



*Coles directors, team members and Donald Coles, grandson of G J Coles, at the ASX listing ceremony in Sydney – 21 November 2018*

# 2019 Half Year Financial Summary & Outlook

19 February 2019



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## Changes to the reporting period

As foreshadowed in the Demerger Scheme Booklet, and advised in the Advance Notice – 2019 Interim Results dated 23 January 2019, Coles has adopted a Retail calendar for statutory reporting purposes. Retail calendars are adopted by a number of ASX listed and global retailers and enable greater alignment between external statutory results and the way the business is reported and managed internally.

## Reporting calendars

The change to a Retail calendar has been applied prospectively from 1 July 2018 for statutory reporting purposes. The prior corresponding period statutory results reflect a Gregorian calendar and have not been restated. Coles' statutory result will fully transition to a Retail calendar for both the current and comparative financial periods in 1H21.

Under a Gregorian calendar, the annual reporting period is 12 months (from 1 July to 30 June), whilst under a Retail calendar the reporting period is based on a defined number of weeks, with the annual reporting period ending on the last Sunday in June.

## Non-IFRS financial information

To support an understanding of comparable business performance, this Results Release and the associated 2019 half year financial results presentation also present profit & loss disclosures as follows:

- On a Retail calendar basis – applied consistently for the current and comparative period
- On a continuing operations basis – excluding the impact of Kmart, Target & Officeworks which were transferred to Wesfarmers as part of the demerger
- Excluding significant items – the impact of the \$146 million Supply Chain Modernisation restructuring provision. This significant item is disclosed in Coles' Half Year Financial Report for the period ended 30 December 2018.

Retail profit & loss disclosures constitute non-IFRS information which has not been audited but is based on IFRS information where available. Coles' external auditors have performed procedures on the adjustments between the Gregorian and Retail profit & loss disclosures for the current and prior corresponding period. Balance sheet and cash flow information is consistent with the statutory results presented in Coles' 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.



*Brenda, who celebrated 50 years working at Coles Malvern in 2018, with her store manager Scott*

# 1H19 summary



# 1H19 summary

Strong cash generation, a robust balance sheet and EBIT down 5.8%, driven by decline in Express earnings

## Total sales revenue



**\$20.9bn**  
+2.6% vs. pcp

## EBIT (Retail basis)<sup>1</sup>



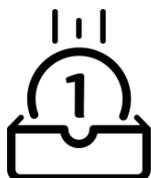
**\$733m**  
(5.8)% vs. pcp

## Supers comp growth



**45 quarters**  
consecutive  
growth

## Operating cash flow<sup>2</sup>



**\$1,460m**  
141% cash  
realisation

## Net capital expenditure



**\$390m**  
FY19F: \$700-800m

## Dividend



**80-90%**  
target dividend  
payout ratio<sup>3</sup>

## Gross financial debt



**\$1.6bn**  
Down from  
\$2.0bn<sup>4</sup>

## Weighted average lease expiry



**6.0 years**  
+ options

## Safety



**30.4 TRIFR<sup>5</sup>**  
16.9%  
improvement  
vs. pcp

<sup>1</sup> Excludes significant items of \$146m (pre-tax) relating to the Supply Chain Modernisation program.

<sup>2</sup> Normalised cash flow excludes one-off demerger-related and other extraordinary items.

<sup>3</sup> Wesfarmers intends to pay an interim dividend in March 2019 which will reflect, in part, Coles' earnings up to and including 27 November 2018 (28 November 2018 being the effective date of the demerger). Coles Board reconfirms a target dividend payout ratio of 80-90% of earnings from 28 November 2018 to 30 June 2019, payable in September 2019.

<sup>4</sup> Initial gross debt drawn at the time of demerger was \$2.0bn.

<sup>5</sup> Total Recordable Injury Frequency Rate.

# Other business highlights

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## Laying the foundations for long term sustainable growth

#1 Over 30% online sales growth and improved customer satisfaction scores

#2 Innovation trials launched with new store formats in Supermarkets and standalone Express

#3 New Alliance Agreement signed with Viva Energy, positioning Express to be Australia's leading convenience retailer

#4 Announced partnership with Witron for a ~\$950m investment over six years in world class automated distribution centres

#5 Improvements in team member safety and engagement scores

#6 Continued community and supplier support through drought relief, Redkite, SecondBite and Coles Nurture Fund

