



**ASX Release**

11 May 2023

**AUTOMATION SITE TOUR AND PRESENTATIONS**

Coles Group Limited (Coles, ASX: COL) is hosting a site tour of its Automated Distribution Centre located in Redbank, Queensland on Thursday, 11 May 2023. Attached is the accompanying presentation which also covers sustainability.

This announcement is authorised for release by the Board.

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# Automation site tour and presentations

11 May 2023

colesgroup



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# Coles wishes to acknowledge the Traditional Custodians of this land

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

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

**coles**

# Agenda

Topic	Time	Presenter
Opening remarks	1:20pm – 1:30pm	Leah Weckert
Automation projects presentation	1:30pm – 2:15pm	Matt Swindells, Kevin Gunn, Charlie Elias
Sustainability showcase	2:15pm – 3:45pm	Matt Swindells, David Brewster, Brooke Donnelly, Charlotte Rhodes, Deb Galle, Martin Smithson
Closing comments	3:45pm – 3:50pm	Charlie Elias

# Automation projects presentation



**Matt Swindells**  
Chief Operations and  
Sustainability Officer



**Charlie Elias**  
Chief Finance and Property  
Officer



**Kevin Gunn**  
EGM Operations Strategy and  
Transformation

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# Key takeaways from today

- We are investing **~\$1 billion** in our **supply chain automation program** (~70% invested by end 1H23), single largest investment in technology in our 109-year history
- **Two new automated DCs (ADCs)** replacing five manual DCs across NSW and QLD
- We have an **exclusive partnership with Witron**, a global leader in supply chain technology
- ADCs will lead to **better availability for customers, and a safer and more sustainable environment for team members and suppliers**
- These ADCs will also deliver **structural cost efficiencies**  
- double the capacity at two-thirds operating cost
- **First ADC commenced outbound deliveries in March 2023<sup>1</sup>** with second ADC scheduled for first inbound delivery in 3Q FY24



# Coles has an exclusive partnership with Witron

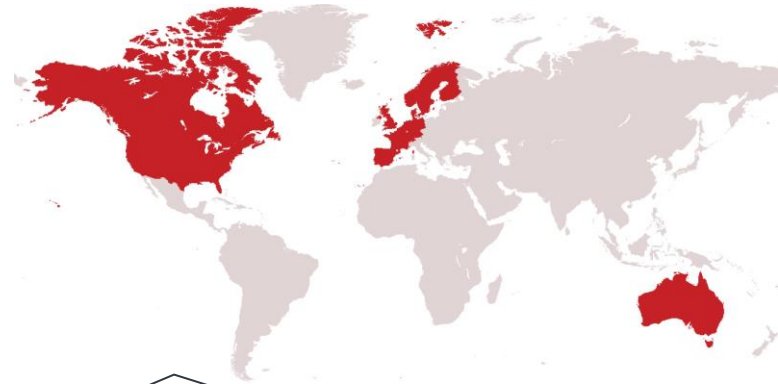
## - a global leader in supply chain technology

### Witron has 50+ years of experience in supply chain

- **Industry leading** automation business
- Operating for more than **50 years**
- Witron has delivered **93 Order Picking Machinery (OPM) automated distribution centres in 13 countries**
- **30+ retailers** are using Witron's OPM systems and **19 of these retailers have ordered multiple OPM projects** (2 to 14 projects per retailer)
- More than **90% of their customers are part of the retail and distribution industry**
- Witron has **57 on-site support teams across 13 countries** plus remote support worldwide
- **Witron will continue to work with Coles** to provide technology focused, multi-disciplinary team for day-to-day operations, technical expertise and maintenance support
- Our partnership with Witron also **provides access to a global retail network**

### Supplies automation technology to companies around the world, with a focus on retail businesses

■ Witron's presence



'We're **incredibly proud of our new sustainability-focused and technology-enabled distribution centre** in Surrey. Facilities like this one...**allow our suppliers to get their products into the hands of Canadians across the country even faster.**'



# Our exclusive partnership with Witron commenced in FY19

## Successfully managed COVID-19 disruptions to construction industry



### FY18

Extensive evaluation process and assessment of global best practices in dynamic warehouse order picking systems



### FY19

Coles entered an exclusive partnership with Witron



### FY20

Structural work at Witron ADC QLD progressed and NSW ADC at approval stage



### FY21

Construction progressed at NSW and QLD sites, with majority of structural building work completed in QLD



### FY22

Internal fit-out of automation equipment and racking progressed in QLD and fit-out of automation commenced in NSW



### FY23

QLD facility construction site completed, and first inbound delivery received in January 2023



