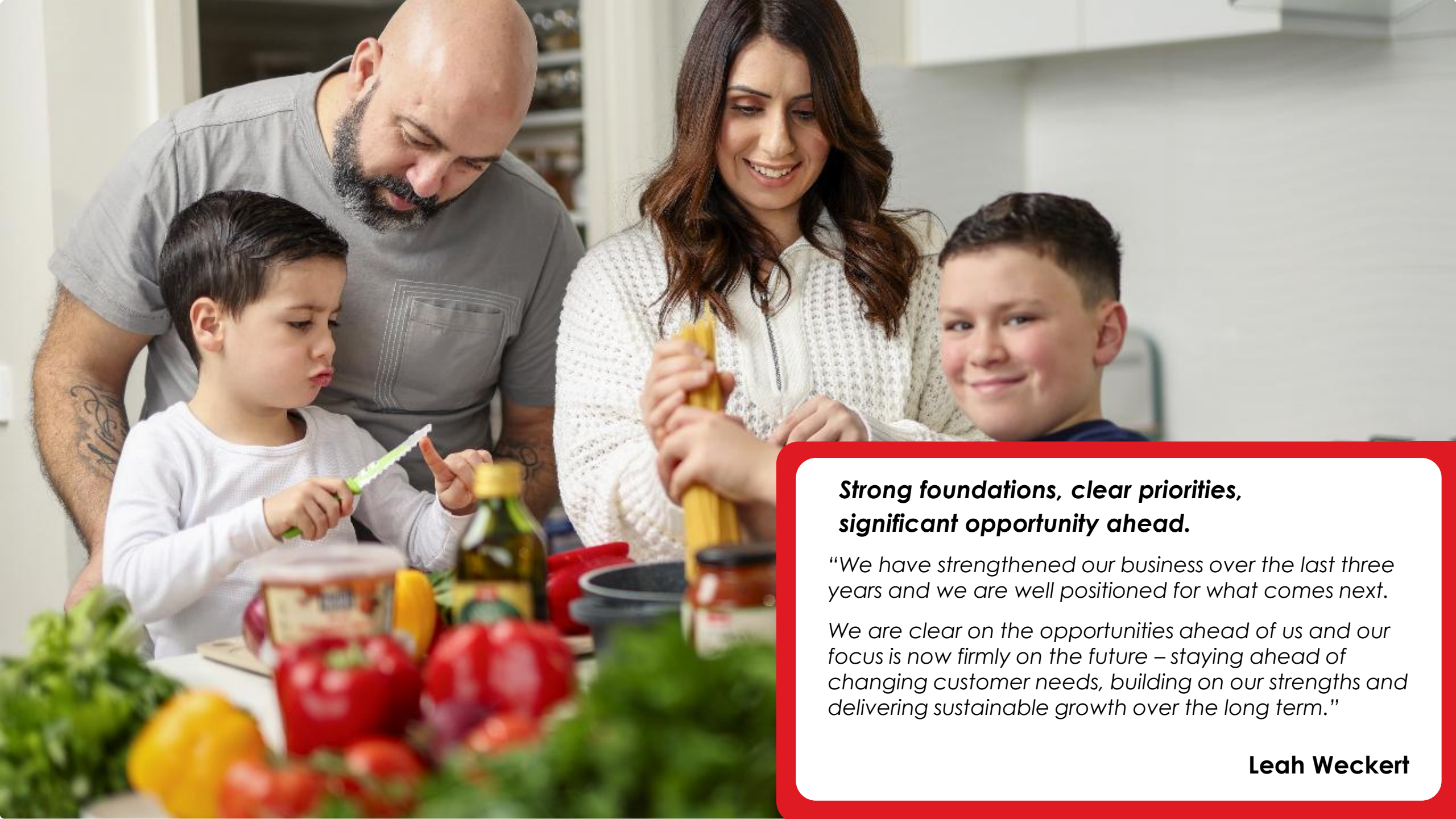


Leah Weckert

Managing Director and
Chief Executive Officer



Introduction and strategy



Strong foundations, clear priorities, significant opportunity ahead.

"We have strengthened our business over the last three years and we are well positioned for what comes next.

We are clear on the opportunities ahead of us and our focus is now firmly on the future – staying ahead of changing customer needs, building on our strengths and delivering sustainable growth over the long term."

Leah Weckert

Coles today

>1,800
stores

>18m
average transactions per week

>115,000
team members

Top quartile
team member engagement

>$5bn
eCommerce business

>$14bn
Own Brand business

>8,000
suppliers

World class automation



Presenters today



Leah Weckert
Managing Director &
Chief Executive Officer



Charlie Elias
Chief Financial Officer



Anna Croft
Chief Commercial &
Sustainability Officer



Matt Swindells
Chief Operations &
Supply Chain Officer



Michael Courtney
Chief Customer
Experience Officer



Claire Lauber
Chief Executive, Liquor

Strategy execution over the last three years

Execution against our strategy has delivered a stronger business

	WHAT WE SAID… FY23 priorities	WHAT WE DELIVERED FY26 outcomes				
Stronger customer outcomes	Strengthen **value, range and quality** and differentiate through **Exclusive to Coles**		**+590bps** increase in Tell Coles NPS	**35%** Exclusive to Coles penetration	**10.3m** active Flybuys members	**Up to 2 days** of freshness for customers across fresh produce	**Range tailoring** in over 100 categories
Scaled digital capabilities	Scale **eCommerce, loyalty** and **retail media**		**CFCs** a leading next day delivery offer, powered by Ocado	**Uber Partnership** a leading on-demand delivery offer	**$5.6bn** FY26 Supers eCommerce sales; more than 2x FY23	**>4x** Coles Plus & Coles Plus Saver subscribers	**Coles 360** assets & measurement products uplifted
A more efficient network	Modernise the **supply chain**, accelerate the **store network** and reinvest productivity benefits		**ADCs** lowering cost to serve and improving availability, powered by Witron	**$876m** Simplify and Save to Invest benefits delivered	**+33** Supermarkets opened	**+181** Supermarket renewals	**Accelerated** use of data and AI

Strategy execution over the last three years

Translating into consistent growth and improving returns

	FY23	FY26	
Total sales revenue	Continuing operations $40.5bn	$45.6bn	+4.0% CAGR
Group EBIT	Continuing operations $1,859m	$2,322m[1]	+7.7% CAGR
Return on capital	16.5%	17.3%[1]	+80bps
Dividend per share	66cps	78cps	+18.2%



Notes: (1) Excluding significant items.

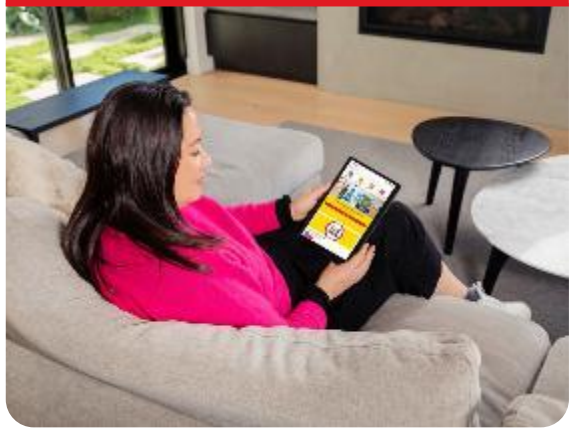
Where we focus next

Customer behaviours and trends are shaping the next phase of our strategy

Cost-of-living pressures



Digital engagement



Health trends



Changing demographics



Where we focus next

Our 3D strategy, values and differentiators are what sets us apart



We are proudly coles

Care | Courage | Customers | Create

Differentiators

- Own Brand
- Digital proposition
- Cost leadership
- Our people

Our differentiators

Own Brand

Distinctive products customers can only find at Coles strengthening loyalty

Three-tier strategy (Coles Simply, Coles red tab and Coles Finest) addressing different customer needs across value and quality

Innovation that responds quickly to evolving customer needs

Margin improvement a significant focus and opportunity going forward



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Our differentiators

Digital proposition

Unique fulfilment capabilities delivering greater convenience, speed and choice

Deepening customer engagement and loyalty through Flybuys and Coles Plus

Coles 360 unlocking the value of our customer reach and insights

Building the future of commerce to serve customers however they choose to shop



Our differentiators

Cost leadership

Supply chain, in-store investments and scale delivering structural cost advantages

Long standing internal productivity programs (SSI[1], Smarter Selling) and partnerships with globally leading organisations

Further automation, data and AI unlocking the next wave of productivity

Reinvesting to deliver better customer outcomes and stronger returns



Notes: (1) Simplify and Save to Invest.

Our differentiators

Our people

Top quartile team member engagement

Launching careers through a leading graduate program and as one of the largest employers of young people in their first job

Development and career pathways through Master Merchant and Retail Leader academies

Culture that promotes performance, care and inclusivity



Artificial intelligence

AI is embedded within Coles with significant opportunity ahead

DATA + AUTOMATION + RESPONSIBLE AI — **10+ years of applied AI**

Customers

Personalisation
Ease of checkout
Customer contact centres

Supply chain and online fulfilment

ADCs
CFCs and picking technology
Transport management

Stores

Forecasting and replenishment
Space and ranging
Rostering and store activity
Dynamic mark downs
Loss technology

Store support members

HR assistant
Knowledge work at scale (ChatGPT, Copilot)
IT and digital engineering

NEXT WAVE – moving from discrete use cases to connected systems of work

Conversational shopping, discovery, transacting and post-purchase support

End to end (E2E) supply chain intelligence across inventory, pallet, DC, transport and fulfilment

Software development lifecycle acceleration, function specific agents and guided work in the flow of work

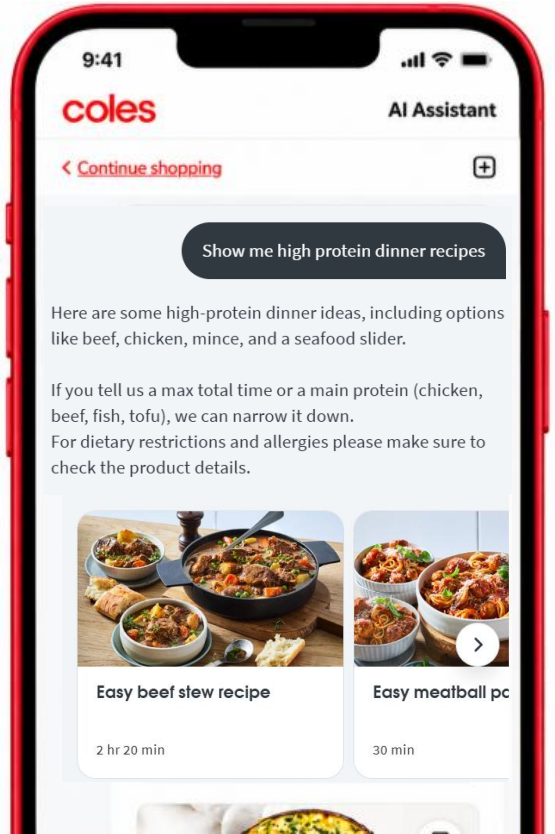


Artificial intelligence

AI is embedded within Coles with significant opportunity ahead

AI for **commerce**

Our AI Assistant is making shopping and discovery easier for customers



AI for **merchandising**

Our AI-powered ranging tools use more than 30 million data points to put the right range and space in the right stores



Artificial intelligence

AI is embedded within Coles with significant opportunity ahead

AI for **supply chain**

Our ADCs use AI-powered pallet optimisation to improve efficiency, availability and store-friendly deliveries





AI for **team members**

Our mycoles assistant is helping team members find answers easily to workplace questions





Our building blocks for sustainable growth

Grow sales above market

Right range, quality and value

Differentiated omnichannel experience

- Value
- Own Brand
- Fresh
- Non-food
- New stores & renewals
- Digital proposition & loyalty

Grow earnings ahead of sales and reinvest to accelerate growth

Cost leadership

Higher margin revenue streams

- Simplify & Save to Invest
- Coles Capability Centre
- Own Brand sourcing
- Coles 360
- Coles Collect
- Liquor margin improvement

Disciplined capital allocation

Asset and working capital productivity

Disciplined investments and capital optimisation

- ~100% cash conversion
- Asset utilisation
- Growth capex
- Inorganic opportunities
- Shareholder returns

SUSTAINABLE LONG-TERM GROWTH

Consistent execution every day



Strong foundations Clear priorities **Significant opportunity ahead**



Anna Croft

Chief Commercial &
Sustainability Officer



Destination for food, drink &
everyday essentials





Right range, quality and value

"This isn't a one-size-fits-all approach. We need to get the range, quality and value proposition right, category by category, winning in Own Brand where it can make a meaningful difference, and ultimately make shopping simpler and more compelling for our customers."

Anna Croft



Destination for food, drink and everyday essentials

The last three years

FY23 ambition

Strengthen **value, range and quality,** differentiate through **Exclusive to Coles** and **simplify our Liquor offer**

FY26 outcomes

Tells Coles NPS[1]

+590bps

Customer satisfaction scores[1]

Range ↑	Availability ↑	Quality ↑	Store look and feel ↑
+950bps	+1,230bps	+820bps	+570bps



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Notes: (1) Tell Coles NPS for FY26 vs FY23.

Destination for food, drink and everyday essentials

Where we focus next

What matters to customers



Value





Quality





Health





Convenience

Where we focus next

Our strategic priorities



- Enhance customer value
- Most loved Own Brand
- Inspire customers through fresh
- Step change non-food proposition
- Integrate Liquor offer

Enhance customer value

Making value more relevant and visible



Trusted Value



Specials



New & Exclusive to Coles



Loyalty and Personalisation

Most loved Own Brand

Own Brand is a strategic differentiator with significant potential

Master brands with clear price architecture



Sub-brands that cater for specific customer needs

~$100m+ sub-brands

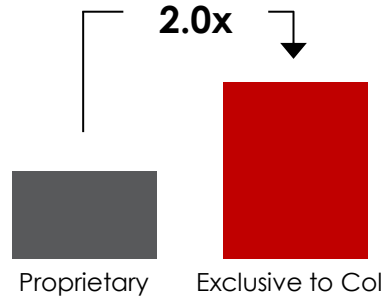


Exclusive to Coles[1] sales penetration

35%

Sales growth over the last three years

~20%



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Notes: (1) Exclusive to Coles includes Coles Own Brand products (master brands and sub-brands) and proprietary products that are sold exclusively through Coles. Coles Own Brand products represent over 97% of our total Exclusive to Coles sales.

Most loved Own Brand

Budget friendly staples

coles Simply



- Re-launch of Coles Simply
- Reformulation and brand redesign to elevate quality and value credentials
- Expect full range to be transitioned by end of CY26

Most loved Own Brand

Premium quality and innovation

coles Finest



#1

Rated Australia's favourite Own Brand[1]

15.1%

3-year sales revenue CAGR

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Notes: (1) McKinsey & Company Customer Perception Survey.

Most loved Own Brand

Innovation to meet evolving customer needs



- **Innovate where we can lead** and address unmet customer needs
- **~1,000 new products in FY26** alongside hundreds of delistings to refresh and strengthen the range
- **Gaining share in innovation-led categories** including Baby, Health Foods and Convenience

Most loved Own Brand

Recognition of our Own Brand quality and innovation across food and drink



Highest ever

# of product awards across food and liquor in FY26

>2x

Product of the Year awards in 2027 vs 2025[1]

Hundreds

of Exclusive Liquor Brands recognised at prestigious awards[2]

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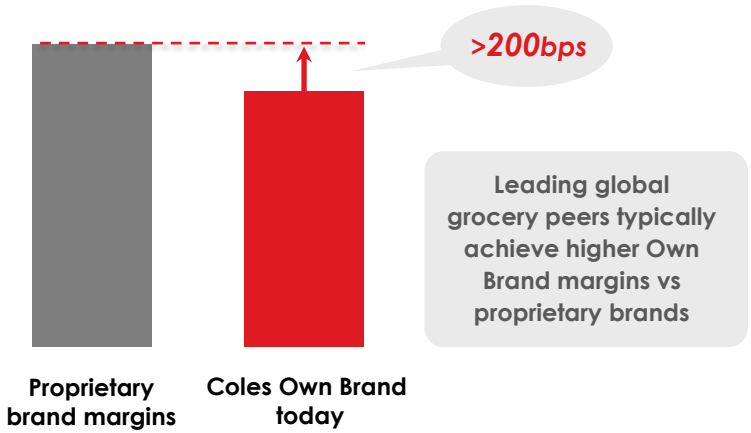
Notes: (1) Product of the Year is the world's largest consumer-voted award for product innovation backed by the votes of >5,000 consumers. Excludes Liquor; (2) Including Melbourne International Wine Competition and Royal Sydney Wine Show.