# Strengthening executive leadership team



*Joined Coles in 1H19*



*Coles Click & Collect has grown at >80% vs. pcp*

# Group financial overview



# 1H19 results – Group

**EBIT (pre-significant items) down 5.8% vs. 1H18 on a comparable retail calendar year basis, driven by a decline in Express earnings**

<b>\$m</b>	<b>1H19</b>	<b>1H18</b>	<b>Change</b>
<b><u>Statutory basis (183 days in 1H19; 184 days in 1H18)</u></b>			
Sales revenue	20,235	19,844	2.0% <sup>2</sup>
EBIT (pre-significant items) <sup>1</sup>	713	779	(8.5)% <sup>2</sup>
EBIT margin (pre-significant items) <sup>1</sup>	3.5%	3.9%	(40)bps
<b><u>Retail basis (27 trading weeks)</u></b>			
Sales revenue	20,867	20,345	2.6%
<b>EBIT (pre-significant items)<sup>1</sup></b>	<b>733</b>	<b>778</b>	<b>(5.8)%</b>
EBIT margin (pre-significant items) <sup>1</sup>	3.5%	3.8%	(31)bps

**Note: segment financials in this presentation are shown on a retail calendar basis, pre-significant items**

<sup>1</sup> Significant items (\$146m pre-tax; \$102m after tax) relate to the development of two new automated ambient distribution centres – specifically, redundancies and lease exit costs for a number of existing distribution centres that will be closed over a five year period as part of the supply chain modernisation program.

<sup>2</sup> Note, change is not meaningful given different number of days in each period (183 days in 1H19, 184 days in 1H18).

# 1H19 results – segment financials

## Supermarkets resilient and a strong Liquor result

\$m	Retail basis, pre-significant items		
	1H19	1H18	Change
<b>Revenue</b>			
Supermarkets	16,195	15,629	3.6%
Liquor	1,731	1,721	0.6%
Coles Express	2,941	2,996	(1.8)%
<b>Total revenue</b>	<b>20,867</b>	<b>20,345</b>	<b>2.6%</b>
<b>EBIT</b>			
Supermarkets	602	600	0.4%
Liquor	85	80	7.0%
Coles Express	51	84	(39.3)%
Other <sup>1</sup>	(5)	15	N / M
<b>Total EBIT</b>	<b>733</b>	<b>778</b>	<b>(5.8)%</b>
<b>EBIT margin</b>			
Supermarkets	3.7%	3.8%	(12)bps
Liquor	4.9%	4.6%	29bps
Coles Express	1.7%	2.8%	(107)bps
<b>Total</b>	<b>3.5%</b>	<b>3.8%</b>	<b>(31)bps</b>

Note: The results for the half and the prior corresponding period reflect the elimination of a \$20m brand fee previously charged from Supermarkets to Express (previously called Convenience)

<sup>1</sup> Includes corporate costs, Coles' 50% share of flybuys' net profit, and gains and losses from the property portfolio.

# Normalised cash flow

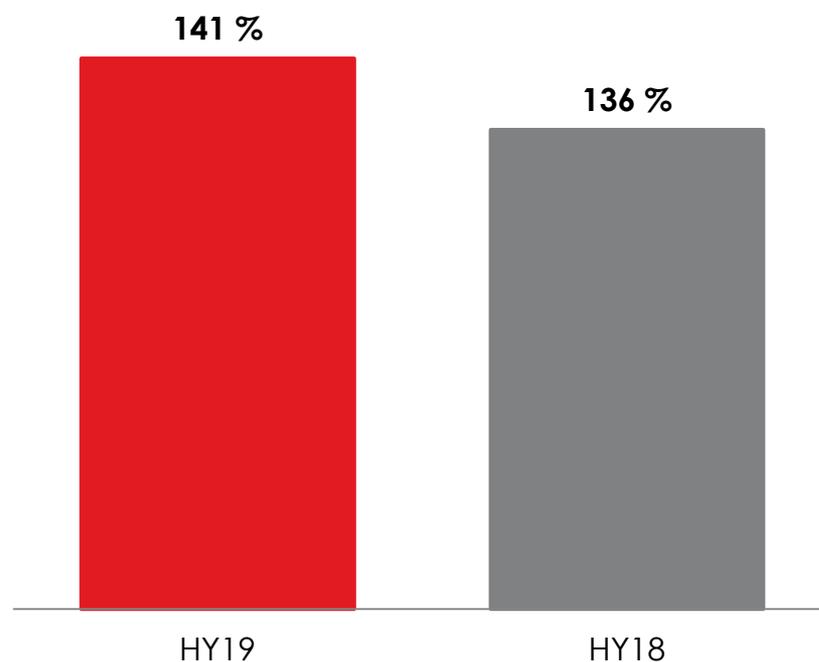
Strong cash realisation, driven by favourable seasonal working capital position