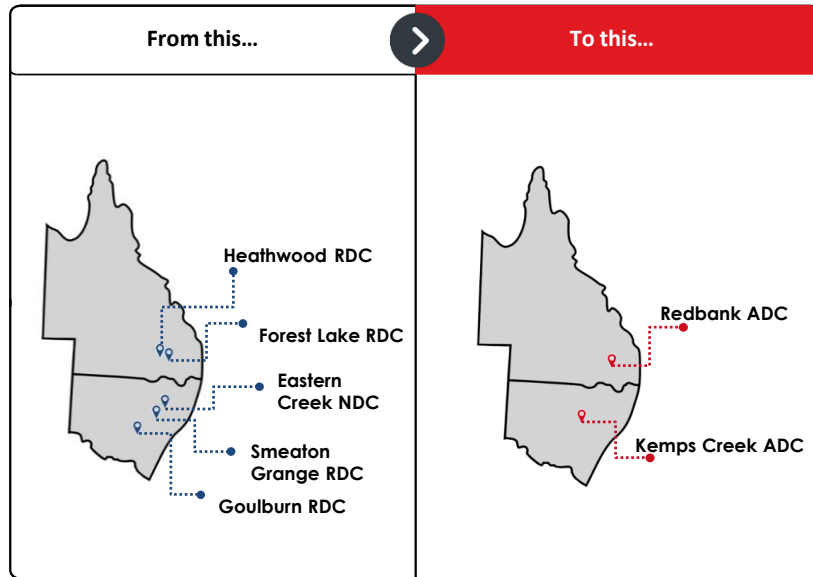
### FY24

NSW facility on track for commencement of inbound deliveries in 3Q FY24

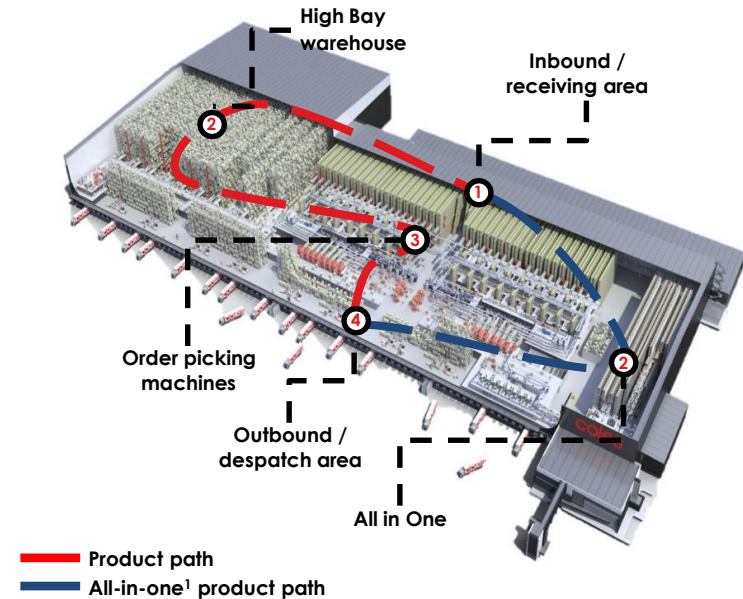


# Our supply chain transformation will result in consolidation of our existing footprint with greater velocity

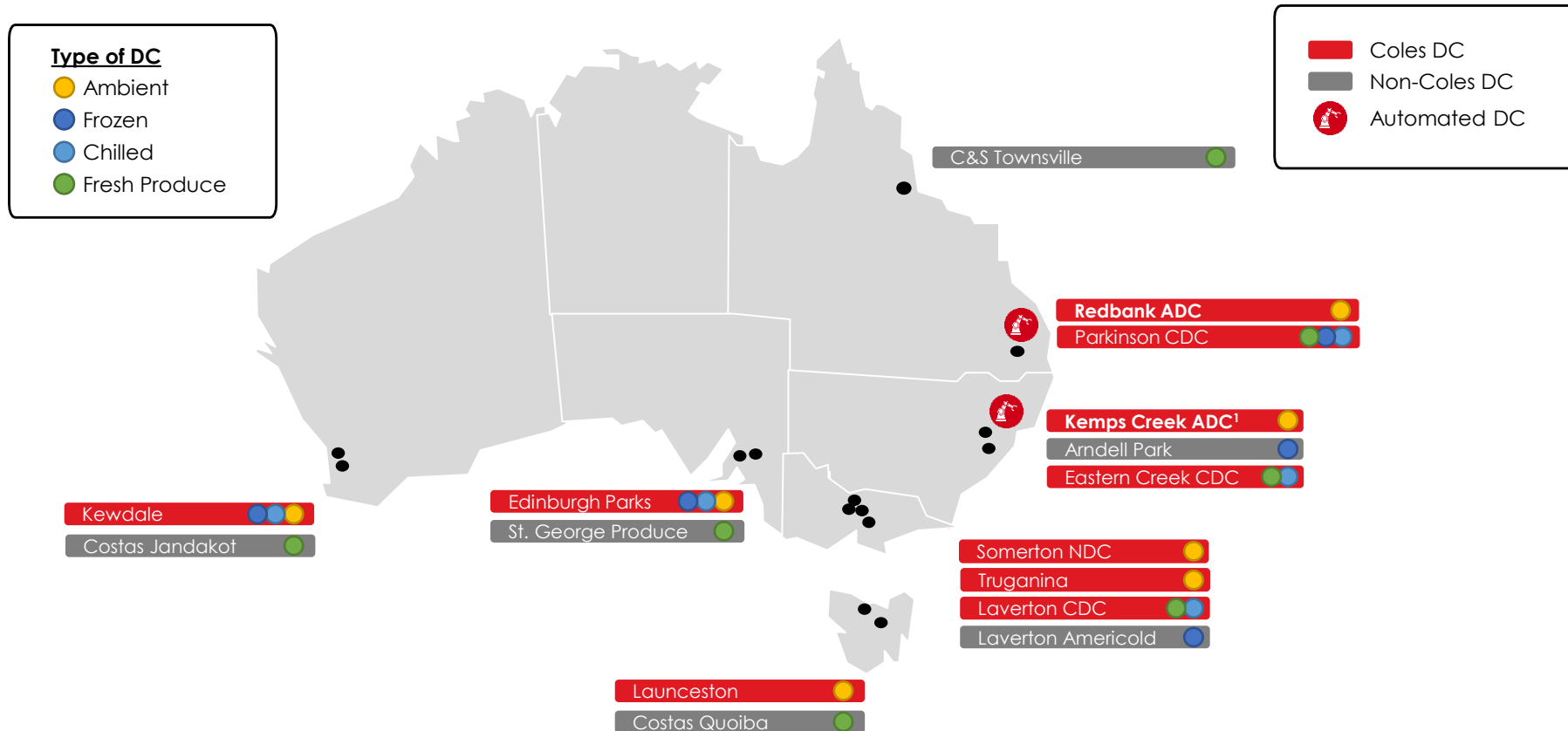
From five ambient manual DCs with inconsistent range to two automated DCs with full ambient range



