WOOLWORTHS HOLDINGS LIMITED

GOOD BUSINESS JOURNEY REPORT 2026

START

OUR INTEGRATED ANNUAL REPORTING SUITE

OUR REPORTING SUITE COMPRISES THE FOLLOWING REPORTS, AVAILABLE ON OUR CORPORATE WEBSITE AT WOOLWORTHSHOLDINGS.CO.ZA

		WHAT THESE REPORTS INCLUDE	REGULATORY AND REPORTING FRAMEWORKS	
INTEGRATED ANNUAL REPORT	• 2026 Integrated Annual Report	Includes a review of material matters, risks, and opportunities and communicates how our strategy, governance, and performance creates value for our stakeholders in the short, medium, and long term. Together with the rest of the suite, this report seeks to meet the information needs of investors and debt providers as well as all our other stakeholders.	• International Integrated Reporting Council's International Framework • Companies Act of South Africa (71 of 2008), as amended (Companies Act) • JSE Listings and Debt Listings Requirements • King V on Corporate Governance (King V) • United Nations Sustainable Development Goals (SDGs)	INTEGRATED REPORTING IR, KINGV, JSE, SDG
GOVERNANCE REPORT Including the Social and Ethics and Remuneration Reports	• Part of the 2026 Integrated Annual Report, with extracts published separately online	Contains our Group's approach to governance, governance structures, processes and policies, of interest to a broad range of stakeholders, including investors, environmental, social and governance (ESG) rating agencies, employees, regulators, suppliers, customers, and members of society.	• King V Report • The GRI Standards • Companies Act • JSE Listings and Debt Listings Requirements • Other applicable laws, regulations, and best-practice principles	KINGV, JSE, GRI
SUSTAINABILITY REPORT (This Report)	• 2026 Good Business Journey (GBJ) Report	Supports our vision to be one of the world's most responsible retailers by addressing sustainability challenges and opportunities. This includes how we create positive economic, societal, and environmental impacts, including those aligned with the SDGs. It is primarily of interest to investors, our people, non-governmental organisation (NGOs), ESG rating agencies, and our customers.	• GRI • IFRS S2 Climate-related Disclosures • SDGs • King V • JSE Sustainability and Climate Disclosure Guidance	GRI, SDG, JSE, KINGV, IFRS®
FINANCIAL REPORTS	• 2026 Group Annual Financial Statements (AFS) • 2025 Analyst Presentation booklet and webcast	Contains the Group's financial position and performance and is primarily of interest to equity and debt investors, credit rating agencies, regulators, and various other stakeholders. The Analyst Presentation provides a summary of the financial results, an update on strategy, and outlook.	• IFRS® Accounting Standards as issued by the International Accounting Standards Board (IASB®) (IFRS Accounting Standards) • Companies Act • JSE Listings and Debt Listings Requirements	JSE, IFRS®
NOTICE OF ANNUAL GENERAL MEETING (AGM) AND SUMMARISED GROUP RESULTS	• Notice of AGM • Summarised Group results • Shareholding disclosures • Shareholder calendar • Proxy form	The Notice of AGM and supporting information is intended for shareholders who want to participate in the Group's AGM. The Notice of AGM provides the summarised Group results for the 2026 financial year.	• JSE Listings and Debt Listings Requirements • Companies Act • King V Report	JSE, KINGV

REPORT ASSURANCES

IAR: Financial content aligned to AFS; reviewed by directors and management but not externally assured. **Financial information:** Extracted financial content and AFS audited with an unmodified opinion expressed.
Non-financial performance metrics: Accredited service providers and agencies have verified certain metrics, including our carbon footprint and B-BBEE rating. Management put internal controls and risk and compliance programmes in place for other metrics as appropriate. Feedback: We welcome feedback from all stakeholders. For more information about this report or to provide feedback, please email us at InvestorRelations@woolworths.co.za

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A YEAR IN REVIEW

Woolworths, June, 2026

OUR GOOD BUSINESS JOURNEY REPORT

Woolworths Holdings Limited (WHL or the Group) presents its 2026 Sustainability Report for the 52 weeks ended 28 June 2026. The report provides an overview of our Good Business Journey (GBJ), our sustainability strategy, governance approach, and performance against our commitments and targets.

This report should be read together with the 2026 Integrated Annual Report (IAR), Annual Financial Statements, Climate Report and other supporting disclosures available on our website.

SCOPE AND BOUNDARY OF THIS REPORT

This report covers Woolworths (Pty) Limited (Woolworths or WSA) and Country Road Group (CRG).

REPORTING FRAMEWORK

This report is prepared with reference to, and informed by, the following reporting frameworks, standards and guidance:

- GRI Standards
- JSE Sustainability and Climate Disclosure Guidance
- Greenhouse Gas Protocol (GHG Protocol), including the Corporate Accounting and Reporting Standard, the Scope 2 Guidance, and the Corporate Value Chain (Scope 3) Accounting and Reporting Standard.
- IFRS S2 Climate-related Disclosures
- UN SDGs
- King V

Additional framework-specific disclosures are available in the supporting documents forming part of our sustainability reporting suite.