## Normalised cash flow<sup>1</sup>

<b>\$m</b>	<b>Statutory basis</b>	
	<b>1H19</b>	<b>1H18</b>
EBIT (pre-significant items)	713	779
Depreciation & amortisation	321	330
<b>EBITDA</b>	<b>1,033</b>	<b>1,109</b>
Change in working capital	286	268
Change in provisions & other	141	134
<b>Operating cash flow</b>	<b>1,460</b>	<b>1,510</b>

## Cash realisation<sup>2</sup>

Note: favourable seasonal working capital position, expected to normalise in 2H19



<sup>1</sup> Normalised cash flow excludes one-off demerger-related and other extraordinary items.

<sup>2</sup> Cash realisation represents operating cash flow before interest and tax divided by EBITDA.

# Capital expenditure

FY19 net capital expenditure guidance narrowed to \$700-800m

## Capital expenditure breakdown

\$m	Statutory basis	
	1H19	1H18
Store renewals	60	29
Growth initiatives	128	128
Efficiency initiatives	53	22
Maintenance	119	92
<b>Operating capital expenditure</b>	<b>359</b>	<b>271</b>
Property acquisitions	108	71
Property divestments	(77)	(92)
<b>Net capital expenditure</b>	<b>390</b>	<b>250</b>

## Key capital expenditure initiatives

<b>Store renewals</b>	<ul style="list-style-type: none"> <li>Higher number of major renewals across Supermarkets (25) and Liquorland (14)</li> <li>Liquor Market conversions (15)</li> </ul>
<b>Growth initiatives</b>	<ul style="list-style-type: none"> <li>New store investment (34)</li> <li>Click &amp; Collect locations (231)</li> </ul>
<b>Efficiency initiatives</b>	<ul style="list-style-type: none"> <li>Energy saving initiatives</li> <li>Supply chain improvements</li> </ul>
<b>Maintenance</b>	<ul style="list-style-type: none"> <li>Refrigeration upgrades</li> <li>Store technology investment</li> </ul>
<b>Supply chain modernisation project</b>	<ul style="list-style-type: none"> <li>Initial payments to be made in 2H19</li> <li>Total project spend expected to be approximately \$950m over the next 6 years</li> </ul>

# Balance sheet

## Robust balance sheet supporting investment grade credit rating

### Balance sheet summary

\$m	Statutory basis
	1H19
Cash and cash equivalents	484
Inventories	2,429
Trade and other receivables	560
Trade and other payables	(3,991)
<b>Working capital</b>	<b>(518)</b>
Property, plant and equipment, and investments	4,213
Intangibles	1,660
Provisions	(1,292)
Other	(28)
<b>Capital employed</b>	<b>4,035</b>
Interest bearing liabilities	(1,630)
Net tax balances	267
<b>Total net assets</b>	<b>2,672</b>

### Net working capital

- Inventory days of 25; trade payable days of 29
- Working capital balance favourable due to seasonal movements in inventory and trade payables, which unwound in January

### Financial debt

- Balance sheet leverage ratio of 0.8x<sup>1</sup>
- Gross debt reduced to \$1.6bn due to Christmas trading period and timing of supplier payments
  - Initial gross drawn debt at the time of demerger was \$2.0bn

### AASB 16 impact

- AASB 16 will result in the majority of operating leases being brought onto the balance sheet and will apply from 1 July 2019
- Currently assessing the estimated impact and will provide further details in conjunction with the 2H19 retail sales results

<sup>1</sup> Calculated as gross debt of \$1,630m divided by EBITDA for the 12 months ending 30 December 2018 of \$2,052m.

# Capital management

## Coles expects to pay its first dividend in September 2019, targeting an 80-90% dividend payout ratio

### Dividends

- Wesfarmers' intention to pay an interim dividend in March 2019 which will reflect, in part, Coles' earnings up to and including 27 November 2018 (28 November 2018 being the effective date of the demerger)
- Coles Board reconfirms a target dividend payout ratio of 80-90% of earnings from 28 November 2018 to 30 June 2019 which will be payable in September 2019