Automated DCs provide double capacity on half the footprint and approximately two-thirds operating costs



# Our national distribution network following ramp up of the ADCs



# The Redbank ADC will deliver strategic benefits beyond structural cost efficiencies



## Better availability for customers

Improved availability with optimised pick accuracy and inventory control

Extended shelf life in store

Greater responsiveness to seasonality and extended full ambient range of ~18,000 SKUs

Full range in each state maximises delivery opportunities

Enables store tailoring based on individual store layouts and planograms



## Improved efficiency

Automated operations ensure highly efficient picking

Efficient processing of pallets with automated checks resulting in improved inventory accuracy

Minimised waste and write offs

Reduced lead times for deliveries to stores

Reduced congestion in store back room



## Improved accuracy of deliveries

All products are directed to the most efficient picking and optimally stacked and wrapped

Monitoring of all automation from central communications room

Store friendly pallets enabled by Witron's pack pattern algorithm; pallets delivered to store require less sorting due to improved product grouping, and greater levels of accuracy



## Improved safety and resilience

>90% of cases will be processed fully by automation or ergonomically, a step-change in safety as it eliminates 18 million kilograms of manual handling per week<sup>1</sup>

Improved consistency and pallet building

# A more efficient and sustainable supply chain



Powered by renewable electricity through our contract with CleanCo<sup>1,2</sup>

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3.5 MW solar panel installation in approval process<sup>1</sup>



LED and sensor lighting to reduce energy consumption

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180,000L harvested rainwater storage<sup>1</sup>



Improved pallet consolidation reducing truck movements and transport costs

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Optimised distribution routes, resulting in one million fewer kilometres of truck travel pa<sup>3</sup>



# Development plan designed with staggered completion dates to enable project team to manage transition across both sites



## Redbank (QLD)

Construction and fit-out completed in December 2022, with a total site area of 170,000m<sup>2</sup>

First inbound deliveries received mid-January 2023, with capacity to receive ~200 deliveries per day

Testing and commissioning of outbound deliveries to four pilot stores commenced in March 2023 with delivery to a further 26 stores (total 30 stores by end April /early May). By end 2023, the state-of-the-art facility will provide the full range of ambient groceries to 219 stores across QLD and northern NSW



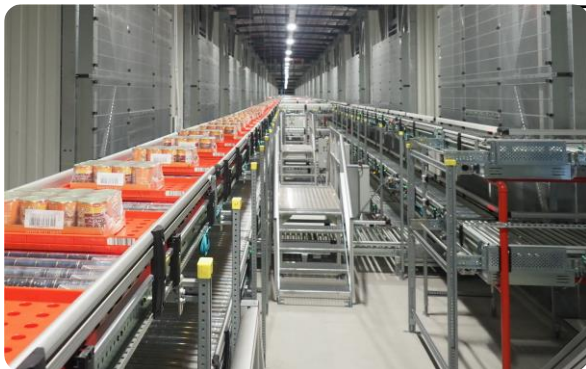
## Kemps Creek (NSW)

External building works completed early January 2023, total site area of 187,000m<sup>2</sup>

Witron installation activities commenced in June 2022

On track for commencement of inbound deliveries in 3Q FY24. At full operation, the facility will service ~225 stores across NSW & ACT