FORWARD-LOOKING STATEMENTS

Certain statements in the report may constitute forward-looking statements. Such statements involve risk and uncertainty by their nature, as they relate to future events and circumstances that may be beyond the Group's control. Therefore, the directors advise readers to use caution in interpreting these types of statements in the report.

ASSURANCE

We recognise the importance of independent assurance in enhancing the credibility and reliability of our sustainability disclosures.

Environmental Resources Management Southern Africa (ERM) conducted an independent Moderate Assurance (Type 2) engagement in accordance with the AA1000 Assurance Standard (AA1000AS v3). The assurance covered:

- Application of the AA1000 principles of Inclusivity, Materiality, Responsiveness and Impact;
- Selected management approach disclosures relating to GBJ focus areas; and
- Selected sustainability key performance indicators (KPIs).

Assured information is identified throughout this report by the designation *MA* and is further detailed in the Independent Assurance Statement.

In addition, our greenhouse gas (GHG) emissions and carbon footprint data were independently verified by an accredited third-party assurance provider. Details of the scope, methodology and conclusions are provided in the Carbon Footprint Verification Statement.

These external assurance activities form part of our broader combined assurance framework, which includes management oversight, internal controls, risk management, compliance processes, and internal and external assurance activities, supporting the accuracy, completeness and integrity of our disclosures.

For further information, refer to the 2026 GBJ Assurance, Verification and Certification Summary.

APPROVAL

This report was reviewed and approved by the Board at the recommendation of the Sustainability Committee on 29 September 2026.

OUR SUSTAINABILITY REPORTING SUITE

The GBJ reporting suite comprises the following reports:

- Climate Report (IFRS S2)
- Key sustainability indicators

ASSURANCE

- ERM Independent Assurance Statement
- Carbon Footprint Verification Statement
- GBJ Assurance Criteria
- Assurance Summary
- B-BBEE Certificate

REPORTING FRAMEWORKS

- GRI Content Index
- JSE Sustainability and Climate Change Guidance Index
- Mapping of GBJ goals to UN SDGs

EXTERNAL SUBMISSIONS

- CDP submission
- Ellen MacArthur Foundation submission for the 2025 financial year

ADDITIONAL RESOURCES:

- Position statements, guidelines, and policies
- Ratings, indices, and external recognition
- Glossary

2026 SUSTAINABILITY REPORTING SUITE | 2026 GBJ ASSURANCE, VERIFICATION AND CERTIFICATION SUMMARY

Pixel-Shot – stock.adobe.com

GROUP OVERVIEW

Woolworths Holdings Limited is a major retail group with a presence in South Africa, Australia, New Zealand, and 10 sub-Saharan African countries.

WHL is listed in the retail sector of the main board of the Johannesburg Stock Exchange (JSE) and has a secondary listing on the South African A2X.

WHL

WOOLWORTHS
- **WOOLWORTHS**FOOD
- **WOOLWORTHS**FASHION, BEAUTY AND HOME
- **WOOLWORTHS**FINANCIAL SERVICES

COUNTRY ROAD GROUP
- **COUNTRY ROAD**
- **TRENERY**
- WITCHERY
- **POLITIX**
- **MIMCO**

R84.5BN

Turnover and concession sales

R3.8BN

Adjusted profit before tax

OUR GOOD BUSINESS JOURNEY

Our Good Business Journey is embedded in everything we do and is a key differentiator for our Group.

ADJUSTED EBIT BY CATEGORY

69.4%
Food

26.3%
Apparel, Beauty and Homeware

4.3%
Financial Services

ADJUSTED EBIT BY GEOGRAPHY

99.5%
Africa

0.5%
Australia

1 631
store locations in 14 countries

39 651
Employees[1]

1. Employee numbers reported include all WSA employees across WW, UPN, AP and Rest of Africa (ROA) (34 491), as well as all employees in CRG (5 160)



All information is presented for a comparable 52-week period.

MEASURING OUR PROGRESS AGAINST OUR GOALS

INCLUSIVE JUSTICE

	PROGRESS	READ MORE
Achieve B-BBEE level 3 by 2028	●●●○	
Move from 'Achiever' to 'Leader' in the UN Women's Empowerment Principles (WEPs) assessment by 2028	●●●○	
Implement a five-year Employment Equity Plan to guide workforce transformation and achieve equitable representation through to 2030.	●●●○	

Related UN SDGs



ETHICAL AND FAIR

	PROGRESS	READ MORE
Have a fully transparent, traceable, and ethical supply chain by 2030	●●●○	
Responsibly source all key commodities from traceable sources	●●●○	
All private label products to support regenerative farming practices by 2030	●●●○	

Related UN SDGs



THRIVING AND RESILIENT

	PROGRESS	READ MORE
Halve food loss and waste in our own operations and across our top 30 suppliers by 2030	●●●○	
Reduce the amount of virgin plastic in our packaging by 25% by 2030 using 2020 baseline	●●●○	
Achieve net zero carbon impact by 2040	●●●○	
Work with our suppliers and partners to create a positive water impact in water-stressed basins in our value chain by 2050	●●○○	
Source 100% of our energy from renewable sources	●●○○	

Related UN SDGs



KPIs used to measure and report our performance and baseline data – refer to the Our Goals section on the website.