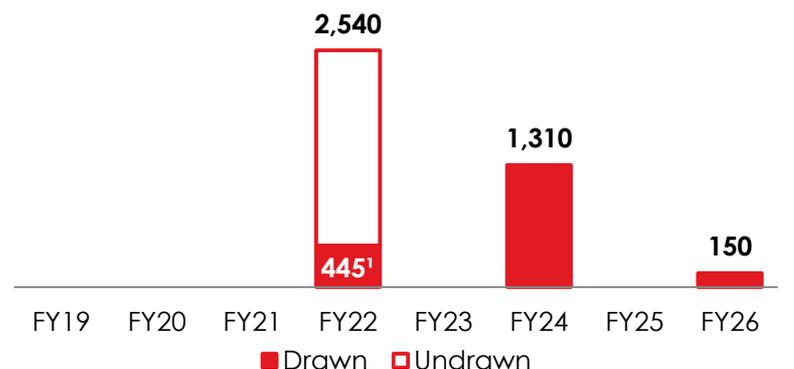
### Debt facilities

- Committed to investment grade credit rating with S&P and Moody's
- Weighted average debt maturity of 3.7 years provides funding certainty
  - Undrawn facilities of \$2.1bn, providing appropriate headroom
  - Diversification of funding sources via debt capital markets will be assessed over time

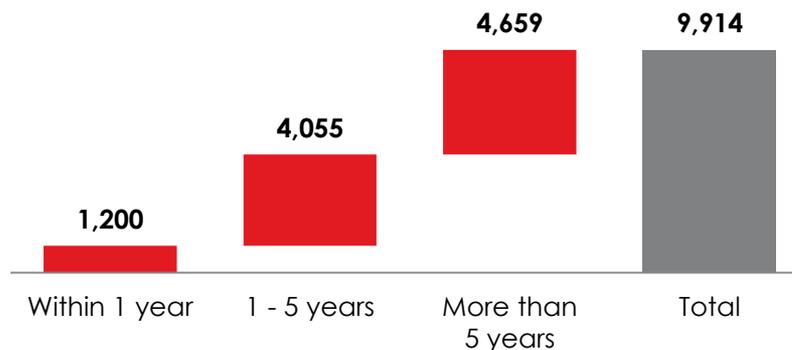
### Lease commitments

- Disciplined management of off-balance sheet leases
  - Undiscounted lease commitments of \$9.9bn
  - Weight average lease expiry of 6.0 years
  - Lease options provide Coles with flexibility to extend tenure

### Bank facility maturity profile (\$m)



### Lease commitments (\$m)



<sup>1</sup> Includes bank guarantees.



*Coles Little Shop was loved by our customers!*

**Supermarkets**



# Supermarkets key metrics

45 consecutive quarters of comparable Supermarkets sales growth

## Total sales revenue



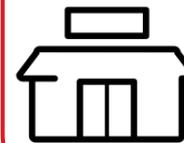
**\$16.2bn**  
+3.6% vs. pcp

## Comp growth



**3.2%**  
NYE adj. vs. pcp

## Sales per sqm



**\$16,533**  
+0.4% vs. pcp

## Basket size



**+3.1%**  
vs. pcp

## Transactions



**+0.5%**  
vs. pcp

## Customer satisfaction



**87.8% (2Q19)**  
+13bps vs. 1Q19

## Gross margin



**24.1%**  
+15bps vs. pcp

## EBIT



**\$602m**  
+0.4% vs. pcp

## EBIT margin



**3.7%**  
(12)bps vs. pcp

Note: The results for the half and the prior corresponding period reflect the elimination of a \$20m brand fee previously charged from Supermarkets to Express (previously called Convenience)

# Supermarkets 1H19 results

## Resilient 1H19 result despite significant cost headwinds

### Half-year results

\$m	Retail basis		
	1H19	1H18	Change
<b>Key P&amp;L items</b>			
Sales revenue	16,195	15,629	3.6%
EBITDA	887	891	(0.5)%
EBIT	602	600	0.4%
<b>Key metrics</b>			
Comparable sales growth (%)	3.0	0.9	219bps
NYE adjusted comparable sales growth (%)	3.2	N/A	N/A
Gross margin (%)	24.1	24.0	15bps
CODB (%)	(20.4)	(20.2)	(27)bps
EBIT margin (%)	3.7	3.8	(12)bps
Sales per square metre (\$)	16,533	16,469	0.4%
Price in/(de)flation (%)	0.5	(1.6)	203bps
Price in/(de)flation (% exc. tobacco and fresh)	(0.8)	(1.1)	30bps