# Redbank ADC



## Range

**Full ambient range**

**~18,000 SKUs**

(Replaces inconsistent range across existing QLD and NSW DCs)

## Footprint

**66,000 m<sup>2</sup>**

(half the footprint of our current DCs)



## Capacity

**4 million cases per week**

(Replaces existing capacity of 2.9 million from two QLD manual DCs and 300k cases from Eastern Creek, NSW manual DC)

## Productivity

**3.5x more productive than current DCs**

(~1/3 team size of manual DC)

# Our investment in our two ADCs aligns with our financial framework

To deliver attractive returns with disciplined approach to capital allocation while maintaining a strong balance sheet to drive long-term shareholder value



## 1. Focus on achieving attractive returns

- ROC hurdles well above long-term WACC<sup>1</sup>
- ROC incentives for management
- Significant projects
  - Target returns in excess of WACC + risk premium



## 2. Disciplined approach to capital allocation

- Strong cash conversion
- Structured approach to capital allocation
  - 'Stay in business' capex to maintain safe operations
  - Competition for growth and efficiency capex balancing returns and strategic importance
  - Post-implementation reviews
- Maintain attractive dividend payout



## 3. Maintain strong balance sheet

- Commitment to solid investment grade ratings
- Maintain financial flexibility to take advantage of future investment opportunities

# The ADCs will deliver structural cost efficiencies

<b>Capital expenditure</b>	\$1,040 million (~70% invested by end 1H23)		
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<b>Reduced logistics costs<sup>1</sup></b>	5 manual DCs → 2 ADCs ~2/3 operating costs of existing DCs <sup>2</sup>		
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<b>First inbound delivery</b>	Redbank (QLD) – 3Q FY23 Kemps Creek (NSW) – 3Q FY24		
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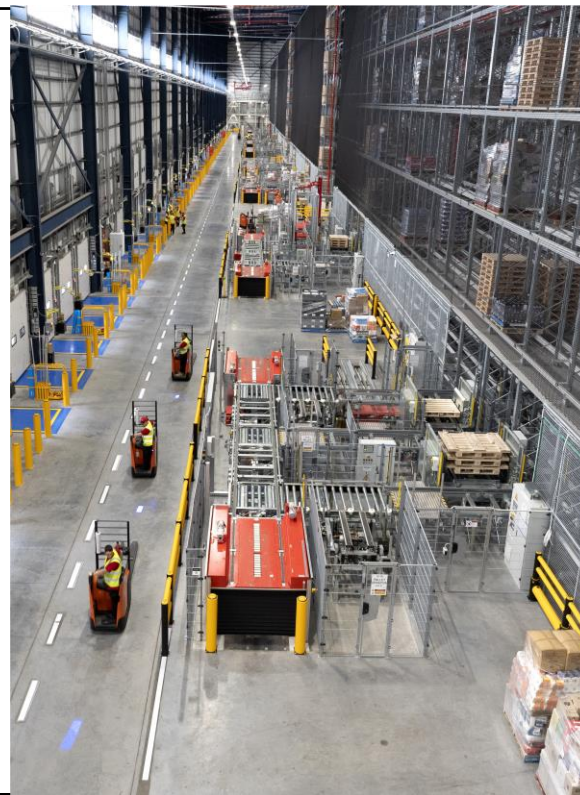
<b>Depreciable life of assets</b>	Average ~18 years		
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	FY23	FY24	FY25
<b>Implementation opex<sup>3</sup></b>	~\$50m	~\$75m	~\$25m
<b>Depreciation<sup>4</sup></b>	~\$15m	~\$55m	~\$75m

<b>Ramp up</b>	~12 months from first inbound delivery at each facility
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	In excess of WACC + Risk premium
<b>Target return</b>	Risk premium reflects size and scale of project and 20+ years time horizon

1. Logistics costs are captured within Gross Profit
2. Inclusive of depreciation. The majority of depreciation associated with these facilities is also captured within Gross Profit
3. Includes ramp up, dual running and transition costs
4. Includes depreciation associated with right of use assets





# Q&A session





# Sustainability showcase



**Matt Swindells**  
Chief Operations and  
Sustainability Officer



**David Brewster**  
Chief Legal Officer



**Brooke Donnelly**  
General Manager  
Sustainability



**Deb Galle**  
General Manager  
Health & Home



**Charlotte Rhodes**  
General Manager  
Own Brand, Quality and  
Responsible Sourcing



**Martin Smithson**  
General Manager  
Meat, Deli & Seafood

## Key takeaways from today

- Coles has an important role to play **to sustainably help all Australians lead healthier, happier lives**
- **Ensuring the long term sustainability of our operations** is not optional, it **is fundamental to building trust with our customers, community and investors** and in delivering long term shareholder value
- As an organisation with more than 120,000 team members<sup>1</sup>, an extensive supply chain and a wide reach into the community **we are in a position to drive positive change and a more sustainable future for generations of Australians**
- We are embracing this opportunity and are **dedicating significant resources** to ensure we address areas where we can have the **largest impact**
- We are making **good progress against our sustainability targets** and are well positioned to address challenges and capture future opportunities