Most loved Own Brand

Unlocking margin and reinvestment upside through improved sourcing

Exclusive to Coles FY26 sales revenue

$14.5bn



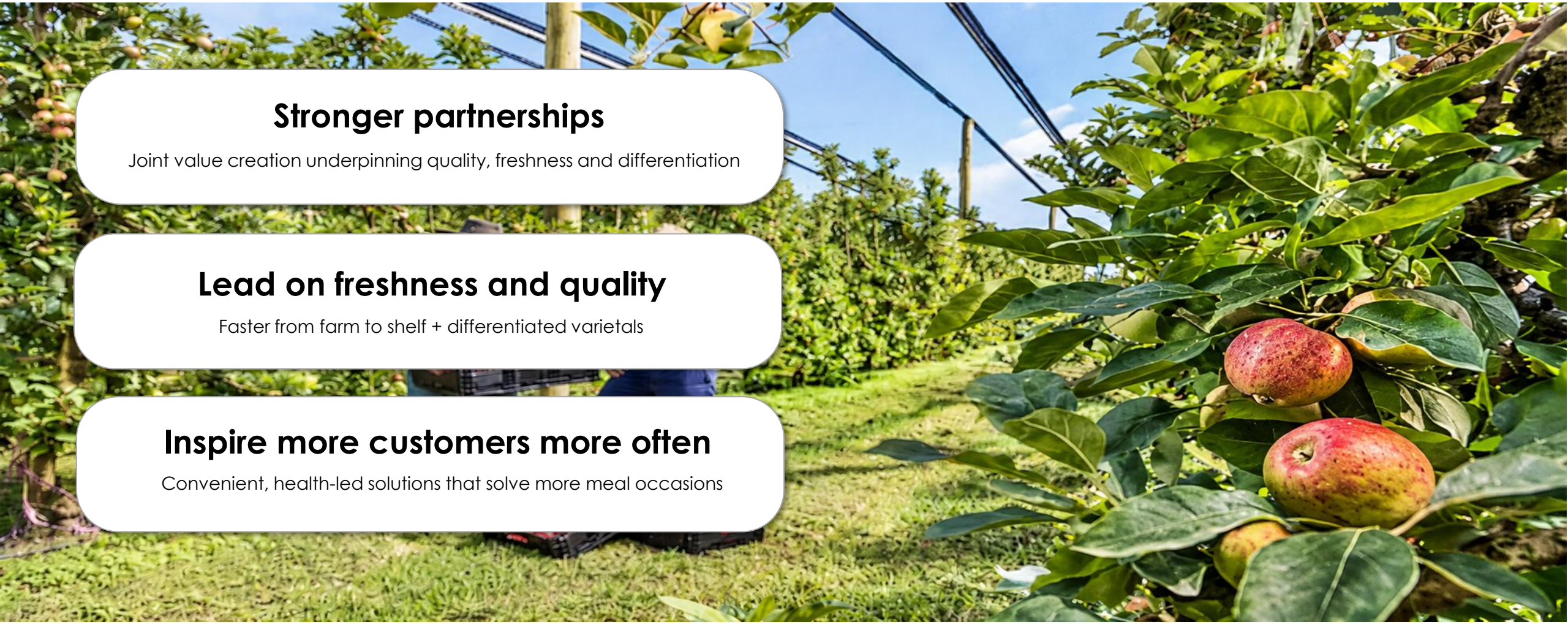
Leading global grocery peers typically achieve higher Own Brand margins vs proprietary brands

Sourcing opportunities

- Long term partnerships
- Own Brand manufacturing capabilities
- Direct commodity procurement
- International sourcing



Inspire customers through fresh



Stronger partnerships

Joint value creation underpinning quality, freshness and differentiation

Lead on freshness and quality

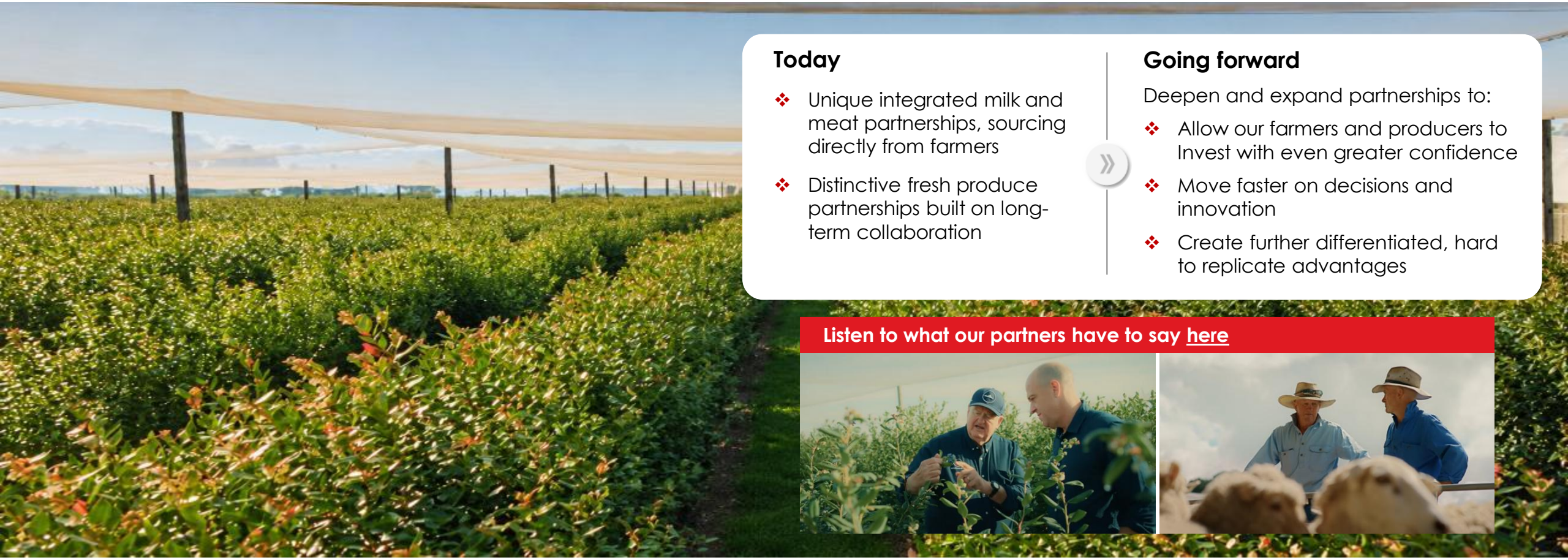
Faster from farm to shelf + differentiated varietals

Inspire more customers more often

Convenient, health-led solutions that solve more meal occasions

Inspire customers through fresh

Stronger partnerships drive joint value creation and structural advantage



Today

- Unique integrated milk and meat partnerships, sourcing directly from farmers
- Distinctive fresh produce partnerships built on long-term collaboration

Going forward

Deepen and expand partnerships to:

- Allow our farmers and producers to Invest with even greater confidence
- Move faster on decisions and innovation
- Create further differentiated, hard to replicate advantages

Listen to what our partners have to say here

Inspire customers through fresh

Improving freshness and shelf life at home through our multi speed network







Inspire customers through fresh

Exclusive products with distinctive quality and flavour attributes



Exclusive fresh produce varietals

- Varietals that customers can only buy at Coles
- Superior taste and unique attributes strengthen customer satisfaction and loyalty
- Outpacing sales growth in their respective fresh produce categories[1]
- New fresh produce varietals are in the pipeline and scheduled to be launched in FY27 and FY28

Coles Finest and Graze exclusive beef and lamb ranges

- Greater control across the supply chain helping to ensure quality credentials, including flavour and tenderness attributes

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Notes: (1) Based on FY27YTD sales revenue growth.

Destination for food, drink and everyday essentials

Inspire customers through fresh

Building a differentiated convenience platform

~$30bn

Estimated size of the quick service restaurant category in Australia[1]

>1,000

product range

Double-digit

sales CAGR[2]

FOOD FOR NOW

Ready to eat

Breakfast & snacking
Lunch on-the-go
Fresh sushi & cut fruit



FOOD FOR TONIGHT

Dinner solved

Ready meals
Meal deals
High protein options



FOOD FOR LATER

Plan ahead

Family-sized meals
Meal kits
Broader convenience solutions



New ranges being introduced aimed at health-conscious consumers

Innovate at pace through our Chef Fresh manufacturing capability

Greater space added to new store and renewal blueprints

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Notes: (1) IBISWorld Fast Food and Takeaway Food Services in Australia, May 2026; (2) FY20 to FY26.

Making healthier choices easier

Using range, value and discovery to unlock growing demand

Range



Value



Discovery



Own Brand innovation

120 tonnes less salt[1]

260 tonnes less sugar[1]

>1.4bn serves of fruit & vegetable highlighted on pack[1]

>1.5bn serves of whole grains highlighted on pack[1]

>70% Own Brand sales contributed from products with a Health Star Rating of 3.5 or above

coles PERFORM · coles Certified Organic · UltraLife · coles Wellness Road · Sports Dietitian Approved · coles I'm free from · coles Nature's Kitchen Plant Based

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Notes: (1) Cumulative amounts from FY23 to FY26 (inclusive).

Making healthier choices easier

GLP-1s create a unique opportunity

Behaviour shift[1]

Meal habits

Cooked at home	↑ 15%
Spent on eating out	↓ 25%

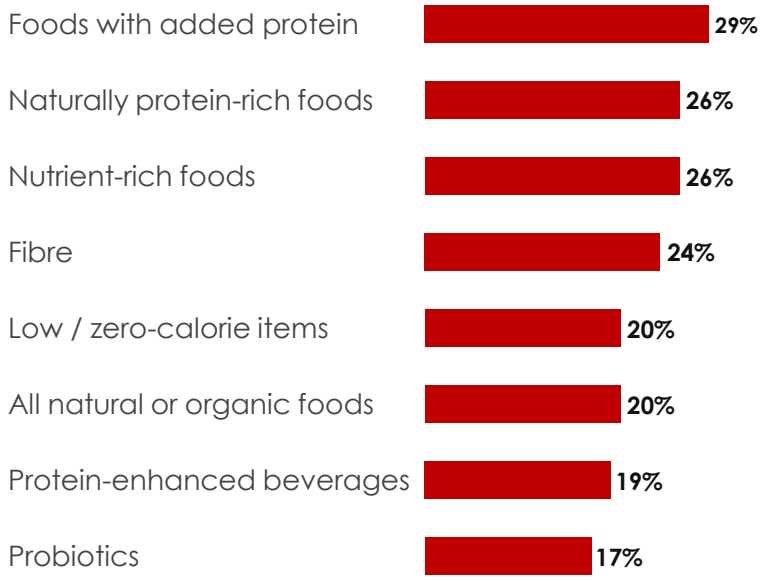
Indulgences

Snacks in the house	↓ 25%
Consumed alcohol	↓ 40%

Healthier choices

Fresh fruit and vegetables	↑ 15%
Rest of household ate healthier	↑ >50%

Basket shift[1]



Own Brand has a key role to play

Make healthier, nutrient-dense high protein choices effortless

Curate



Innovate



Signpost



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Notes: (1) McKinsey & Company.

Step change non-food proposition

Tailored category strategies to compete differently

Cleaning and Laundry



Baby



Health and Beauty



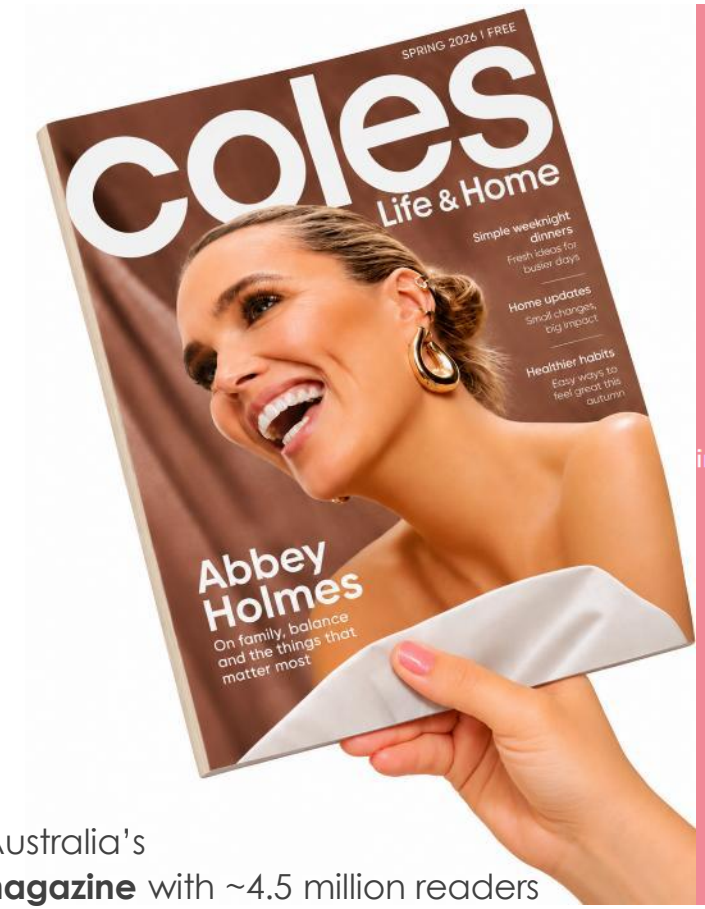
Pet



Destination for food, drink and everyday essentials

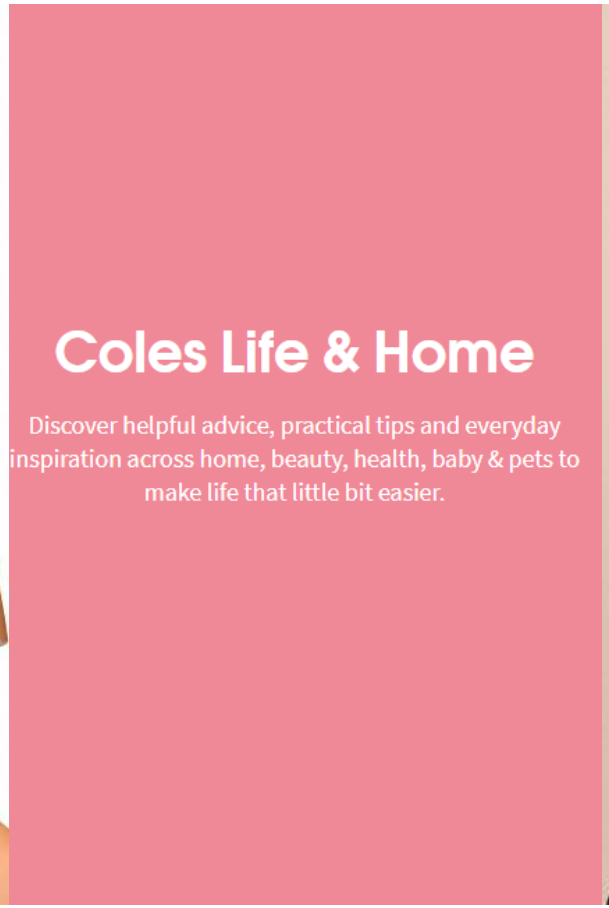
Step change non-food proposition

Finding more ways to inspire customers



Bringing content and commerce together

Building on the strength of the Coles magazine, Australia's **#1 most widely read magazine** with ~4.5 million readers





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Notes: (1) Roy Morgan Australian Magazine Readership, 12 months to June 2026.

Integrate liquor offer

Our liquor offer creates a point of difference for Coles

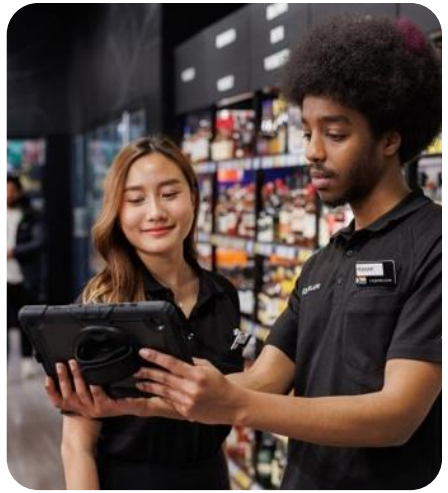
More integrated food and drink



Optimise the network



Simplify the operating model







Strengthen value, differentiation and profitability through **Own Brand**

Grow share across **fresh** and **non-food** categories

Integrate **food and liquor** to serve more customer occasions





Michael Courtney

Chief Customer Experience Officer



Accelerated by digital





Connecting more customers, more often, with more relevant value

"Our opportunity for the next stage of Accelerated by Digital is to make Coles feel more personal, more convenient and more valuable for every customer – and turn that deeper relationship into sustained growth."