### Key commentary

- Comp sales growth of 3.0% for 1H19 driven mainly by Little Shop & improved availability
- Comp sales growth of 3.2% for 1H19, adjusted for NYE
  - Comp sales growth of 1.5% for 2Q19, adjusted for NYE
- Strong growth in average basket size (+3.1%), underpinned by growth in items per basket
- Transactions 2Q19 adversely impacted by performance in NSW and unfavourable weather relative to the prior year
- Gross margin increased by 15bps primarily due to improved promotional effectiveness, partially offset by more flybuys promotions, harmonisation of online prices and input cost pressures in fresh categories
- EBIT remained in-line with 1H18, despite cost pressures relating to the new store EBA, transition from single use plastic bags and higher energy costs
- Supply side cost pressures in fresh categories resulted in price inflation of 0.5%; excluding fresh categories and tobacco, underlying price deflation was 0.8% for the half

Note: The results for the half and the prior corresponding period reflect the elimination of a \$20m brand fee previously charged from Supermarkets to Express (previously called Convenience)

# 'Fresh Tomorrow' strategy progress



## Transform food offer

- Increased convenience food offer with ~200 new fresh product lines launched
  - Fresh Kitchen and food-to-go range
- 700 new own brand products, reaching 29% penetration, an increase of 55bps vs. pcp
- Own brand products won 55 awards, driven by a focus on product innovation



## Move towards Every Day Low Prices

- ~180 additional EDLP products, up to ~4,700 products
- Maintained competitiveness despite cost inflation in bakery and meat categories
- Opportunity to gain better recognition from customers on trusted value as promotional sales are declining faster than EDLP growth

### Fresh Kitchen



New Coles Fresh Kitchen range of freshly prepared fruit, vegetables and salads

### Own brand



Coles Christmas ham with crackling, a world first

### Every Day Low Prices



Coles deli chicken kebabs – \$1.40 to \$1

# 'Fresh Tomorrow' strategy progress



## Offer anytime, anywhere shopping

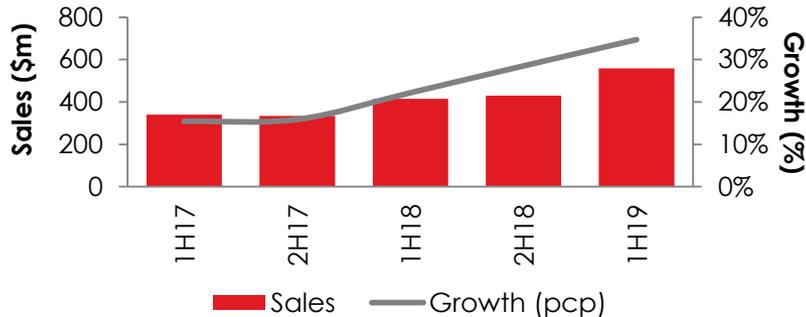
- Continued improvement in Coles Online customer experience, making it easier for our customers
  - Online sales growth of 30% p.a. to ~\$1bn on a rolling 12 month basis
  - Click & Collect sales growth of >80% vs. pcp
- B2B sales of ~\$170m p.a., representing double digit growth vs. pcp



## Land the right offer in every location

- Continued store investment across the fleet
  - 14 new store openings and 7 closures
  - 25 supermarkets refurbished
  - Majority of this new store and refurbishment activity occurred in 2Q19
- New formats and innovation trials, focussed on improving the convenience offer
  - Surrey Hills and Ardeer, Victoria
  - Eastgardens, NSW

Coles Online sales and growth (pcp)



Coles Eastgardens, NSW

# 'Fresh Tomorrow' strategy progress



## Reduce costs

- Completed roll-out of proven initiatives, including:
  - Stockless stock rooms
  - One Team
- Current initiatives include:
  - Easy ordering being rolled-out in deli with bakery to follow soon
  - Integrated transport hub established to optimise routes including backhaul
  - Faster fresh flows in dairy and meat supply chain
- Partnership with SAP, to digitally transform our People & Culture, goods-not-for-resale and Finance processes
- Partnership with Witron for an investment in world class, automated distribution centres



Inside a Witron distribution centre



## Win together

- ~4,200 Indigenous team members – proudly one of Australia's largest Indigenous employers
- Improvements in team member safety and engagement scores
- Continued support to suppliers & community with key programs including:



74m meals to Australians in need since 2011 through SecondBite



\$30m raised for Redkite since 2013 to support families across Australia impacted by cancer



\$14m provided by the Nurture Fund since 2015 to help food producers to innovate and grow



Over \$16m raised and donated for drought relief, supporting 2,500 Aussie farmers (\$7.1m distributed via Country Women's Association)