## Our sustainability priorities...



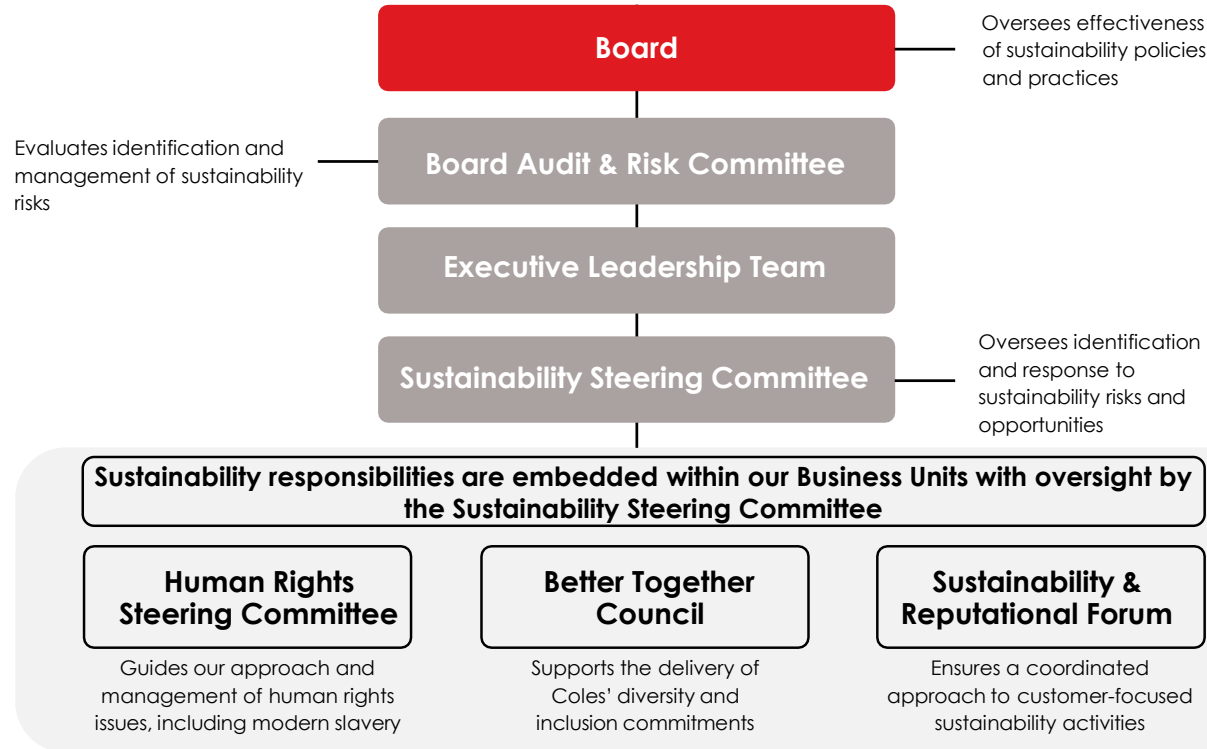
Together to **zero emissions**  
Together to **zero waste**  
Together to **zero hunger**

A team that is **better together**  
A community that is **better together**  
Sourcing that is **better together**  
Farming that is **better together**

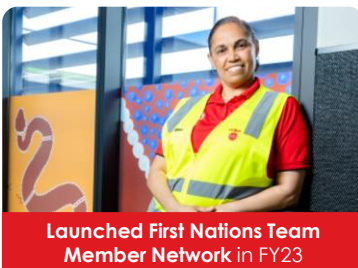
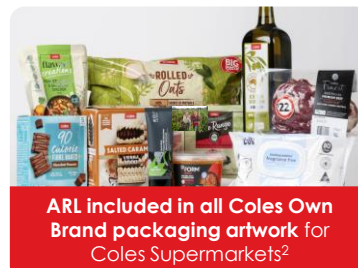
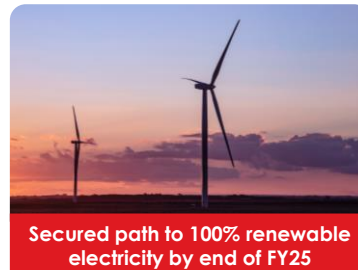
## ...address what matters most to our stakeholders<sup>1</sup>

- Australian first sourcing
- Climate change
- Food waste
- Plastics and packaging
- Circular economy
- Human rights and ethical sourcing
- Supporting farmers and producers
- Health, safety and wellbeing
- Biodiversity and nature
- Diversity and inclusion
- Animal welfare