Michael Courtney

The last three years

FY23 ambition

Scale **eCommerce**, **loyalty** and **retail media**

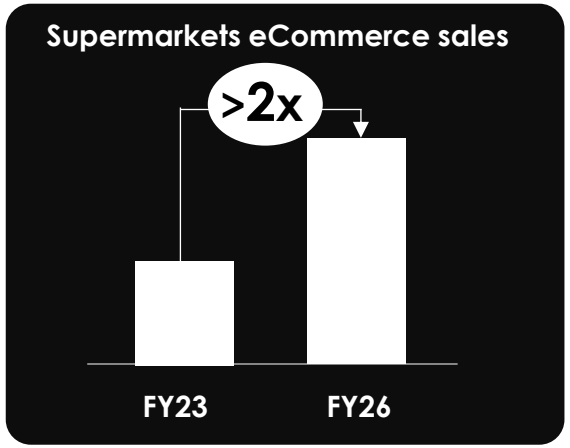
FY26 outcomes

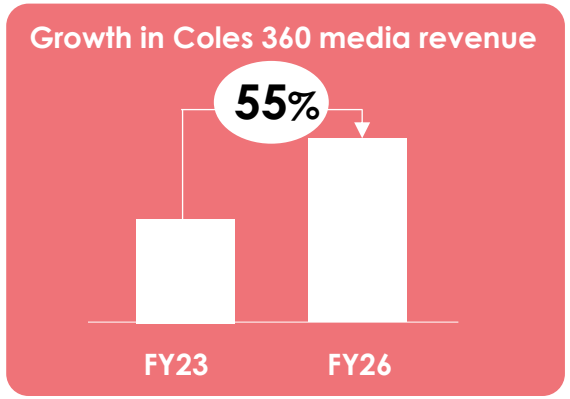
+2,100bps
improvement in Online NPS[1]

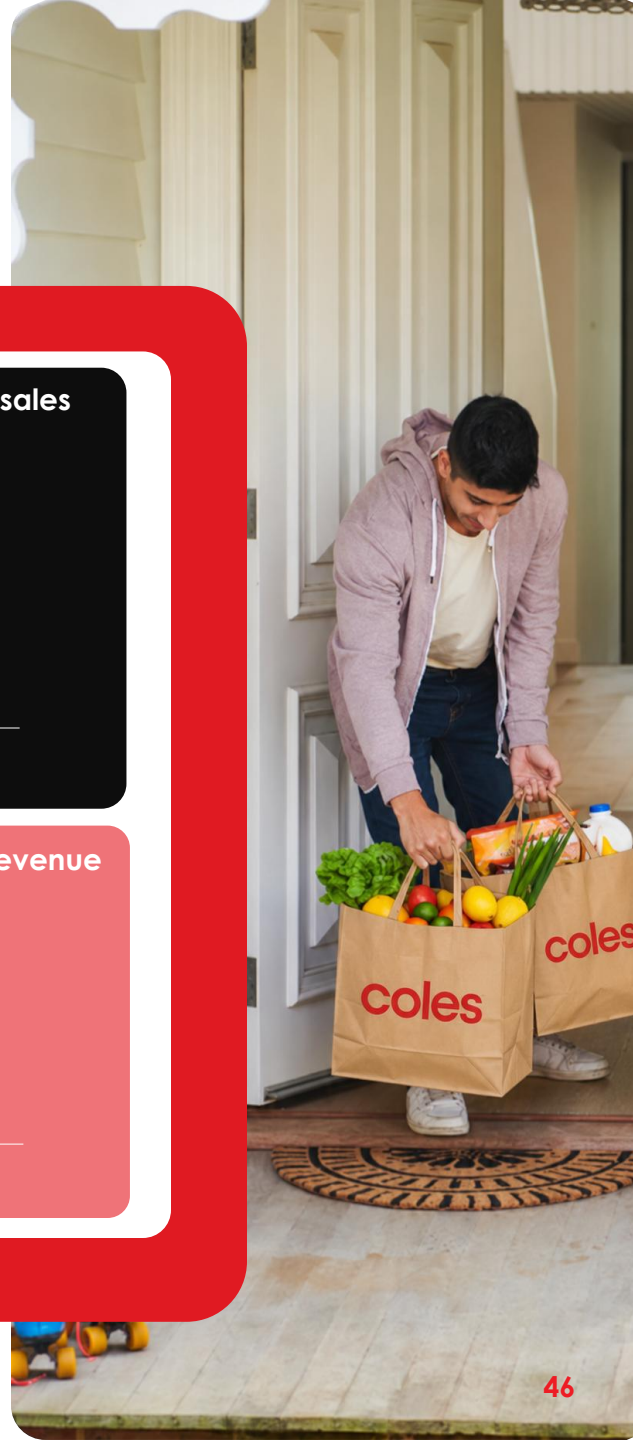
+610bps
increase in Supers eComm sales penetration

109%
growth in monthly active known visitors

10.3m
Flybuys active members





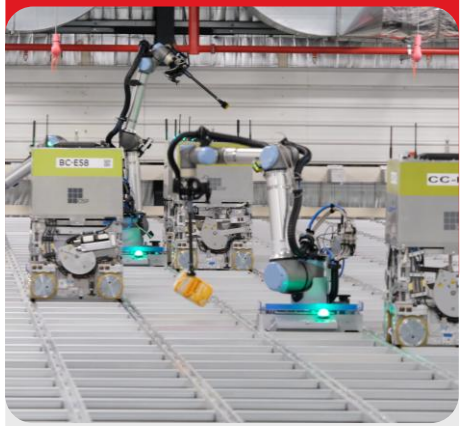


Notes: (1) Tell Coles Online NPS for FY26 vs FY23.

The last three years

Scaled digital capabilities driving sustained growth

Automated fulfilment



Market leading
Customer Fulfilment Centres

Market leading on-demand offer



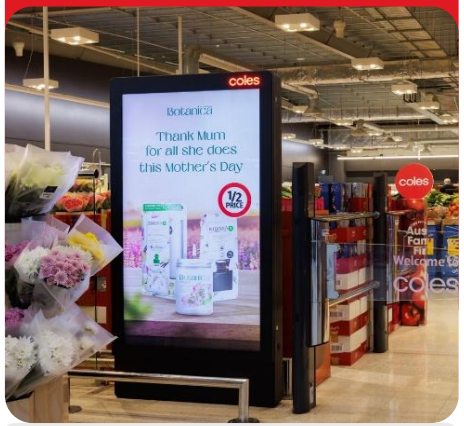
Coles Rapid and an expanded **Uber** partnership, **largest on-demand** delivery range available in Australia[1]

Digital experiences accelerated



App customer satisfaction scored **4.47/5**[2]

Retail media scaled



Consistent **double-digit growth** in **Coles 360** retail media income

Personalisation & rewards strengthened



>25% growth in revenue from **Flybuys** members

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Notes: (1) ~17k products grocery products available; (2) Based on Medallia Satisfaction Score.

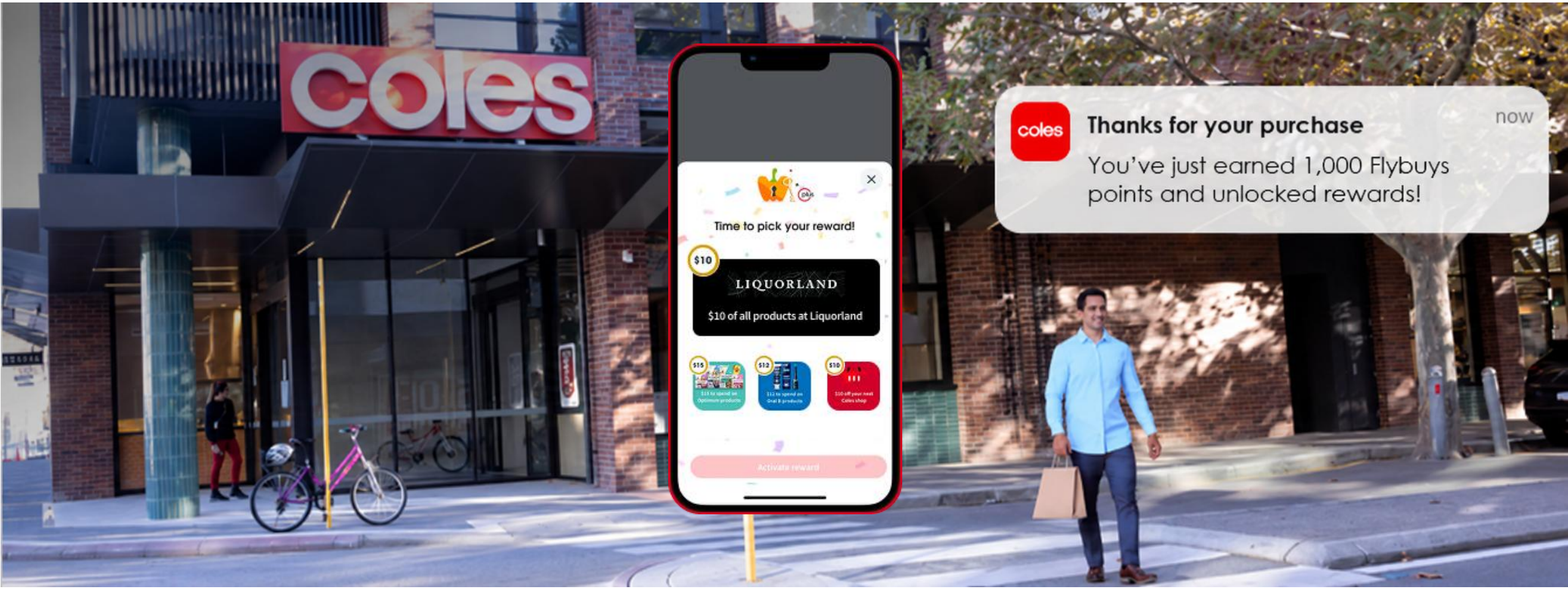
Where we focus next

Four connected capabilities underpin the next phase of digital growth – deepening our customer relationship

- **Personalise the customer journey**
- **Build the future of commerce**
- **Lead through fulfilment capability**
- **Grow media through Coles 360**

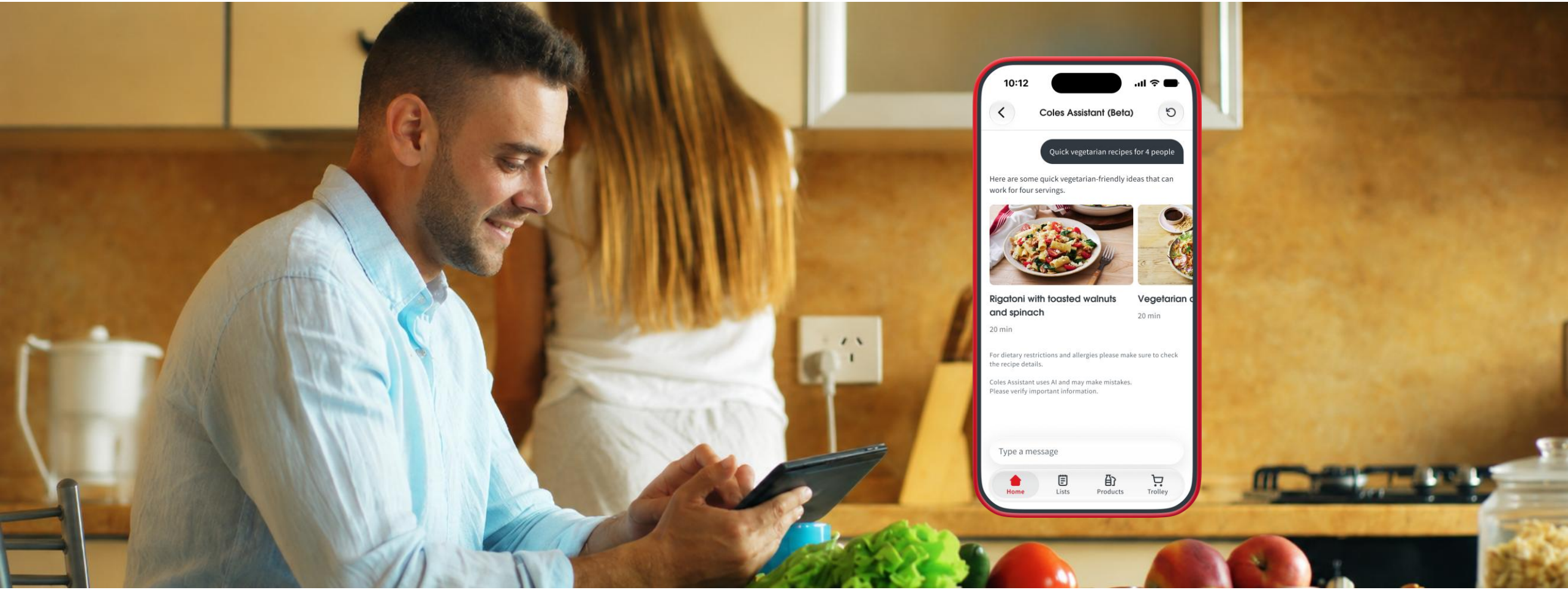


Personalise the customer journey



Accelerated by **digital**

Build the future of commerce

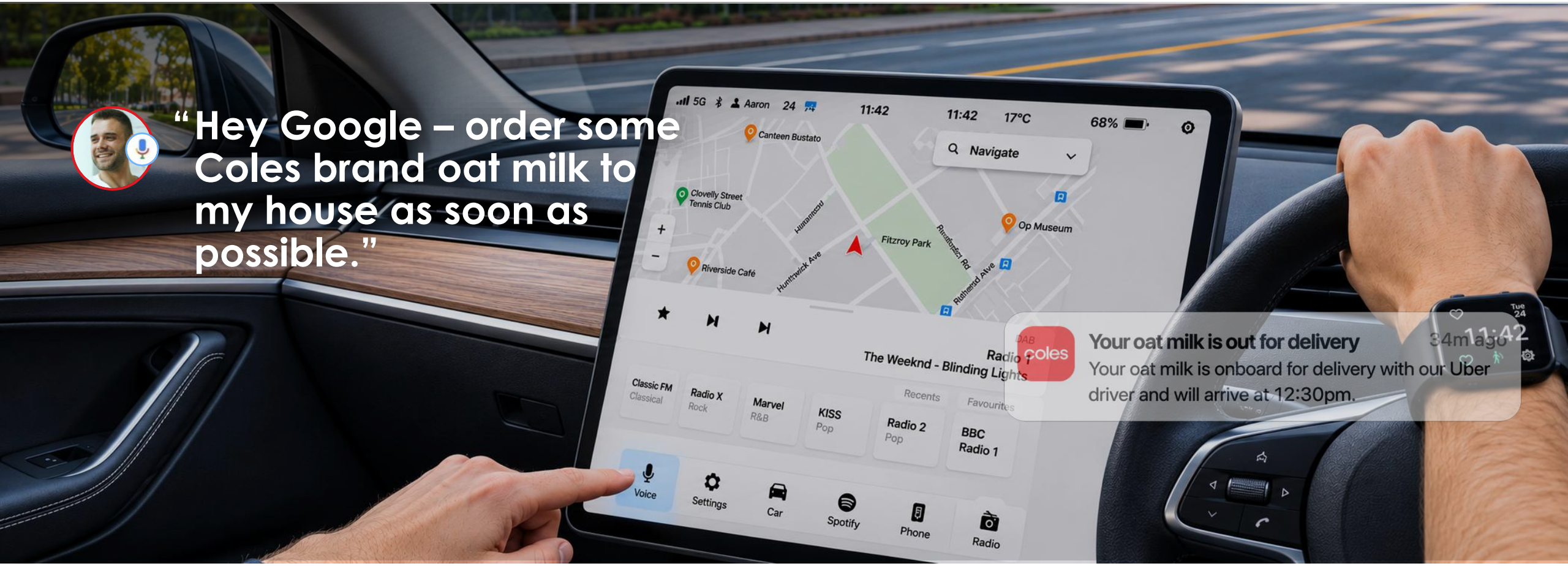


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Grow media through Coles 360