*Winemaker, Alana Langworthy and her Story Bay Semillon Sauvignon Blanc 2017, which won the Winestate Wine of the Year 'Best under \$20' wine award, and is exclusively available at Coles Liquor*

Liquor



# Liquor key metrics

Strong EBIT growth of 7.0% vs. pcp

Total sales revenue



**\$1.7bn**  
+0.6% vs. pcp

Comp growth<sup>1</sup>



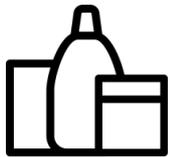
**1.0%**  
NYE adj. vs. pcp

Exclusive brands



**18.5% of sales**  
+103bps vs. pcp

Retail basket size<sup>1</sup>



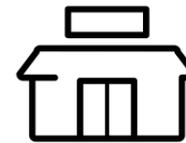
**+1.3%**  
NYE adj. vs. pcp

Retail transactions<sup>1</sup>



**+0.7%**  
NYE adj. vs. pcp

Number of stores<sup>2</sup>



**908**  
+9 vs. FY18

Gross margin



**28.3%**  
+9bps vs. pcp

EBIT



**\$85m**  
+7.0% vs. pcp

EBIT margin



**4.9%**  
+29bps vs. pcp

<sup>1</sup> Excludes Hotels.

<sup>2</sup> Retail Liquor stores only. There are 995 sites including Hotels, an increase of 8 vs. FY18.

# Liquor 1H19 results

**EBIT growth driven by increasing exclusive brands penetration and productivity efficiencies**

## Half-year results

§m	Retail basis		
	1H19	1H18	Change
<b>Key P&amp;L items</b>			
Sales revenue	1,731	1,721	0.6%
EBITDA	112	106	5.1%
EBIT	85	80	7.0%
<b>Key metrics</b>			
Comparable sales growth (%)	(0.1)	1.6	177bps
NYE adjusted comparable sales growth (%)	1.0	N/A	N/A
Gross margin (%)	28.3	28.2	9bps
CODB (%)	(23.4)	(23.6)	20bps
EBIT margin (%)	4.9	4.6	29bps

## Key commentary

- Comp sales growth of 1.0% for 1H19, adjusted for NYE
  - Comp sales growth of 0.7% for 2Q19, adjusted for NYE
- 2Q19 trading impacted by unfavourable weather
- Liquorland remained the strongest performer, driven by exclusive brand offering and online growth
- First Choice Liquor Market conversions continued, driving trading improvements with positive customer response
- Vintage Cellars trading conditions remained challenged
- EBIT growth driven by exclusive brand growth and productivity efficiencies

# Liquor business update

## Store transformation

- First Choice format continues to evolve, with 15 First Choice Liquor Market brand conversions, driving improvement in trading
- 16 new retail store openings and 7 closures
- 80% of Liquorland stores now renewed
  - 14 Liquorland renewals

## Exclusive brand

- Strong growth in exclusive brand products, particularly in the wine category
- Over 50 new exclusive brand lines launched, including a number of award-winning products

## Digital offering

- Online growth of ~30% vs. pcp
- 70% of online orders now fulfilled via Click & Collect



Above: Successfully completed 15 First Choice Liquor Market brand conversions in 1H19

Left: Strong focus on craft beer range in response to increasing customer demand



*New Express standalone convenience store in Richmond, Victoria*

**Express**



# Express key metrics

## C-store growth despite declining fuel volumes

### Total sales revenue



**\$2.9bn**  
(1.8)% vs. pcp

### C-store comp growth



**1.5%**  
vs. pcp

### EBIT



**\$51m**  
(39.3)% vs. pcp

### Food-to-go growth



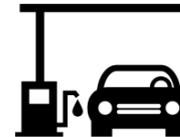
**11.6%**  
vs. pcp

### Fuel volumes



**62 mL/wk**  
(15.8)% vs. pcp

### Number of sites



**713**  
+2 vs. FY18

Note: The results for the half and the prior corresponding period reflect the elimination of a \$20m brand fee previously charged from Supermarkets to Express (previously called Convenience)