# Strong corporate governance ensures our sustainability priorities are at the heart of everything we do



# Recent highlights

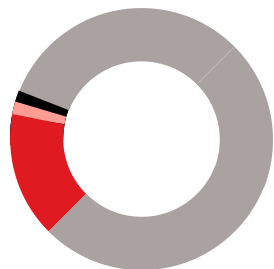




# Together to zero emissions

Coles supports the goals of the Paris Agreement to keep global temperatures well below 2°C. We will also pursue efforts to limit the temperature increase to 1.5°C above pre-industrial levels

## Scope 1 & 2 emissions



Electricity	Natural gas
82%	2%
Refrigerants	Transport fuel
14%	2%

## Scope 3 emissions

>90%

of Coles' total emissions footprint are Scope 3

>70%

of Scope 3 emissions are Category 1<sup>1</sup>

## Performance against targets

**By end of FY25**  
Be powered by 100% renewable electricity

Progress  
100% agreements in place to meet FY25 target

- **First** Australian retailer to announce a renewable power purchase agreement
- **90%** of QLD electricity sourced under landmark 10 year agreement with state owned CleanCo
- **84** supermarkets have solar panels

**By end of FY30**  
Reduce combined Scope 1 & 2 greenhouse gas emissions by more than 75% (from a FY20 baseline)

Progress  
4.93% reduction as at end of FY22

- **>90%** new supermarket builds use natural refrigerants and refurbishments look to convert to lower GWP<sup>2</sup> refrigerants
- **Leak detection** technology investments to reduce refrigeration gas loss
- **Other** initiatives underway, including refrigeration doors in store, door heater controllers, LED lighting to support activities across our supply chain

**By FY50**  
Deliver net zero greenhouse gas emissions

Long term target

- **Current** commitment refers to Scope 1 and 2
- **Work underway** in relation to Scope 3 emissions
- **Several Scope 3** initiatives already in progress
- **Appointed** GM Supplier Sustainability Relations to support activities across our supply chain

# Together to zero waste

Coles understands we have a role to play in reducing waste.

We follow and promote the waste hierarchy – avoid, reduce, reuse and then recycle

## Target

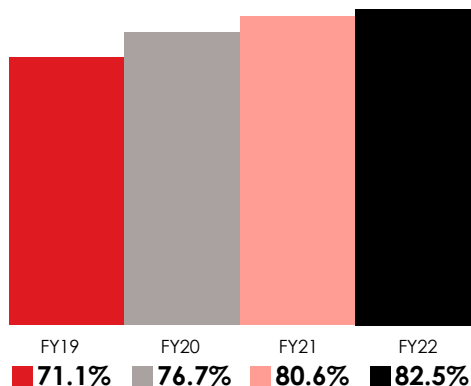
85% Group's solid waste  
diverted from landfill by end FY25



## Progress

82.5%  
achieved in FY22

### % waste diverted from landfill<sup>1</sup>



### FY22 Achievements

**~7,227**

tonnes clear pallet  
wrap recycled

**18,206**

tonnes unsold edible  
food donated  
to Secondbite  
and Foodbank

**32,483**

tonnes food waste  
donated to local  
farmers and wildlife  
organisations

**25,921**

tonnes organic  
waste converted  
to nutrient-rich  
compost

### Customer and supply chain initiatives

#### I'MPERFECT range

celebrates produce that may be flawed in appearance but provides great taste and quality at good value, supporting growers to use more of their crops

**> 800m**

containers<sup>2</sup>  
returned to our  
collection points  
since 2018

REDcycle closure in Nov-22 has negatively impacted soft plastic recycling in Australia. Coles is actively working with government to develop a solution to restore community access to soft plastic recycling

# Together to zero waste: removal of soft plastic shopping bags

We are committing to phase out soft plastic shopping bags in-store and online from Coles supermarkets by end of June 2023

- Removing 230 million plastic bags from circulation per annum<sup>1</sup>
- Customers who forget to bring their own bags will be able to choose from our range of reusable tote and chiller bags, or our 100% recycled paper bags
- Trialling Swap-a-box that allows customers to use a reusable box for Click & Collect orders



# Together to zero waste: Own Brand packaging case study

## Target

**100% recyclable, reusable or compostable packaging by FY25**

94.6% of our Own Brand packaging was categorised recyclable, reusable or compostable as at June 2022, up from 87% at end FY21. This figure will be affected by REDcycle's closure and an update will be reported in the 2023 Sustainability Report

## Improved recyclability

- **5,417 tonnes** of non-recyclable packaging transitioned at the end of FY22<sup>1</sup>
- **First** major Australian retailer to launch home compostable Own Brand coffee pods to the Australian standard<sup>2</sup>

## Increased recycled content and removal of plastic

- **Gold** at the Packaging Innovation & Design Award for KOi refillable foaming handwash starter kit and Coles Finest Carbon Neutral Steak Vacuum Packaging
- Single-use fresh produce bags made with **50% recycled plastic**
- New reusable fresh produce bags made with **90% recycled material**
- Plastic scoops removal from Coles laundry powders, removing **~3 tonnes of plastic**
- Introduction of rPET<sup>3</sup> across our in-store rigid **bakery packaging**