Lead through fulfilment capability

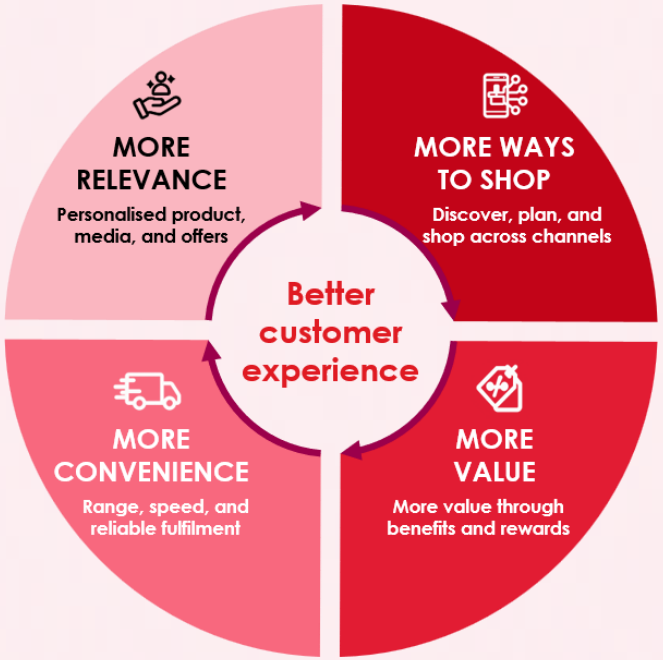


Our priorities will turn better customer experiences into stronger financial outcomes

Where we are focused

- Personalise the customer journey
- Build the future of commerce
- Lead through fulfilment capability
- Grow media through Coles 360

How customers benefit



How this creates value

INCREASE DEMAND
More customers, higher frequency and more shopping occasions

GROW SALES
Increased fulfilment capacity, higher conversion, larger baskets and greater share of wallet

IMPROVE RETURNS
Higher-margin media revenue, better productivity & cost to serve

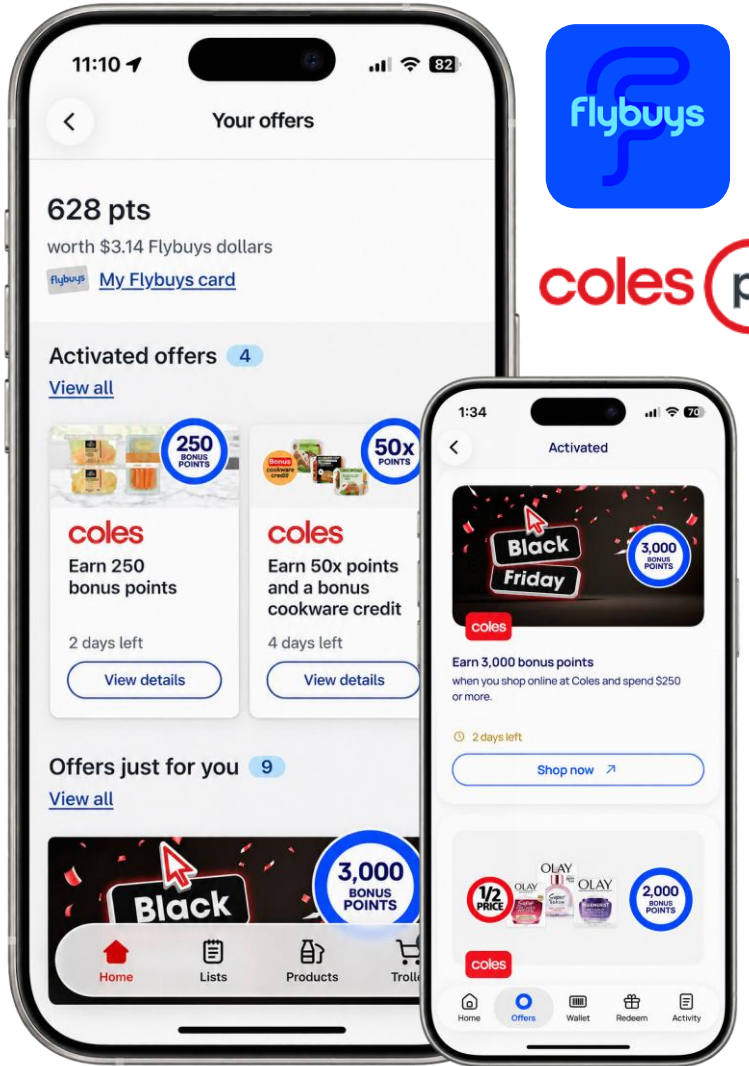
Leading member rewards and subscription offering

Strengthening customer relationships

10.3m
active Flybuys members

>32%
growth in value of points redeemed[1]

>4x
growth in Coles Plus and Coles Plus Saver members[1]



Coalition of >20 retail partners spanning retail, travel, insurance, financial services, health, fuel and convenience

Notes: (1) Compared to FY23.

Personalise the customer journey

Engagement is a growth flywheel – more customers, more trips, more spend, better returns







GROW

>5%

growth in high value customers[1]

SHOP MORE

2.0x

higher shopping frequency[2]

SPEND MORE

1.8x

larger basket size[2]

THE OPPORTUNITY

~50% of weekly shoppers are still not rewards engaged

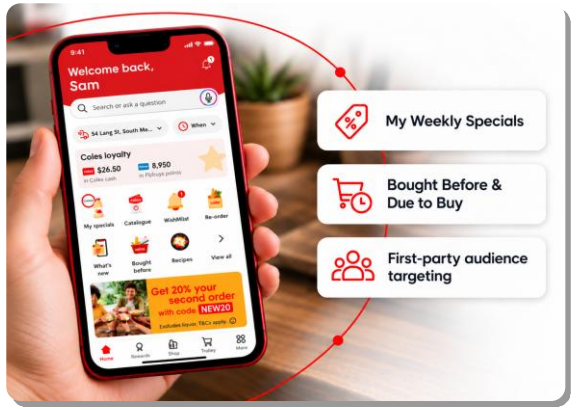
Grow the engaged base and improve returns on customer investment

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Notes: (1) Based on monthly spend September 2026 vs September 2025; (2) Based on last 12 months (October 2025 to September 2026).

Personalise the customer journey

Using customer understanding to deepen relevance and value

	I feel known	I feel connected	I feel valued
TODAY			
WHAT'S NEXT	• Predict shopping needs and missions • AI-built retail media audiences • AI-driven search & ranking	• AI-assisted content at scale • Adaptive, personalised content • Dynamic journey orchestration	• Connected Coles Plus & Flybuys value • Enhanced personalisation • Continuous offer & reward optimisation
	***Grow sales** through higher conversion & larger baskets*	***Improve returns** through stronger marketing effectiveness*	***Increase demand** through higher frequency shopping*

Build the future of commerce

Better digital experiences are driving app-first engagement and creating more opportunities to grow

DIGITAL PRODUCT MOMENTUM

+30%

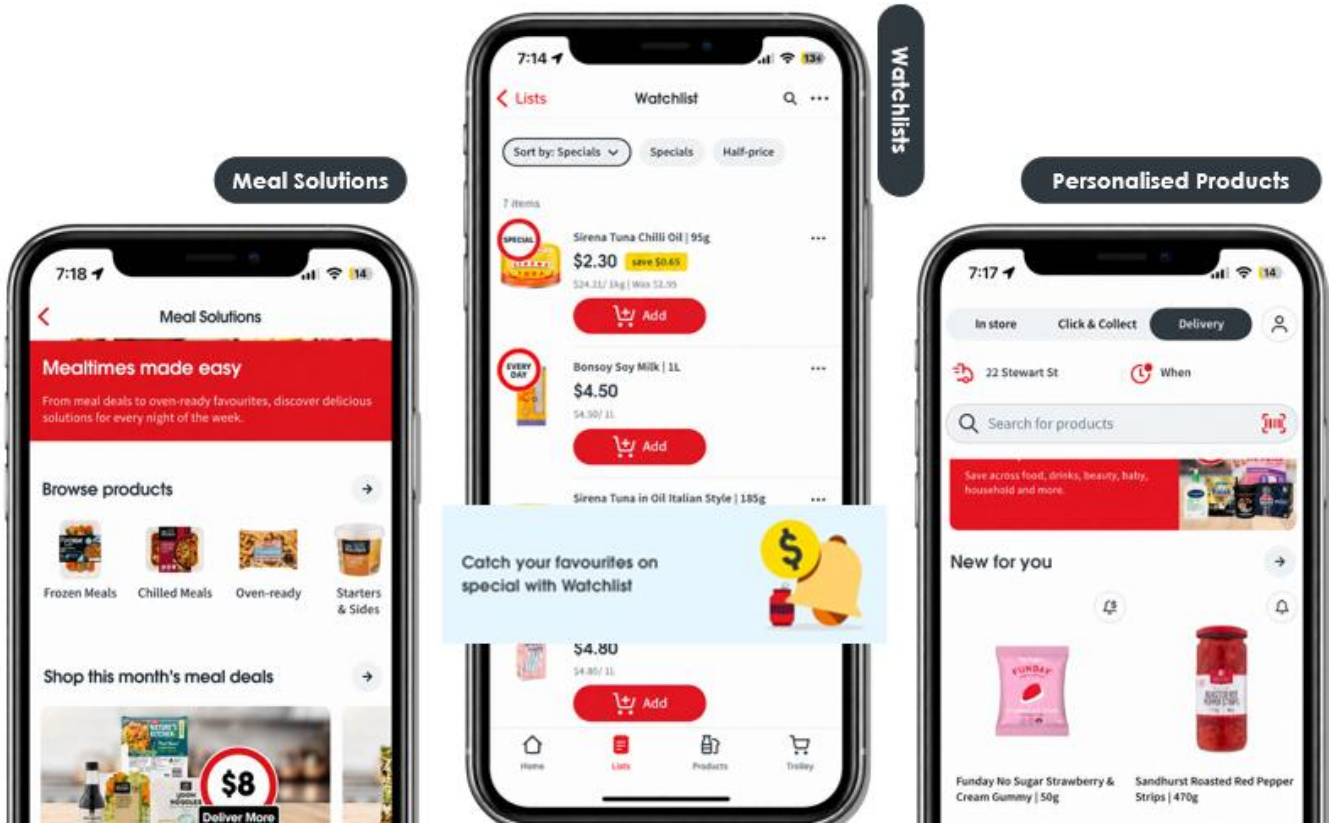
Growth in monthly active known app users[1]

+41%

Growth in checkout sessions[1]

4.47/5

App customer satisfaction[2]



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Notes: (1) Growth rates based on FY26 vs FY25; (2) Based on Medallia Satisfaction Score.

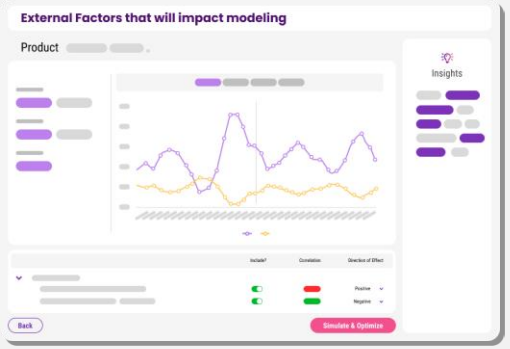
Accelerated by **digital**

Build the future of commerce

AI is improving how we work today and creating new ways for customers to shop

UNDERSTAND MORE

Our **Circana partnership uses AI** to turn customer and market data into **faster, deeper insights**



Circana Liquid AI

Presentation-ready insights delivered in minutes, not hours

DECIDE BETTER

Coles 360 **is testing AI to build better media plans faster**



Media planning output

AI media planning showed 5x faster planning

BUILD FASTER

Using agentic AI to **accelerate the product development cycle**

Design brief to prototype

From 2 weeks To ~2 days

Code implementation

From 2 weeks To ~4 hours

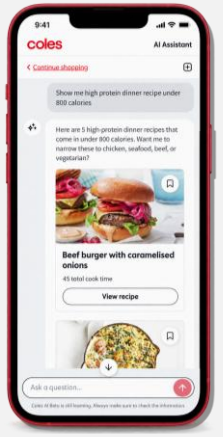
Rapidly scaling product team members using agentic development workflows

Agentic product development

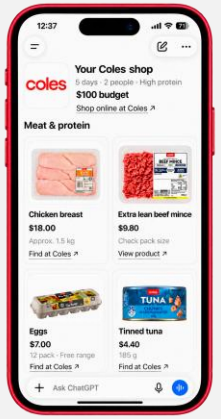
Code implementation reduced from 2 weeks to ~4 hours

SHOP DIFFERENTLY

AI Commerce will **make shopping easier across Coles** and create **new channels**



Onsite agent



Partner discovery

Phased Coles AI assistant rollout commenced October 2026

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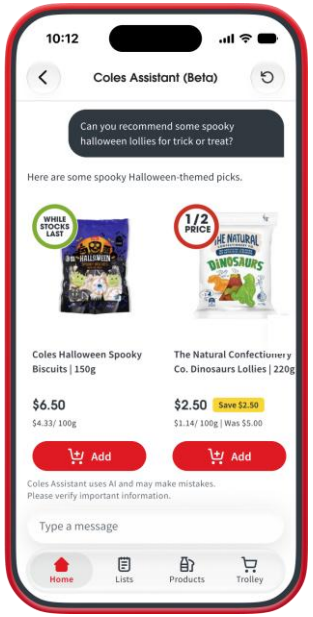
Accelerated by **digital**

Build the future of commerce

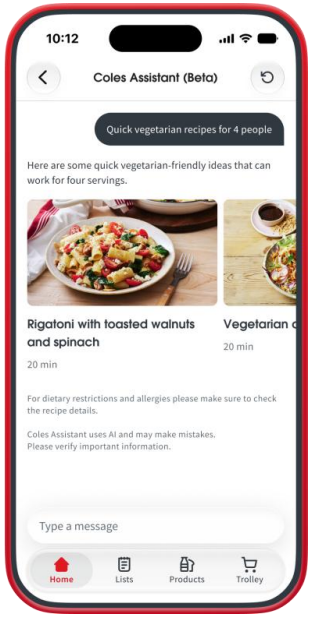
The next step is making shopping easier with AI

ON OUR CHANNELS

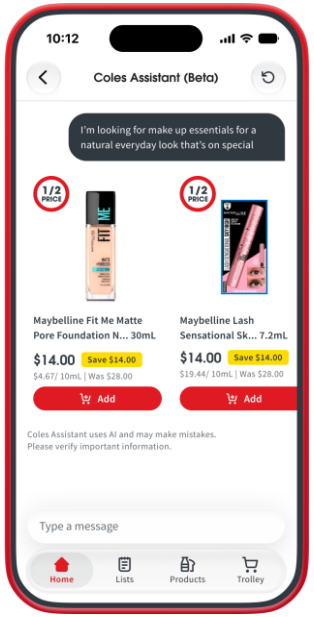
Building an intelligent Coles AI Assistant



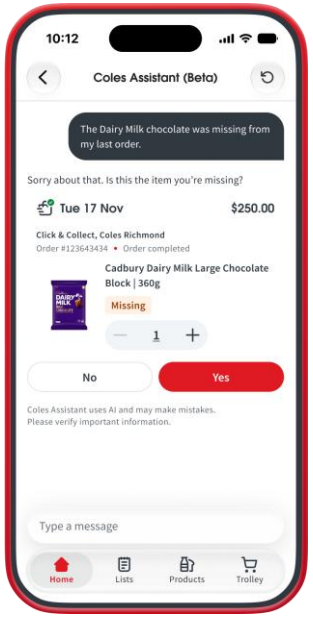
Helps you **decide**



Gets your shop **done fast**



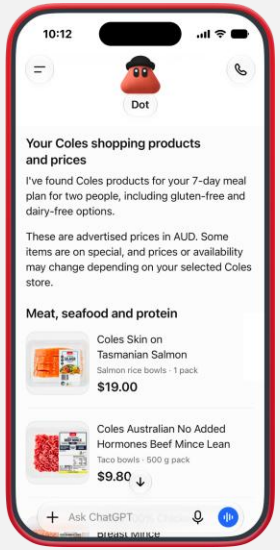
Finds you **better value**



Resolves order **issues**

BEYOND OUR CHANNELS

Preparing for AI-led shopping



DISCOVER

AI agent understands the shopping mission

BUILD BASKET

Coles range, value, and availability surface in the journey

COMPLETE THE SHOP

A seamless path to purchase – whether on Coles or through an integrated partner

OUR APPROACH

- **Build** compelling owned experiences
- **Optimise** for AI discovery
- Continue to **integrate** as demand grows