# Express 1H19 results

## Continued focus on range and format innovation supporting c-store sales

### Half-year results

<b>\$m</b>	<b>Retail basis</b>		
	<b>1H19</b>	<b>1H18</b>	<b>Change</b>
<b>Key P&amp;L items</b>			
Sales revenue	2,941	2,996	(1.8)%
EBITDA	64	97	(34.2)%
EBIT	51	84	(39.3)%
<b>Key metrics</b>			
C-store sales growth (%)	2.0	0.9	109bps
Comparable c-store sales growth (%)	1.5	0.4	107bps
Fuel volume growth (%)	(15.8)	(18.6)	(281)bps
Comparable fuel volume growth (%)	(16.7)	(19.3)	(255)bps
Gross margin (%)	12.2	12.6	(39)bps
CODB (%)	(10.5)	(9.8)	(67)bps
EBIT margin (%)	1.7	2.8	(107)bps

### Key commentary

- C-store comp sales growth of 1.5% driven by:
  - Expansion of food-to-go category
  - Compelling every day value proposition
- Transactions impacted by 15.8% decline in fuel volumes and unfavourable weather
- Continued focus on range & format innovation
  - Full food-to-go offer in 524 sites
  - Trialling fresh food in 11 sites
- Continued fleet optimisation
  - 4 new site openings and 2 closures
  - 135 refurbishments
  - 76% of network has been renewed
  - Opened non-fuel site in Richmond, Melbourne, with a further 3 expected in 2H19 as part of ongoing trial

Note: The results for the half and the prior corresponding period reflect the elimination of a \$20m brand fee previously charged from Supermarkets to Express (previously called Convenience)

# New Alliance partnership

## Express positioned to be Australia's leading convenience retailer

- On 6 February 2019, Coles announced that it has entered into an agreement to restructure the terms of the Fuel and Convenience Alliance with Viva Energy
  - Express will move to a commission agent model and Viva Energy will set the retail price of fuel
- The new Alliance is a strategic step in positioning Express to be Australia's leading convenience retailer
- Coles and Viva Energy expect fuel volumes to grow over the medium to long term
- Express customers will continue to enjoy loyalty benefits and will benefit from a more compelling customer offer
- Express will continue to operate the Alliance sites and now has the opportunity to expand the network
- Viva Energy will pay Coles \$137 million at transaction close
- With the New Alliance commencing in early March 2019, Express EBIT for FY19 is expected to be ~\$50m
- From March 2019, fuel sales will no longer be reported in sales revenue



Express now offers a tailored range of fresh produce, bakery, dairy and deli goods, as well as an extended grocery range and meals for tonight in 11 Melbourne sites



New automatic car wash technology, reducing customer wait times and decreasing water use, ensuring Express maintains its 5 Star Water Rating



*Tony Ceravolo of Ceravolo Orchards in South Australia, which is set to become the first grower from mainland Australia to harvest cherries under a fully automated retractable roof, backed by a \$500,000 interest-free loan from the Coles Nurture Fund*

**Outlook**



# Outlook 2H19

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- Coles is committed to *making life easier* for customers with an increasing focus on convenience
- Overall sales momentum into the third quarter of the 2019 financial year remains broadly in line with the second quarter
- The newly announced Supermarket and Express collectables program 'Fresh Stikeez' is designed to encourage Aussie kids and their parents to eat more fresh fruit and veggies and make healthy eating fun for the whole family
- Cost headwinds from the new store EBA, energy & drought impacts on input costs are expected to continue
- Coles expects to pay its first dividend in September 2019, which will be a final dividend for the year ending 30 June 2019, reflecting seven months of earnings post demerger
  - Coles Board reaffirms its target dividend payout ratio of 80-90% of earnings from 28 November 2018 to 30 June 2019 payable in September 2019

# Coles' investment thesis

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Demerged from Wesfarmers on 21 November 2018

#1

Operates in resilient and growing markets

#2

Market leading position in an evolving competitive landscape

#3

Established, non-replicable national store network

#4

*Making life easier* for customers strategy

#5

Strong cash generation, attractive dividend payout ratio and robust balance sheet

#6

Highly experienced Board and executive leadership team

# Initial CEO observations

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## Medium term Coles specific & market-wide headwinds

### Coles specific factors

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Competitive pressures continue:

- NSW Supermarkets, higher demographics, convenience foods
- Vintage Cellars & First Choice Liquor
- Fuel

Online growth but at lower margin

CODB rising faster than sales

Further systems upgrades required & renewal performance needs to improve

### Market-wide factors

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Customer expectations and behaviour changing faster than ever