Compostable  
coffee pods



Gold Award  
Packaging  
Design of  
the Year



Plastic  
scoops  
removed from  
Coles laundry  
powders

Reusable  
fresh produce  
bags, 90%  
recycled  
material



# Farming that is better together

We care about how the food we sell is produced and sourced and are committed to supporting local farmers and producers



## Animal welfare

Our animal welfare policy is based on the **Five Freedoms**:

- Freedom from hunger and thirst
- Freedom from discomfort
- Freedom from pain, injury or disease
- Freedom to express normal behaviour
- Freedom from fear and distress

Worked closely with the **RSPCA Approved Farming Scheme for 10+ years**

- 347 RSPCA Approved products in FY22
- Only major Australian supermarket to offer own brand fresh free range RSPCA Approved pork and turkey



## Coles farm program

**100%** of Coles Own Brand shell eggs are **cage-free** and continue to transition to cage-free sources where egg is used as an ingredient in Own Brand products

**GRAZE Beef** farmer partnership launched in 2014. **Cattle are grass-fed, free to roam on pastures and have no added hormones.** >60% of producers this season reported having a tree planting program

**First major Australian supermarket** to launch Own Brand **fresh beef with no added hormones** in 2011 and Own Brand **grass-fed lamb range raised without the use of antibiotics** in 2020



## Investing in Australian farms

**>96% of fresh produce sourced from Australia** in FY22<sup>1</sup>

**\$30m of financial support** provided to Australian producers since 2015 through the **Coles Nurture Fund**

**Expanded direct milk sourcing model to 105 dairy farms** in VIC, Southern and Central NSW, SA, WA and TAS, in FY22

**\$2.18m invested** across a number of dairy farming projects through **Coles Sustainable Dairy Development Group** as at end of FY22

## Recognition



**Broadest range of RSPCA Approved products of any major Australian supermarket**



# Carbon neutral beef case study

- **First major Australian supermarket to launch certified carbon neutral beef Own Brand range<sup>1</sup>**
- **We work with farmers to identify ways to reduce emissions**, such as using renewable energy, changing herd management practices, and use of genetic selection to improve productivity, performance and eating quality. Producers that are part of Coles' certified carbon neutral range achieved emissions that are 19%<sup>2</sup> below the Australian national average
- **Partnered with Mort & Co Grassdale Feedlot to trial the methane reducing feed supplement Bovaer**
- **Coles Finest Certified Carbon Neutral Beef carries the Climate Active certification**, awarded to businesses that have credibly reached a state of achieving net zero emissions for their products, services or other initiatives



# Sourcing that is better together

Safeguarding, valuing and promoting the human rights of workers in our business and supply chain is a vital part of our role in the community



## Building trust

By being on the ground, understanding workers' experience and supporting suppliers

**Established** Ethical Retail Supply Chain Accord (ERSCA) with TWU, SDA & AWU<sup>1</sup> in 2019

**Horticulture** worker accommodation study commissioned in conjunction with Deloitte & ERSCA

**Six** farm worker events co-hosted with unions



## Strengthening partnerships

With suppliers to improve working conditions for people throughout our supply chain

**>1,000** suppliers and team members attended education events in FY22

**\$1.5 million** invested in supplier audits

**ELEVATE** partnership providing local support for China based suppliers



## Continuous improvement

Investing in resources, systems and learning from others

**Grown** ethical sourcing team from 3 FTEs to 12 FTEs in four years

**Expanded** ethical sourcing program scope from Supermarket Own Brands into Own Brand liquor, goods not for resale and services

**Engaging** suppliers to understand modern slavery risks in renewable energy industry

## Recognition



**Ranked #5 in the World Benchmarking Alliance's 2022 Corporate Human Rights Benchmark<sup>2</sup>** (#1 supermarket globally)



**Awarded Equal 1st UNSW Corporate Reporting** under MSS report in 2022

# Sourcing that is better together: case studies

## Accommodation standards for workers in horticulture

- In response to concerns around worker accommodation in the Australian horticulture sector Coles and ERSCA **commissioned Deloitte to research accommodation practices**
  - Identified **opportunities to influence improvement** of conditions for workers
  - Recommended **action across various stakeholder groups**, including industry, suppliers, government and retailers. In particular, the need for a single enforceable standard for accommodation
- Currently **engaging with these stakeholders** and updating our Ethical Sourcing Worker Accommodation Standard

## Positive audit outcomes

- Coles **invested \$1.5 million in supplier audits in FY22** with additional funding committed in FY23
- 2,100+ audits over 3 years
- 5,000+ non-conformances remedied
- Increased locally certified auditors from 2 to 7



A social compliance audit identified non-compliance issues with a Labour Hire provider. To address the issue, the supplier sought to directly hire the subcontracted workforce. After working as a labour hire contractor for eight years, Rose (pictured) was able to leverage her permanent employment status to purchase her own home