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Lead through fulfilment capability

Our differentiated propositions are serving more customer missions, while scale and productivity continue to improve economics

FULFILMENT MOMENTUM

26%

3-year Supermarkets eCommerce CAGR growth

Double-digit

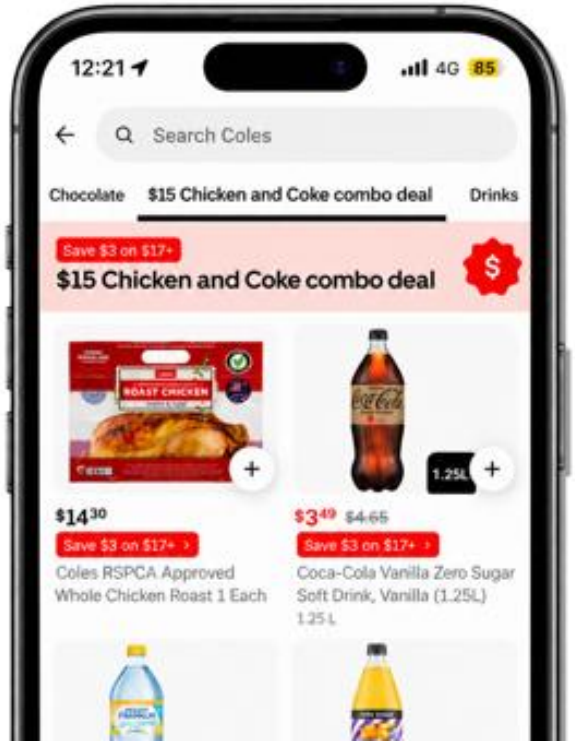
growth across all propositions

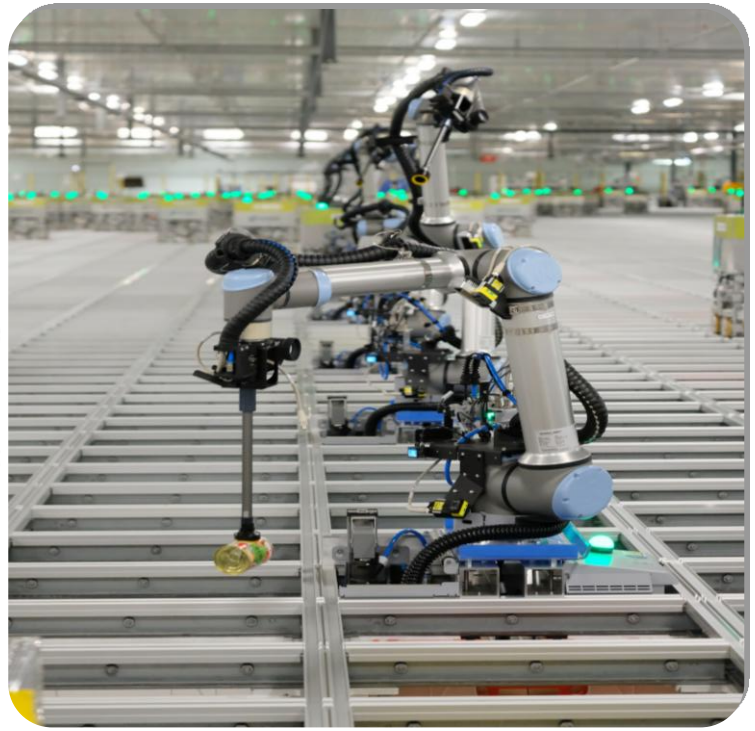
Deliver More, store fulfilled Home Delivery, Click & Collect, Rapid and Uber

96%

eCommerce population coverage

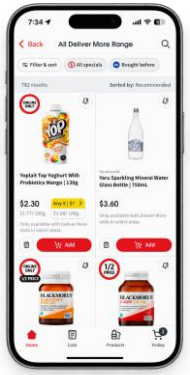
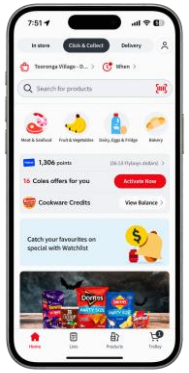
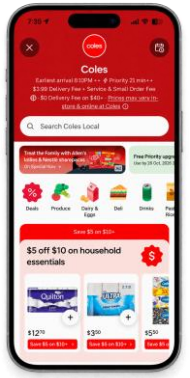
Our eComm propositions reach almost all Australians





Lead through fulfilment capability

Our network and proposition mix give customers more choice across range, speed, and convenience

	1	2	3
SHOPPING MISSION	**WEEKLY STOCK-UP** *Full shop for the week*	**WEEKLY TOP-UP** *Supplementary shop for essentials*	**IMMEDIATE NEED** *Urgent shop for immediate needs*
WHAT CUSTOMERS WANT	**RANGE, FRESHNESS & RELIABILITY**	**CHOICE & CONVENIENCE**	**SPEED & EASE**
HOW WE SERVE THEM	 **Deliver More (CFCs)** **Largest range**, superior freshness, and reliable fulfilment **Store fulfilled Home Delivery** Store range with reliable delivery windows **Click & Collect** Full store range	 **Partner Delivery** Delivering in-store range the same day **Click & Collect** Full store range with fast, convenient collection	 **Rapid Delivery** Store range and prices, delivered within 90 minutes **Uber** **Profitably delivering groceries** in <45 minutes **Click & Collect Rapid** in <90 minutes
HOW WE WILL WIN	*Market leading* **DIFFERENTIATED CFCs: >30% sales growth**[1] Unmatched range, freshness, and reliability at scale	**STORE NETWORK** Same-day delivery and fast Click & Collect close to customers	*Market leading* **UBER PARTNERSHIP & RAPID** Access to incremental customers and immediate need occasions

Notes: (1) FY26 vs FY25.

Lead through fulfilment capability

We will lead in fulfilment by serving more customer missions more reliably and at lower cost

HOW WE WILL LEAD IN FULFILMENT



STRATEGIC FOCUS

BRILLIANT AT BASICS

GROWTH OPTIMISATION

BUILD FOR THE FUTURE

MARKET DIFFERENTIATION

WHAT IT UNLOCKS

Deliver a more reliable experience

Improve returns through better availability and higher productivity

Serve more customer demand

Grow sales through greater network capacity and more perfect orders

Create structural productivity

Improve returns through lower cost-to-serve at scale

Win more customer missions

Increase demand through better, differentiated shopping propositions

Grow media through Coles 360

Reach, frequency and first-party data create a powerful growth platform

coles 360

Turning every touchpoint into a high-intent shopping moment

1,800+
stores across Australia[1]
Scaled physical reach close to purchase

13m+
Audience of Coles shoppers
Rich first-party audiences and purchase data

18m+
in-store transactions each week[1]
High-frequency shopping occasions

88%
Australian adults have shopped at Coles
Extensive customer base and reach



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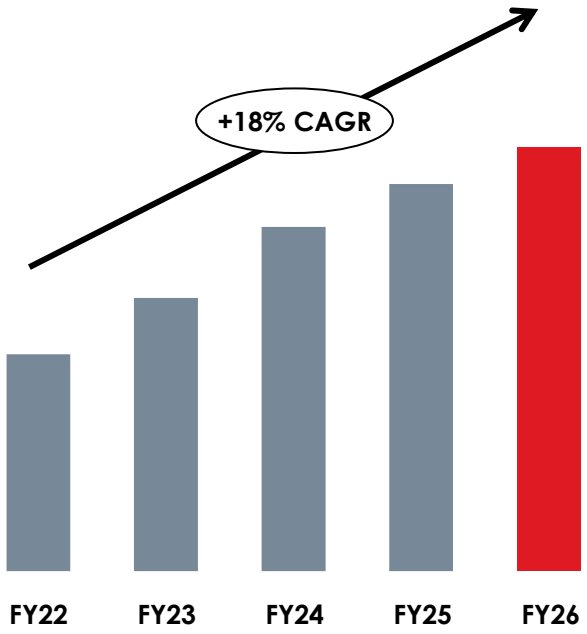
Notes: (1) Supermarkets and Liquor stores.

Grow media through Coles 360

Strong growth to date, with onsite and offsite channels providing the next phase of growth

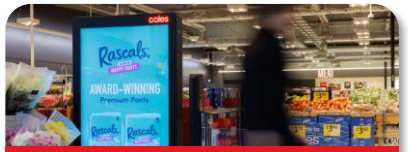
Coles 360 has delivered strong income growth since launch in FY22

Coles 360 retail media income, $m



Retail media income to GMV % now in line with leading global grocery peers

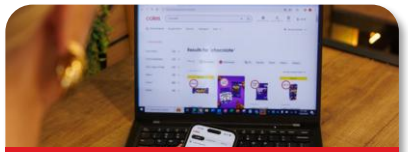
Onsite and offsite channels provide the next phase of growth



IN-STORE

ESTABLISHED

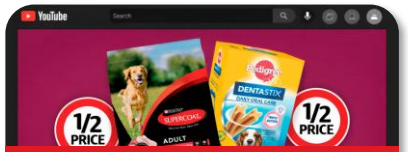
Expand digital screens and e-paper to augment activations, establish experiential partnerships for brand-building moments



ONSITE

EXPANDING

Use AI-driven targeting, expand app placements with CPM buying, test agentic sponsored prompts



OFFSITE

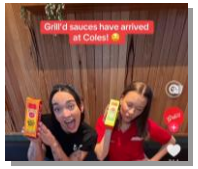
EMERGING

Partner with LLMs on measurement, create a content-to-commerce offering with creators, scale predictive first party data activation and measurement across social platforms

Future growth opportunity

Grow media through Coles 360

Our next phase of growth will be supported by four focus areas

	FOCUS AREA	WHAT WE ARE DOING	WHAT IT UNLOCKS
	**REACH MORE IN OMNICHANNEL**	• Further digitise the in-store experience • Scale onsite and offsite inventory • Expand through Uber and other partnerships	**More media inventory** **Increase demand** through broader reach across more customer touchpoints
	**PARTNER IN BRAND BUILDING**	• Grow creator and branded content • Partner with AI platforms to shape product discovery in agentic commerce	**More addressable spend** **Grow sales** through greater share of brand and trade spend
Enabled by			
	**SCALE OUR MEASURABLE PERFORMANCE**	• Extend incrementality across additional channels • Improve audience and cross-channel optimisation	**Stronger supplier returns** **Improve returns** through greater confidence to reinvest
	**POWER SELF–SERVICE**	• Automate and expand media planning • Enhance self-serve reporting with AI-powered recommendations	**More scalable growth** **Improve returns** through lower servicing effort and greater productivity

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Together, our four strategic priorities will turn better customer experiences into more demand, sales, and returns

- **Personalise the customer journey**
- **Build the future of commerce**
- **Lead through fulfilment capability**
- **Grow media through Coles 360**

INCREASE DEMAND

More customers, higher frequency and more shopping occasions

GROW SALES

Increased fulfilment capacity, higher conversion, larger baskets and greater share of wallet

IMPROVE RETURNS

Higher-margin media revenue, better productivity & cost to serve



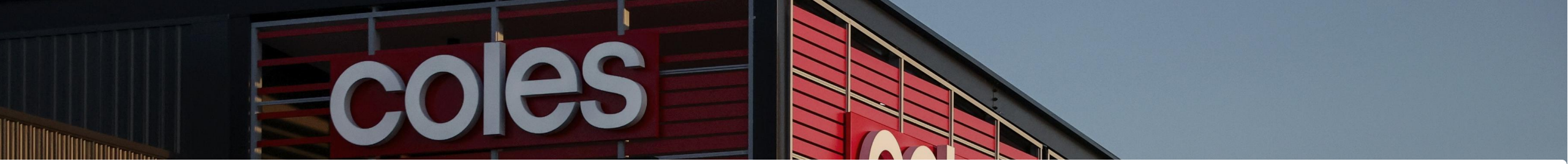


Matt Swindells

Chief Operations & Supply Chain Officer



Delivered consistently for the future





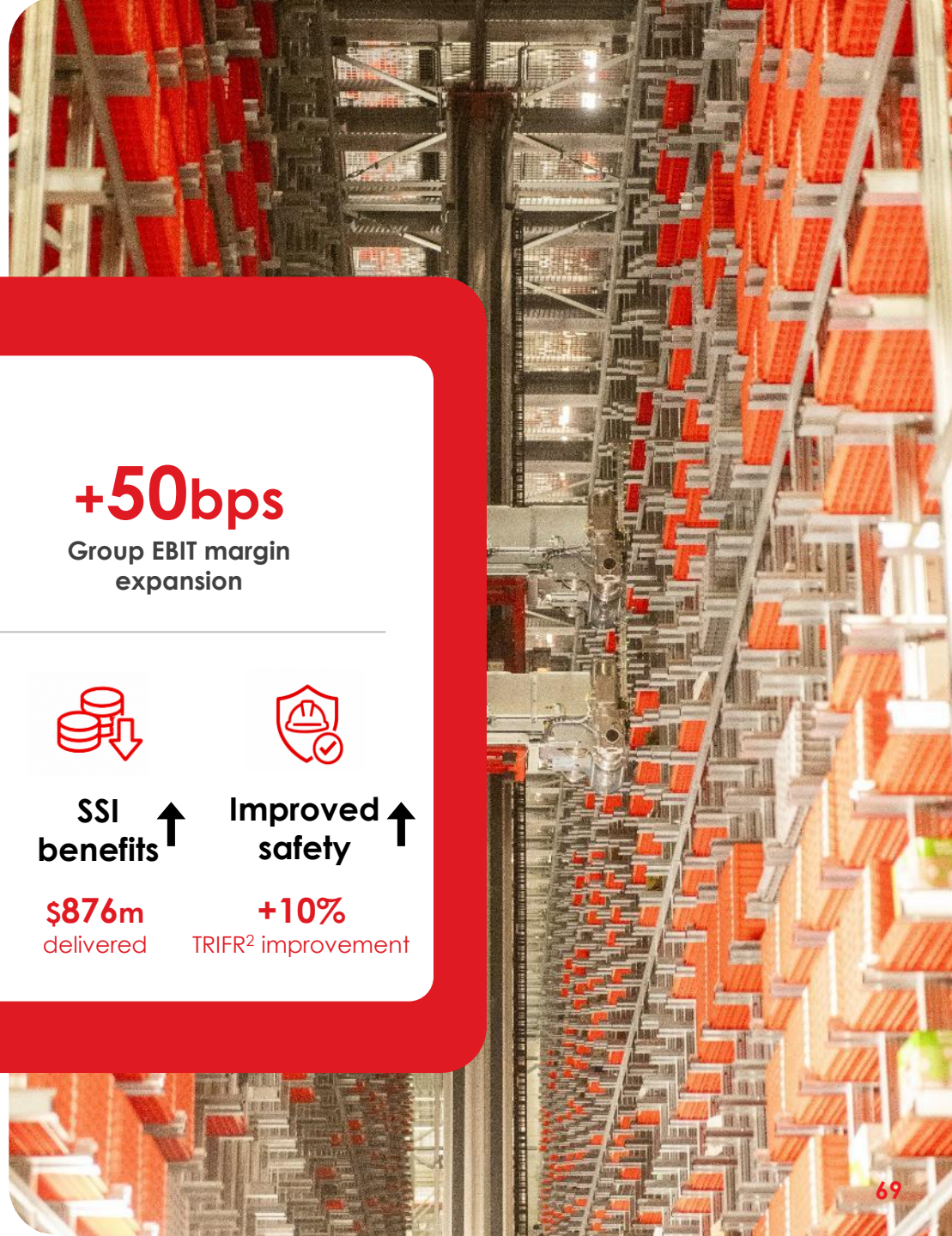
From assets to connected networks

"The future isn't about individual assets or technologies, it's about connecting the entire network to deliver better outcomes for customers, team members and suppliers every day. "

Matt Swindells

Delivered consistently for the future

The last three years



FY23 ambition

Modernise the **supply chain**, accelerate the **store network** and reinvest **productivity** benefit

FY26 outcomes

Reduced operating costs and increased availability for customers

+50bps
Group EBIT margin expansion

Availability ↑	Cost per carton ↓	CFC efficiency ↑	SSI benefits ↑	Improved safety ↑
+580bps[1] DIFOT improvement	**One-third** reduction	**Positive** EBITDA	**$876m** delivered	**+10%** TRIFR[2] improvement

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Notes: (1) Compared with FY24 as FY23 was impacted by COVID-19-related disruptions. Compared to FY23, DIFOT improved by +1,570bps; (2) TRIFR stands for Total Recordable Injury Frequency Rate.