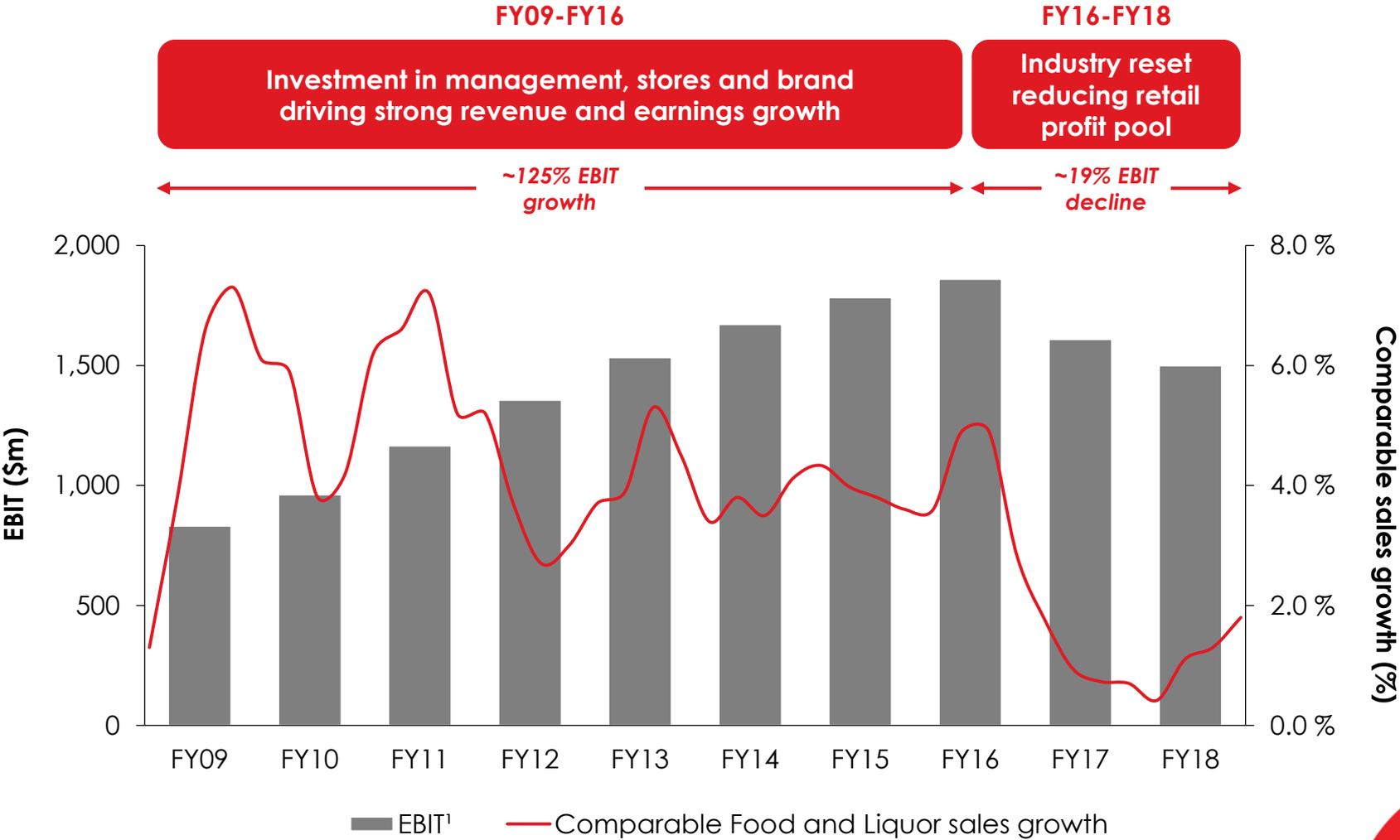
Market growth being chipped away by convenient & discount food alternatives

Greater alignment required between retailers and suppliers on long term domestic investment and innovation priorities

Supermarkets 'High / Low' promotions impacting trust and efficiency

# It's time for a new era at Coles

## Coles historical EBIT and F&L growth over time



<sup>1</sup> EBIT as reported in Wesfarmers' annual results.

# Objectives of Strategic Refresh

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## Laying the foundations for long term sustainable growth

Coles is currently undertaking a comprehensive Strategic Refresh to reposition the business in order to build on the foundations for long term sustainable growth

In particular, the refresh will focus on:

- “Fresh Tomorrow” strategy
- *Making life easier* for customers
- Pace of execution
- Efficiency programs to simplify the business & offset inflation
- Investment to lead in automation and digital
- “Winning Together” sustainably with suppliers and communities

***An update on the Strategic Refresh will be provided at the Strategy Day, which is scheduled for mid-June***



Go further with flybuys

*flybuys is Australia's most popular loyalty program, working with some of the largest household names to deliver benefits to customers*

**Thank you**