# Safer choices together

Coles is committed to providing a safe working environment and a culture of physical and mental wellbeing

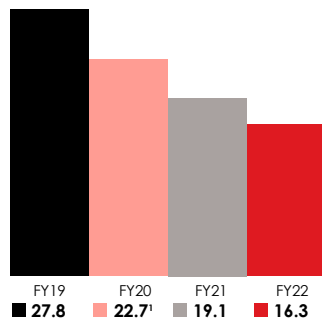
## Key safety measure

We aim to achieve a year on year improvement in TRIFR



**Progress**  
**41% improvement**  
**since FY19**

Total Recordable Injury Frequency Rate (TRIFR)



## Key focus areas

### Safe sustainable leadership

All team members have capability to make safe decisions to contribute to a positive safety culture

### Smarter safety

Through data, technology, innovation and agile ways of working

### Healthy teams

An environment where injured team members are supported to return to work

### Mind your health

We believe that mental health and wellbeing is as important as physical health. We create communities where we are seen, heard and we matter

## FY22 Achievements

**1,000+**

store leaders participated in mental health training

**120,000+**

team members and leaders were provided with safety refresher training

**18%**

reduction in team members working reduced hours

**32,000+**

hours training provided through Coles Quality Academy

**1,600**

sign ups to Coles My Mental Fitness app

**Physiotherapy**

proactive health management program for in store and DC team members

# A team that is better together

We celebrate differences and want to ensure everyone feels like they belong with five key focus areas – we are making good progress, however, we know there is more we can do

## Recent achievements

### Gender Equity



### Other Gender Equity initiatives include:

- Working towards pay parity
- Flexible working and expanded parental leave policy
- Store manager accelerator program
- Mentor Walks partnership
- RelauncHer talent program

### Accessibility

#### Disability confidence training

developed in partnership with Dylan Alcott AO and Get Skilled Access

**Top 3** in the Access and Inclusion disability index and best employer in Inclusive Recruitment

**Quiet Hour** low sensory shopping experience now offered in >400 stores

**RecruitAble** introduced to recruit more team members with disability

### Pride

**Gold employer** with Australian Workplace Equality Index (2022, 2023)

**LGBTQI+ Inclusion** positioning statement signatory (Australian Retailers' Association 2022)

**WorldPride 2023** presenting partner and Sydney Mardi Gras, and festival partners for PrideFEST WA, QLD Big Gay Day, Daylesford Pride, Wagga Wagga Pride

**Gender affirmation** leave for trans and gender-diverse team members

### Indigenous

**3.2%** Team Members identify as Aboriginal and/or Torres Strait Islander

**First Nations** Team Member Network launched in FY23

**Support** an Indigenous voice to Parliament

**5** Indigenous cultural immersion programs delivered to foster learning and respect

### Belonging

**>500 leaders trained in unconscious bias**

**76% of team members** feel included and like they belong at Coles (+7pp in FY22)

**69% of team members** feel working flexibly doesn't negatively impact career advancement (+6pp in FY22)



# A community that is better together

We aim to sustainably help all Australians lead healthier, happier lives – we will continue to look for ways to support our communities

## Community partnerships

### Ranked #1

for the third year in a row in the Giving Large Report for contributing the largest percentage of profit to the community among Australia's leading organisations in FY22

### \$142 million

in community support including donations from customers and team members, and funds raised through initiatives such as the sale of Mum's Sause for Curing Homesickness and selected Australian pork products for FightMND, in FY22

## Health and nutrition

Partnerships and initiatives to promote well balanced healthy eating

### >70%

eligible Coles Own Brand products met the HFP's targets for sodium, sugar and saturated fat reduction

### >40 tonnes

of sugar removed from Coles Own Brand breakfast cereals

### Alternative proteins

45 plant based and alternative protein products in Coles Nature's Kitchen range

### 70% minimum

reduction in carbohydrate in Coles Own Brand reduced carbohydrate range of packaged breads, wraps and rolls vs regular counterparts

## Disaster relief

### >140 pallets of food and essentials and \$1.8 million to Australian Red Cross


donated directly by Coles and by customers and team members to flood-affected areas in NSW and QLD in FY22



# Sustainability disclosures



# Sustainability related disclosures



**Sustainability report**

ESG information and progress against our public targets

[Sustainability Report.pdf](#)  
[\(colesgroup.com.au\)](https://colesgroup.com.au)



**Annual report**

Incorporating our climate-related financial disclosures

[Annual Report.pdf](#)  
[\(colesgroup.com.au\)](https://colesgroup.com.au)



**Modern slavery statement**

Overview of our commitment to human rights, prepared in accordance with the Australian Modern Slavery Act 2018

[Modern Slavery Statement.pdf](#)  
[\(colesgroup.com.au\)](https://colesgroup.com.au)



**Corporate Governance statement**

Our corporate governance framework and key policies/practices

[Corporate Governance Statement.pdf](#)  
[\(colesgroup.com.au\)](https://colesgroup.com.au)



# Q&A session



# Thanks