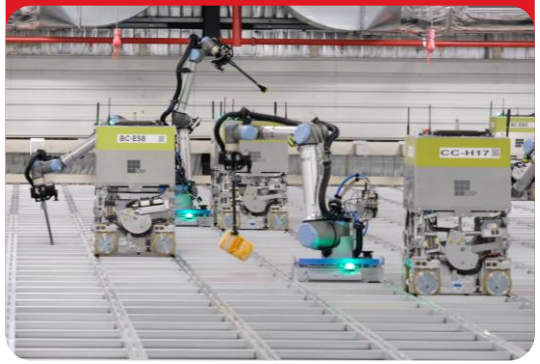
The last three years

Our operational investments are delivering clear benefits

ADCs



CFCs



Transport and logistics



In-store technology



OUTCOMES

More capacity, lower unit costs	Leading online fulfilment capability	Better availability, freshness, higher margins	Higher productivity, lower loss

Where we focus next

Our strategic priorities



- Re-imagine the supply chain
- Future Stores Program
- Revitalise store network
- Cost leadership

Where we focus next

From intelligent systems to a connected data and AI optimised network

Already delivering benefits and we are just getting started



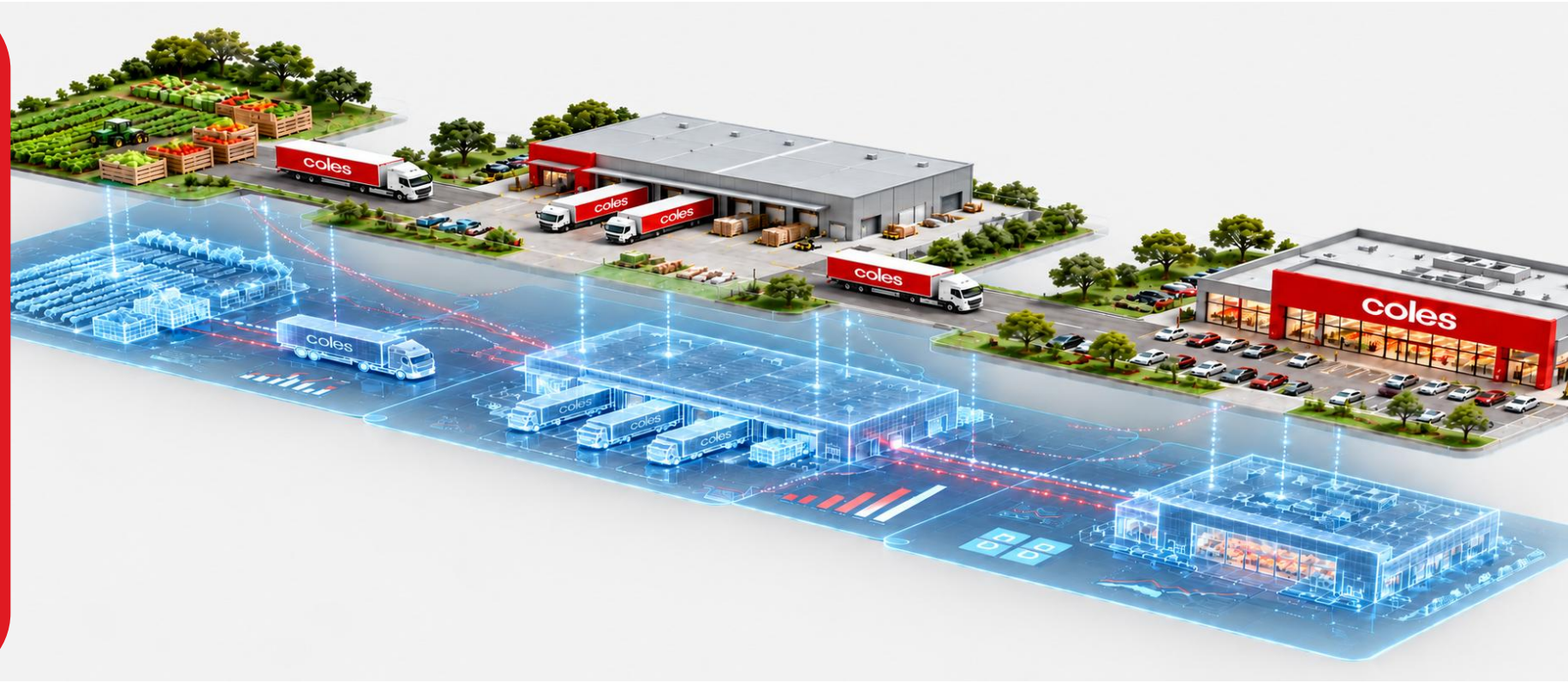
Re-imagine the supply chain

Digital Twin capability driving end to end optimisation and smarter decisions

Smarter planning and faster execution

Radar for early intervention

Better customer outcomes



Re-imagine the supply chain

VIC ADC will complete our ambient automation

Queensland and New South Wales

Redbank and Kemps Creek

Commissioned in 2023 & 2024



3.5x **productivity**
vs previous manual DCs

4m cartons / week capacity

~18k SKUs Full ambient range

~$1.1bn capital investment

Redbank servicing Queensland
Kemps Creek servicing New South Wales
Automation already delivering at scale

Victoria

Truganina

Under construction – on time and on budget



+15% **capacity**
vs existing ADCs

4.6m cartons / week capacity

~$880m capital investment

Will service Victoria and Tasmania
Will integrate with SA and WA network
Scheduled to be commissioned by FY30

Our ADCs create a structural supply chain advantage

Scale

4m+ cartons per week capacity
All SKUs under one roof and closer to our stores **improving availability**

Cost/carton ↓

QLD and NSW ADCs operate at **two-thirds the cost**

Speed

Automation provides the ability to rapidly adapt to fluctuations in demand

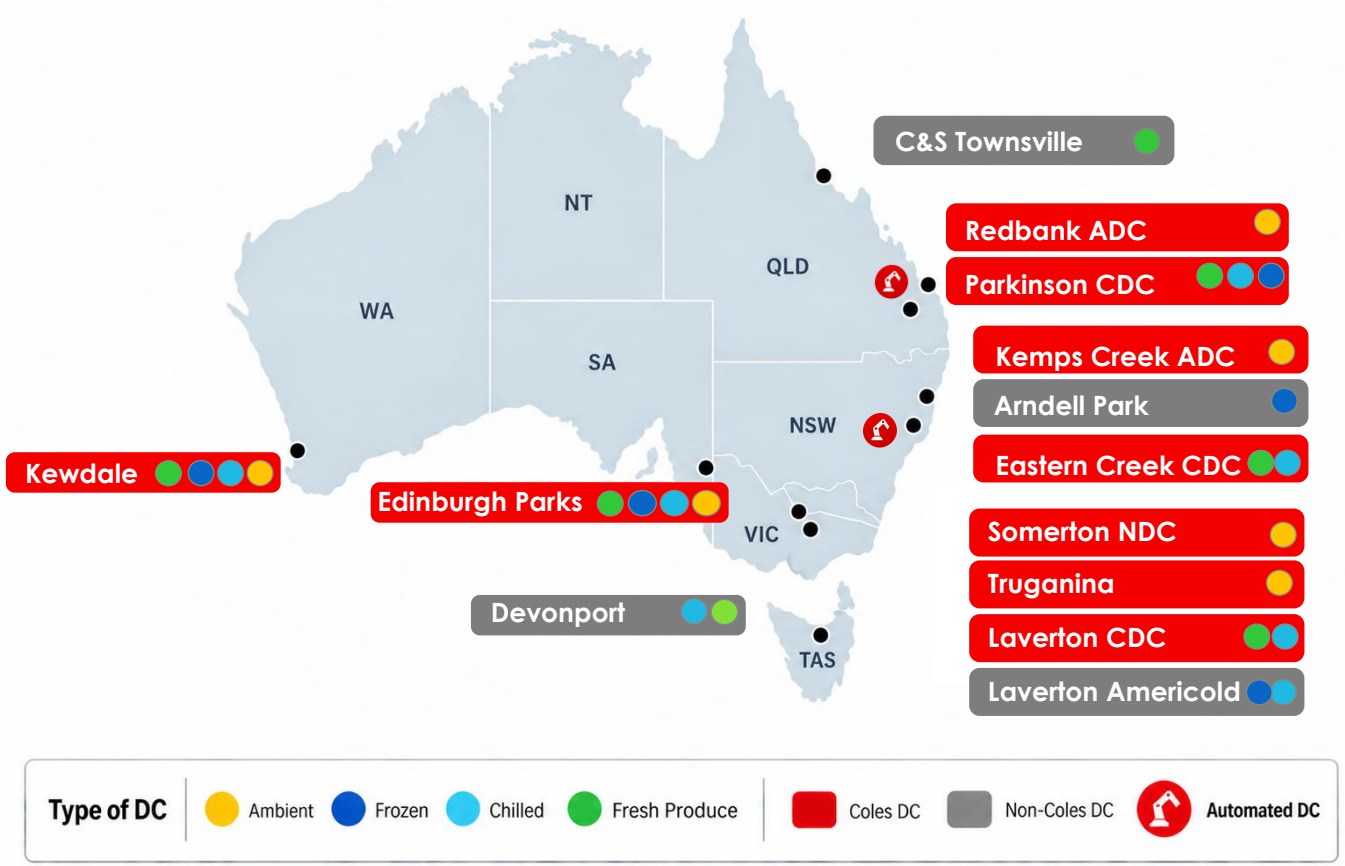
Once VIC ADC is operational

~89%
of total ambient volume will be supplied by our three ADCs

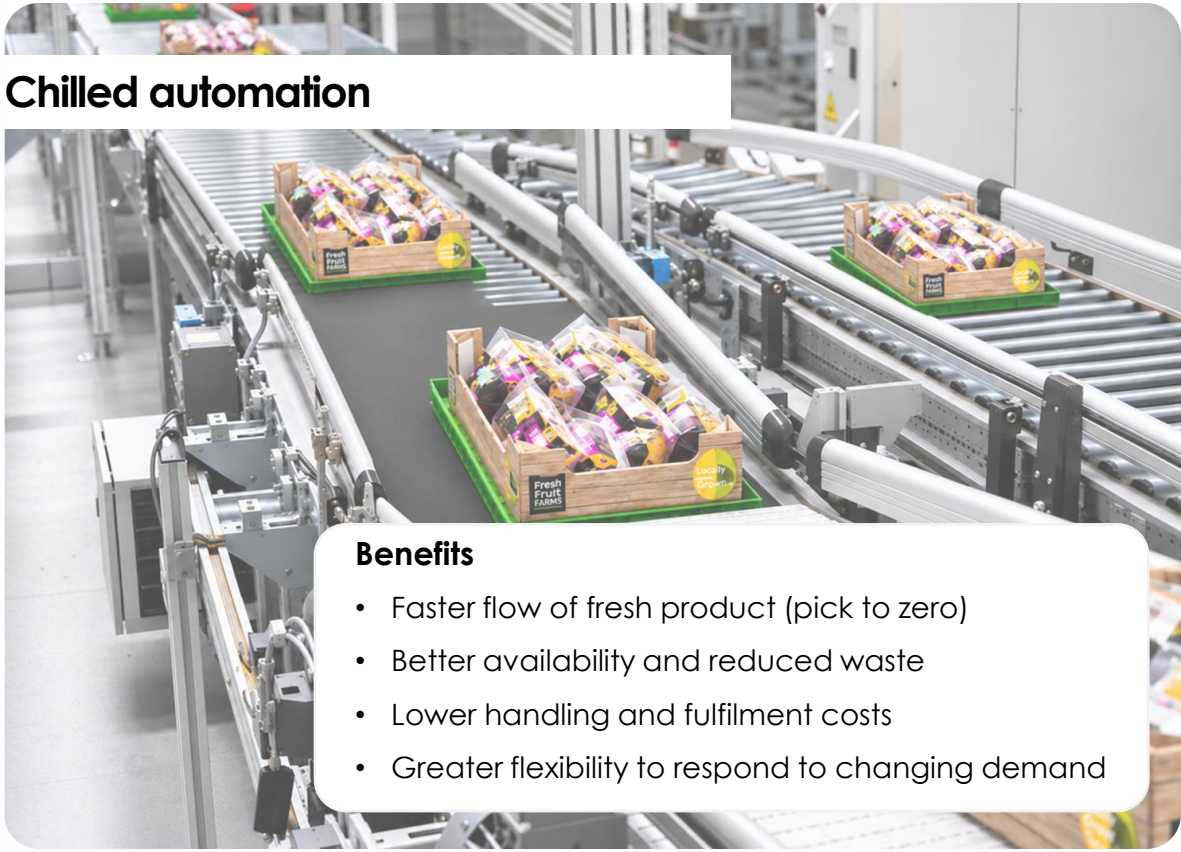
~100%
Coles stores nationwide will be serviced by our ADCs

Re-imagine the supply chain

Designing the final phase of our distribution network



Chilled automation



Benefits

- Faster flow of fresh product (pick to zero)
- Better availability and reduced waste
- Lower handling and fulfilment costs
- Greater flexibility to respond to changing demand

Re-imagine the supply chain

Coles Collect is a growing and valuable part of our supply chain



Double-digit
Revenue CAGR
over the last 5 years

#1
Rated by suppliers in
the Advantage Survey[1]

44%
Inbound goods

650+
Suppliers
supported

5.2m+
Pallets transported
each year

>375k
Shipments moved
per annum

Increases network utilisation and **lowers costs**

More data and insights provided to Coles and our suppliers

Greater **control and visibility** of inbound freight

Improves **availability and resilience**

Manhattan

World class technology
Underpinned by market-leading transportation management system

BENEFITS SUPPLIERS | **BENEFITS COLES** | **BENEFITS THE ENVIRONMENT**

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Notes: (1) Across all retailers with their own supply chain businesses (Woolworths, Aldi, Metcash, Drakes, Chemist Warehouse).

Re-imagine the supply chain

Our CFCs are delivering results

Our CFCs are a competitive differentiator

- Best-in-class customer experience
- Ability to scale efficiently and at pace
- Releasing sales capacity in our stores

>2x
perfect order rate
vs. national HD average

>700bps
NPS
ahead of Total Online

>Sales growth
than Coles' total eCommerce channel

Positive EBITDA
in year 2 of operation

~40k SKU capacity
up to 2x more than average store

Perfect chill chain integrity
Improved freshness for customers







Re-imagine the supply chain

Scaling the benefits of our CFCs

Continuous improvement is embedded in how we operate

FY25 - Year 1

- Commissioning and transition of next day home delivery volumes in Melb and Sydney
- Upper quartile of Ocado international partner benchmarks across a number of efficiency and last mile metrics
- Sales growth >20%



FY26 - Year 2

- Same day delivery introduced
- Installed On Grid Robotic Pick (OGRP) arms, auto frame loading and auto bagging technology
- Expanded catchment areas
- Increased productivity and became #1 internationall Ocado partner for efficiency
- Sales growth >30% and EBITDA positive for the year



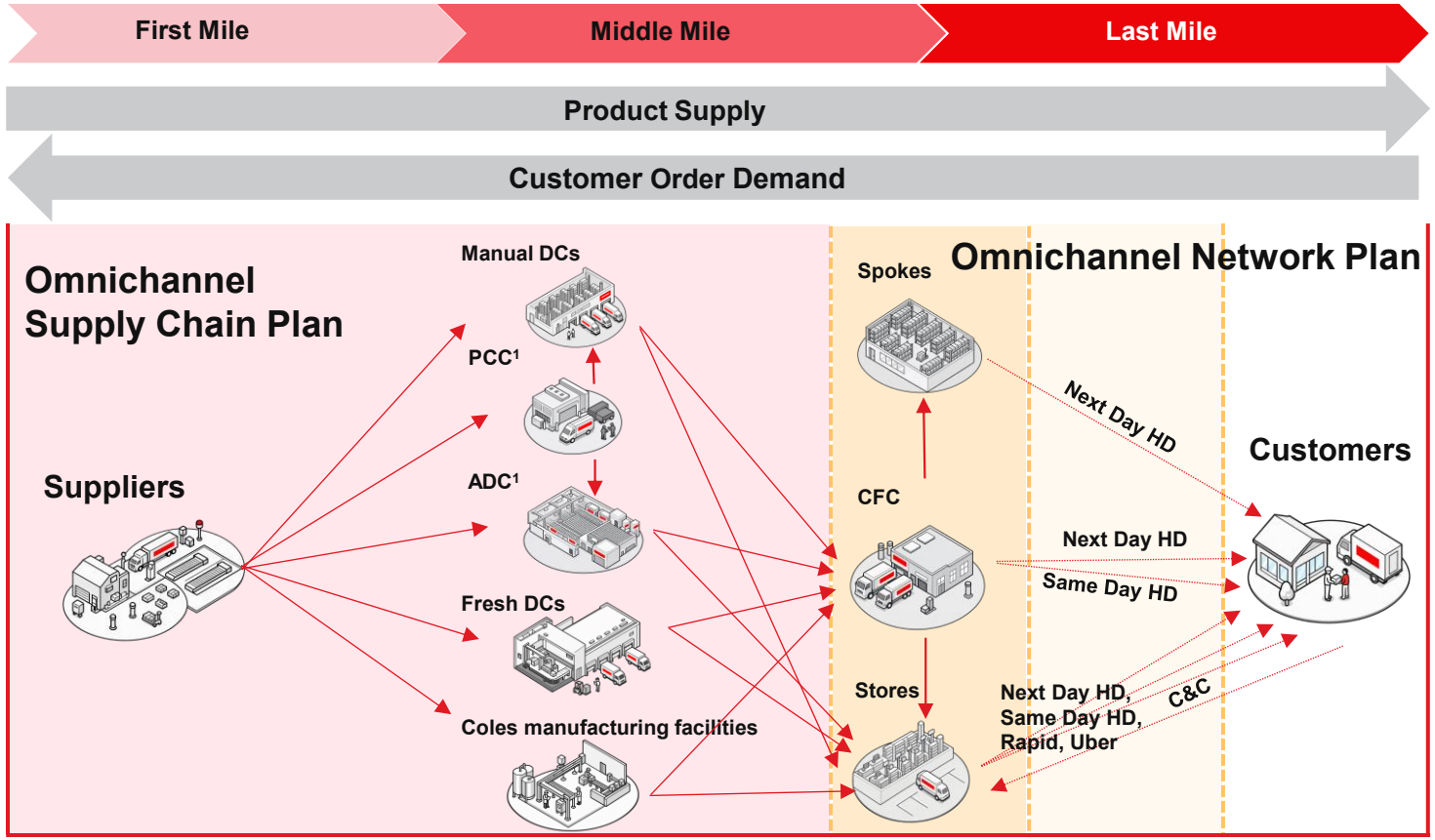
FY27 – Year 3

- 175 additional bots on grid to increase throughput
- Automation ramp up continues with significant increase in OGRP utilisation
- Developed reusable gel bricks to replace dry ice with transition underway (global first)
- Developing advanced cubing models for smarter tote and bag packing
- Continuing to optimise range



Re-imagine the supply chain

Last mile orchestration will unlock further speed and efficiency benefits and capacity across our eComm fulfilment channels



Channel-aware demand sensing
Integrated demand planning

Inventory positioned dynamically
Right inventory, right node, right time

Execution orchestrated end-to-end
DC / CFC / transport / stores

Digital twins + AI at the core
Faster decisions and network optimisation

Notes: (1) DC refers to Distribution Centre; PCC refers to Primary Consolidation Centre; ADC refers to Automated Distribution Centre; CFC refers to Customer Fulfilment Centre.

Re-imagine the supply chain

Own Brand differentiation supported by vertical integration



Retail Ready Operations Australia

Automated meat processing and packing facility

- Control over livestock quality
- Security of supply
- Efficiency and shelf-life



Fresh Milk Co (VIC and NSW)

Large scale automated milk processing facilities

- Control from farmer to production
- Highly efficient / cost advantage
- Capacity for Own Brand innovation



Chef Fresh (VIC and NSW)

In-house convenience meal manufacturing facilities

- Differentiated Own Brand products
- Ability to innovate at speed



QuiteLike meal kits

In-house recipe-led meal kit solutions

- Differentiated meal inspiration that drives convenience and loyalty
- Ability to scale efficiency through our CFCs

Future Stores Program

A multi-year productivity program redesigning how stores operate

Future Store Operating Models



Online



Fresh transformation



E2E simplification

Future Store Technology



Electronic Shelf Edge Labels (ESLs)



Future Store Inventory



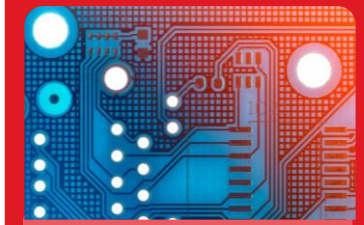
Store Safety Protection Centre

FUTURE STORES PROGRAM

20% strategy

80% execution

Future Store Rostering



Connecting systems



Dynamic decision making



Cross-functional team members

Future Store Leaders



Hours back in store



Build career pathways



Leadership capability

Revitalise the store network

Store design, layout and processes that work for both in-store and online customers

TODAY

Strong foundations

- Stores provide reach, proximity and flexibility for online fulfilment
- Established picking capability and dedicated online teams operate at scale



THE OPPORTUNITY

Better customer experiences, increased capacity and greater efficiency

Range and space



Fresh transformation



Wider aisles and less congestion



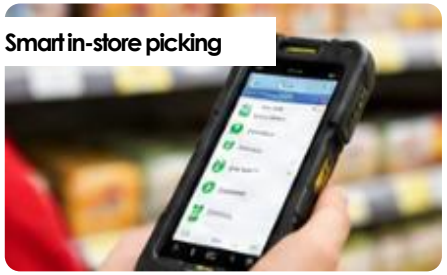
Fast-pick zones



Click & Collect wait times reduced



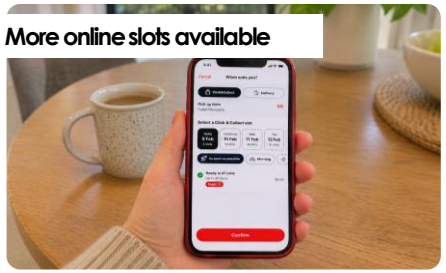
Smart in-store picking



Pick-to-light



More online slots available





Structural advantage through investment in the right assets and partners

Data and AI unlocking value through a **more connected network**

Maintain **cost leadership** to reinvest in customers and deliver value for shareholders





Charlie Elias

Chief Financial Officer

Our financial framework

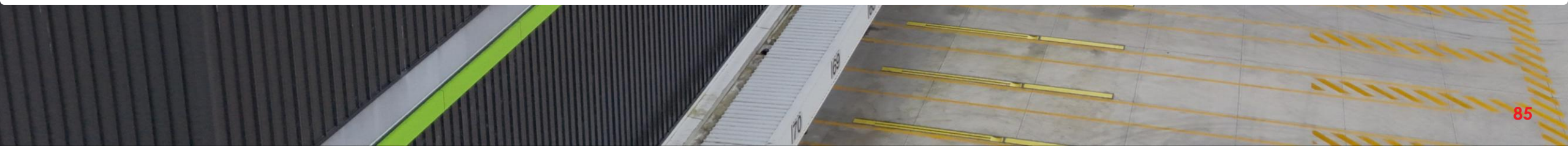




Turning strategy into shareholder value

"We have strong foundations, a proven track record and a clear path to sustainable growth and long-term shareholder value."

Charlie Elias



The last three years

FY23 ambition

Drive **sustainable topline growth**, improve **margins** and deliver **attractive shareholder returns**

	FY23	FY26	
Total sales revenue	Continuing operations $40.5bn	$45.6bn	+4.0% CAGR
Group EBIT	Continuing operations $1,859m	$2,322m[1]	+7.7% CAGR
Return on capital	16.5%	17.3%[1]	+80bps
Dividend per share	66cps	78cps	+18.2%



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Notes: (1) Excluding significant items.

Proven track record of translating strategy into shareholder value

STRATEGY OUTCOMES (FY23 – FY26)

Own Brand



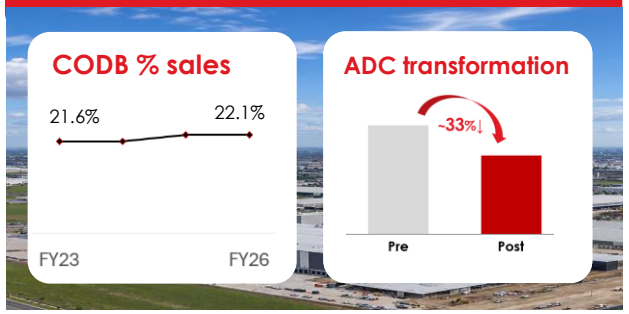
2x
Exclusive to Coles
sales growth vs proprietary brands

Digital proposition



26% CAGR
Market leading
eComm sales growth[1]

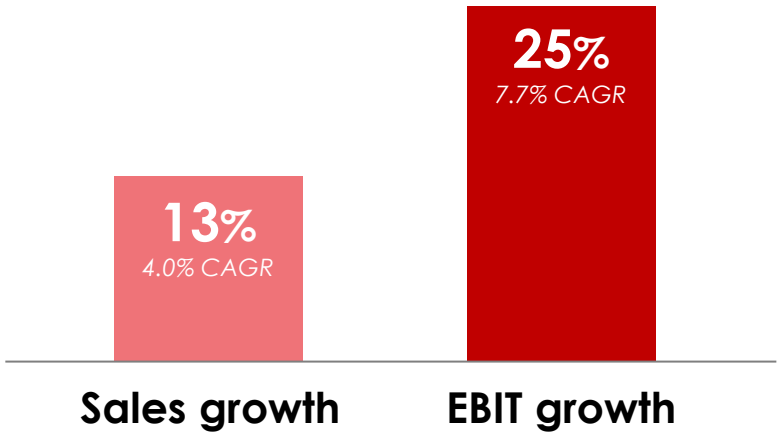
Cost leadership



Our people



115k
team members
Top quartile engagement



Strong EBIT growth ahead of sales

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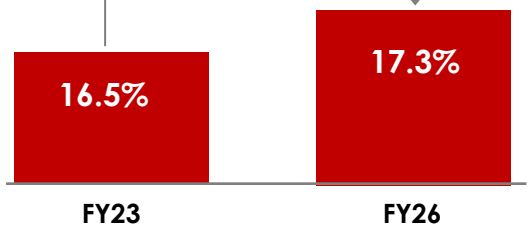
Notes: (1) Supermarkets eCommerce sales revenue growth.

Proven track record of translating strategy into shareholder value

Capital investment delivering strong returns

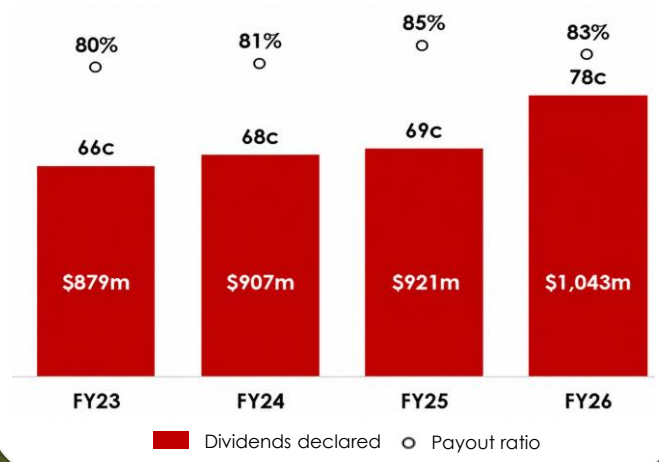
$4.1bn
capex invested

ROC +80bps



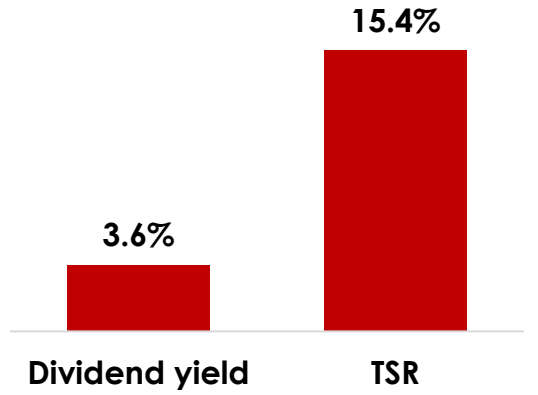
Industry leading payout and dividend growth

*Dividends **fully franked**, with franking credit balance of **~$550 million**[1]*



Compounding shareholder value

Last 3 years average



Notes: (1) Following payment of our FY26 final dividend on 22 September 2026.

Where we focus next

Our goals remain unchanged

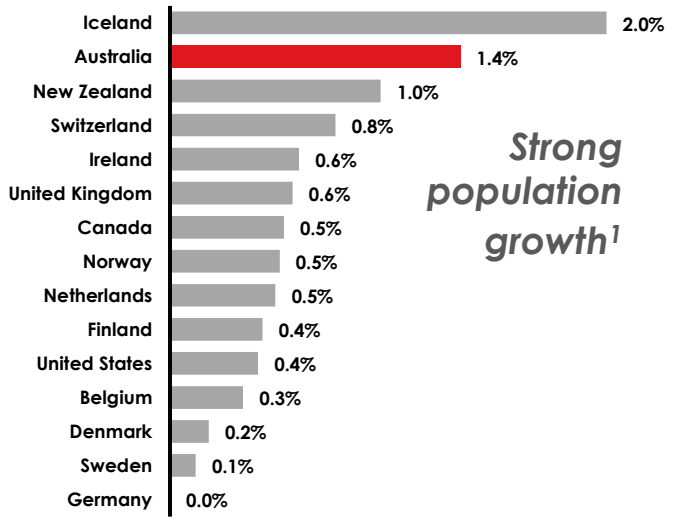
- Grow sales above market
- Grow earnings ahead of sales and reinvest to accelerate growth
- Disciplined capital allocation



Grow sales above market

Strong plan to drive topline growth

UNDERLYING DEMAND GROWTH



NEW STORES & CAPACITY

45 new stores
across FY27 and FY28, represents a ~5% increase on current footprint

>1.5% pa space growth target
from FY29 with strong pipeline in place

Increased online capacity
within existing store network as part of our renewal process

A STRONGER, MORE DIFFERENTIATED OFFER

Own Brand
Value and differentiation

Fresh
Quality and convenience

Non-food
Range, value and convenience

Food & liquor
Integration

Digital
Build on our market leading proposition

Availability and customer experience
Relentless execution



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Notes: (1) OECD Population Projections: 2025-2030E CAGR.

Grow earnings ahead of sales and reinvest to accelerate growth

Operating leverage

Scale benefits from stores, digital infrastructure, CFCs and ADCs as volumes grow

Cost leadership

Underpinned by SSI, automation, AI and global capability

Margin opportunities

Own Brand sourcing, Coles 360 and Coles Collect and attractive close-to-core adjacencies

Reinvestment to accelerate growth

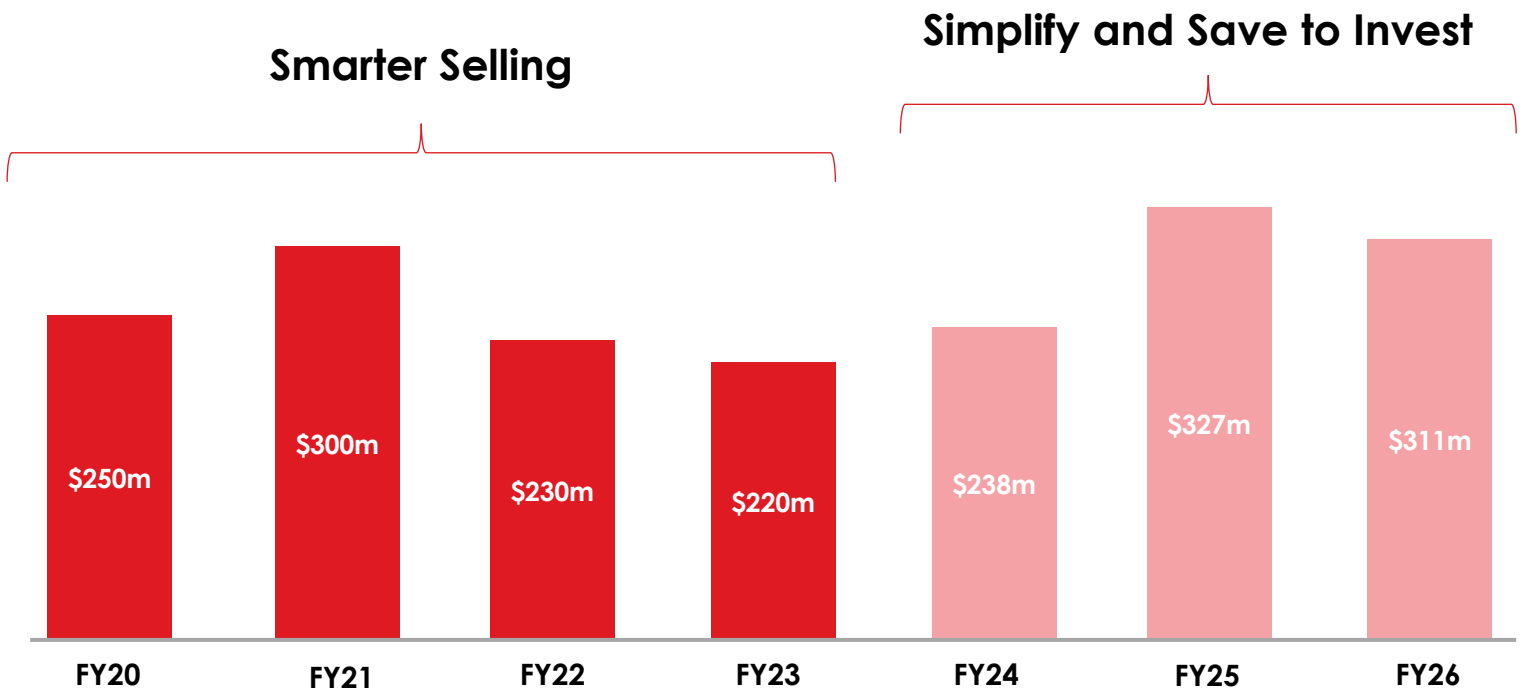
Value, technology, digital, customer experience

Driving sustainable value creation



Grow earnings ahead of sales and reinvest to accelerate growth

Cost leadership is part of Coles' DNA



$876 million

Cumulative SSI[1] benefits delivered, on track for **>$1 billion** by FY27

These programs are designed to deliver sustainable cost savings to offset cost inflation and facilitate reinvestment in the customer offer

Notes: (1) SSI refers to Simplify and Save to Invest.

Foundations

Grow earnings ahead of sales and reinvest to accelerate growth

Cost leadership is part of Coles' DNA

Cost leadership is a structural differentiator for Coles

Proven track record

>$1bn Delivered over 4 years (FY20-FY23)

Smarter Selling

>$1bn Delivered over 4 years[1] (FY24-FY27)

Simplify and Save to Invest (SSI)

New target

>$1.1bn Target over 4 years (FY28-FY31)

Target includes Coles Capability Centre benefits

Next phase of savings

Sources of opportunity

- Stores
- Online
- Supply chain
- Technology & AI
- Support functions
- Ways of working



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Notes: (1) Includes forecast benefits in FY27.

Grow earnings ahead of sales and reinvest to accelerate growth

Coles Capability Centre

WHAT IS IT

A new delivery model in partnership with Accenture that expands capacity and capability across Coles

$100m+ pa
annualised cash benefit by end of FY29[1]

WHAT IT UNLOCKS

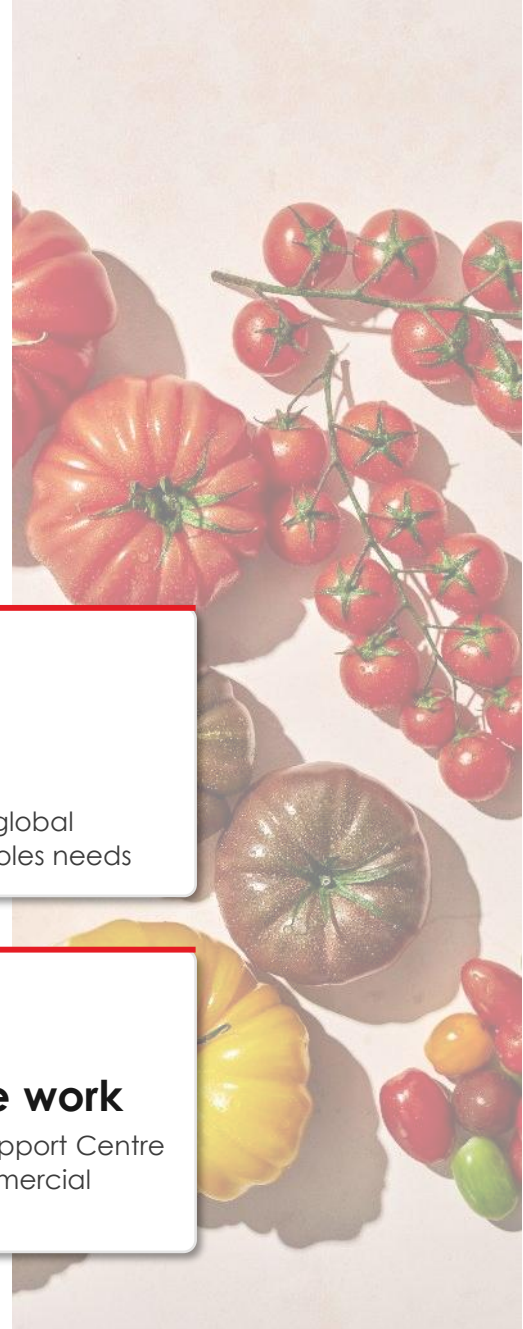
Creating value beyond cost

Faster execution
Expand delivery capacity across technology, digital, data and AI - accelerating time to value

Capability at scale
Access specialist talent, tools and global expertise at the scale and pace Coles needs

Simpler, scalable operations
Standardise, automate and simplify repeatable work to improve consistency, productivity and resilience

Focus on higher-value work
Create capacity for Coles Store Support Centre teams to focus on customers, commercial decisions, strategy and innovation



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Notes: (1) Cash benefit, inclusive of annual EBIT and capital expenditure savings.

Grow earnings ahead of sales and reinvest to accelerate growth

Higher margin revenue streams and Own Brand sourcing opportunities

Coles 360 retail media



Coles Collect



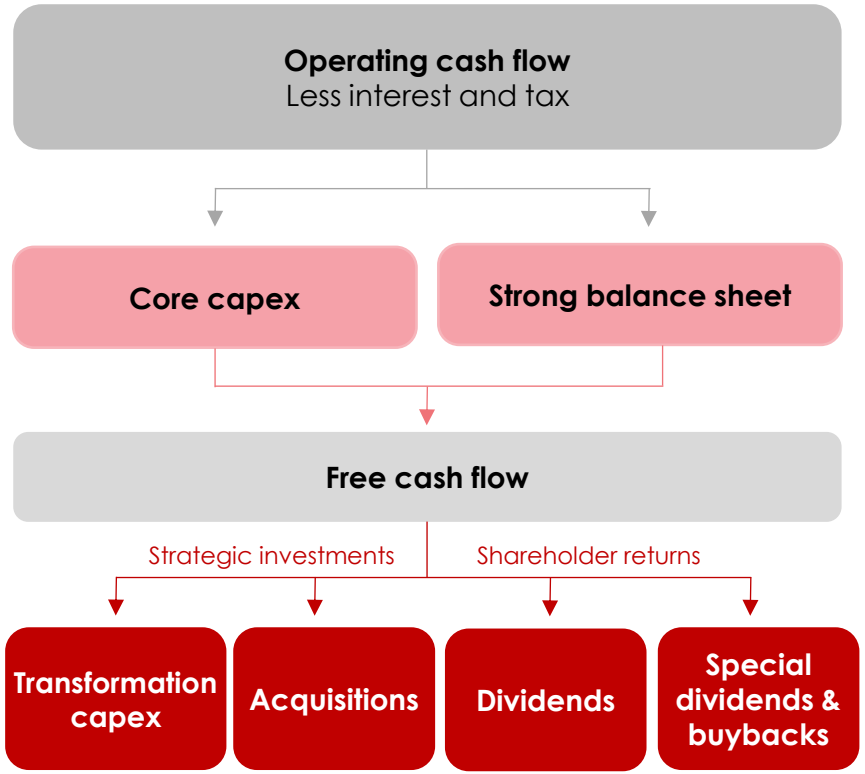
Own Brand strategic sourcing



Disciplined capital allocation

Strong cash generation supports investment, returns and strategic flexibility

Capital management framework



Value creation commitments

Operating cash flow	Target ~100% cash conversion[1]
Balance sheet	Maintain strong investment grade ratings
Growth returns	Invest where returns exceed WACC + risk premium
Shareholder returns	Progressive ordinary dividends linked to earnings and cash generation Target 80% to 90% payout ratio
Strategic flexibility	Capacity to pursue organic and inorganic investment opportunities

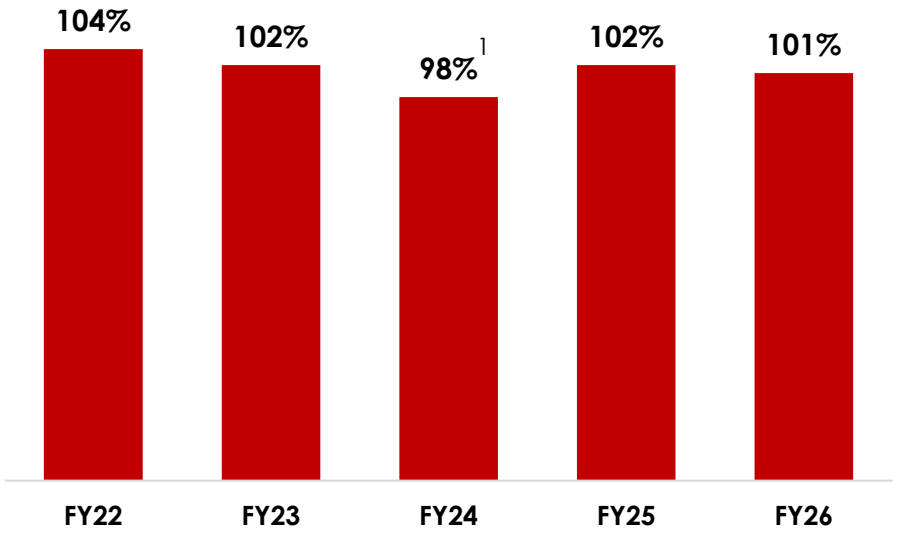
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Notes: (1) Cash conversion is calculated as operating cash flow excluding interest and tax to EBITDA.

Disciplined capital allocation

Strong balance sheet and liquidity

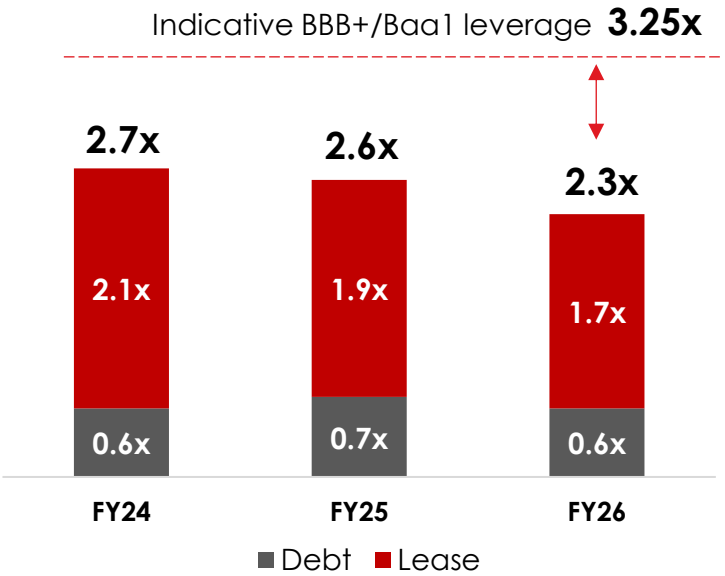
Strong cash realisation supporting dividends and reinvestment



…with significant balance sheet capacity providing further flexibility to optimise shareholder returns

Moody's
Baa1

S&P Global
Ratings
BBB+



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Notes: (1) Cash realisation impacted by the timing of cash flows due to the 53rd week year.

Disciplined capital allocation

Capital expenditure program

Core capex	**~$1.1bn pa** average spend over the last 3 years	• Maintenance, efficiency, growth and store renewals
Major transformation projects	**$880m project** ~$190 million invested to date	• Victorian ADC (Truganina) • On time and on budget - scheduled to be commissioned by FY30
Accelerated investment in stores, online capacity and technology	**$300m** incremental investment in aggregate over FY27 and FY28	• ~45 new supermarkets in infill and high growth locations • ~150 supermarket renewals • Priority tech investment to simplify systems, improve efficiency and accelerate AI



Disciplined capital allocation

Space growth is targeted at a long term average rate of >1.5% pa

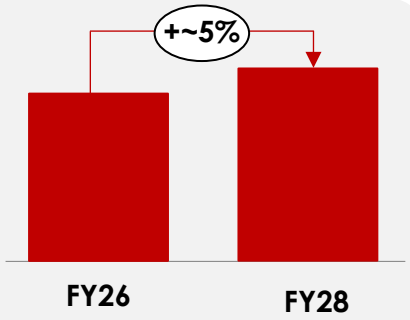
FY27 & FY28 pipeline

~45 new supermarkets

Average store size 2,400 sqm

All approvals in place

>35% developed by Coles Property Development Group



- New stores have consistently delivered **strong and reliable return on investment**
- New space **supports both in-store shopping and store fulfilled eCommerce sales**
- Key areas of focus
  - **Growth corridors** and greenfield sites
  - **More flexible blueprint** to cater for local considerations
  - **Cost effective new store designs** balancing construction costs and on-going operating efficiency
  - **Simpler and faster end-to-end processes**



Disciplined capital allocation

Store renewals









~150 supermarkets
targeted for renewal across FY27 and FY28

- Active store renewal program underway focused on **renewing the right stores at the right time with higher frequency**, optimising investment level and age profile
- New store blueprints unlock
  - Greater **online capacity**
  - Faster **more efficient** picking supported by store layout and technology
  - Better **customer experience** in store and online
- Data-led approach to optimise utilisation of macro and micro space to cater for **local demographics**

Disciplined capital allocation

New technology

Digital shelf edge labels

Digitising shelf-edge tasks while unlocking smarter pick, fill and code-check workflows



Store Safety Protection Centre (SSPC)

Centralised monitoring to reduce loss and strengthen in-store security



Future store inventory

One inventory system across every department, simplifying work and freeing teams to focus on customers



Disciplined capital allocation

Inorganic investment opportunities

Vertical integration

Strengthen Own Brand competitive advantage through supply security, innovation and/or lower manufacturing cost

Strategic capability

Bolt-on acquisitions to accelerate growth in areas that strengthen our core

Adjacencies

Close to the core, adjacent categories we know and understand, such as food retail / distribution, health, beauty, pharmacy, pet and baby

RETURN HURDLES

Returns > WACC + risk premium

EPS accretive

Maintain strong investment grade credit rating

Superior to capital management



Our building blocks for sustainable growth

Grow sales above market

Right range, quality and value

Differentiated omnichannel experience

- Value
- Own Brand
- Fresh
- Non-food
- New stores & renewals
- Digital proposition & loyalty

Grow earnings ahead of sales and reinvest to accelerate growth

Cost leadership

Higher margin revenue streams

- Simplify & Save to Invest
- Coles Capability Centre
- Own Brand sourcing
- Coles 360
- Coles Collect
- Liquor margin improvement

Disciplined capital allocation

Asset and working capital productivity

Disciplined investments and capital optimisation

- ~100% cash conversion
- Asset utilisation
- Growth capex
- Inorganic opportunities
- Shareholder returns

SUSTAINABLE LONG-TERM GROWTH

Consistent execution every day



Grow sales **above market**

Grow earnings ahead of sales and reinvest to **accelerate growth**

Disciplined capital allocation

Deliver sustainable **shareholder value**