OUR GOALS | MAPPING OF VISION 2025+ GOALS TO UN SDG TARGETS | KEY SUSTAINABILITY INDICATORS

PROGRESS KEY

- ●○○○ **NEEDS FOCUS:** limited progress requiring support
- ●●○○ **PROGRESSING:** some progress made, but not at the expected pace
- ●●●○ **ON TRACK:** progress aligned with expectations
- ●●●● **ACHIEVED:** target fully met or exceeded

A YEAR IN REVIEW

126.6 ha

BIODIVERSITY RESTORATION

Supported restoration through the Landcare Biodiversity Project in NSW since 2020.

Restoring ecosystems and strengthening biodiversity and agricultural resilience.

15 YOUNG ENTREPRENEURS

BRINGING THEIR PRODUCTS TO MARKET

Through the Woolies Youth Makers Programme, they showcased their products to customers and received mentorship and business development support.

Creating pathways to growth and sustainable economic participation.



TIER 4

PALM OIL & SOY TRACEABILITY

Woolworths Food enhanced its supplier mapping and traceability for key commodities.

Improving visibility into our supply chain, enabling stronger risk management and more responsible sourcing decisions.

36%

SCOPE 1 & 2 EMISSIONS

Reduced emissions against our 2019 baseline, outperforming our 29% interim trajectory.

100%

RENEWABLE ELECTRICITY AT CRG

Achieved 100% renewable electricity across CRG operations in Australia and New Zealand.

Accelerating our transition to a lower-carbon business.



WORKER VOICE

HUMAN RIGHTS DUE DILIGENCE ACROSS OUR VALUE CHAIN

Woolworths Fashion, Beauty and Home (FBH) piloted a direct worker engagement survey at one of its site.

Strengthening worker voice, risk identification and remediation.

A-LIST

SUPPLIER CLIMATE ENGAGEMENT

Maintained CDP Supplier Engagement A-List status for the second consecutive year.

Extending climate action through our value chain.

17 INTERNS

ENROLLED IN THE LIVING SOILS COMMUNITY LEARNING FARM

Programme expanded to Johannesburg, increasing the total number of interns supported to 37.

Building regenerative agriculture skills and creating opportunities for young people to contribute to a more resilient food system.



ANTI-DISCRIMINATION POLICY

UPDATED POLICY ROLLED OUT TO ALL WSA EMPLOYEES

Reinforcing our commitment to an inclusive workplace where people are treated fairly, respectfully and without discrimination.

21 AXLE-POWERED REFRIGERATION TRUCKS

ADVANCING OUR CLIMATE GOALS THROUGH MORE EFFICIENT AND LOWER-EMISSION TRANSPORT SOLUTIONS.

The fleet grew to 21 trucks following the addition of nine vehicles in FY2026.

Reducing transport-related emissions while improving fleet efficiency and operational resilience.

FARMING FOR THE FUTURE RECOGNITION

INDEPENDENTLY RECOGNISED AS A WORLD-LEADING RETAILER-LED SUSTAINABILITY PROGRAMME

The programme was recognised following a PhD study by Coventry University (UK).

Demonstrating that environmental stewardship and commercial resilience go hand in hand.



UN WEP ACHIEVER STATUS

IMPROVED OUR SCORE FROM 64% TO 71.3%

Exceeded our 70% target and are now focused on accelerating progress towards UN WEP Leader Status.

Measurable progress in advancing gender equality and female empowerment.

Inclusive Justice | Ethical and Fair | Thriving and Resilient

MANAGING SUSTAINABILITY

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JOINT SOCIAL AND ETHICS AND SUSTAINABILITY COMMITTEES' REPORT

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GOVERNANCE AND MANAGEMENT OF OUR GOOD BUSINESS JOURNEY

JOINT SOCIAL AND ETHICS AND SUSTAINABILITY COMMITTEES' REPORT

We operate in an increasingly complex global environment characterised by geopolitical and economic volatility and the accelerating impacts of climate change. These challenges are disrupting food systems and global supply chains, exposing the vulnerabilities of long-standing models. At the same time, our customers are demanding greater transparency, healthier choices, and more responsible business practices.

Our GBJ is a robust and consistent framework that enables us to respond strategically to environmental and social challenges in a manner that is both meaningful and relevant to our business. It also supports our efforts to address the widening inequality by empowering people, advancing equity, and helping to build resilient, thriving communities.

Now in its 19th year, the GBJ is deeply embedded in our business model and remains a differentiator in the marketplace. Through our GBJ strategy, we have continued to make progress across the three pillars of our sustainability agenda: Inclusive Justice, Ethical and Fair, and Thriving and Resilient.

During the year, the Social and Ethics Committee fulfilled its statutory mandate with a key focus on monitoring and guiding the Group's progress in advancing inclusive justice. Key areas of attention included strengthening our initiatives in people development, health and wellness, Small, Medium and Micro (SMME) access and support, all of which form integral components of our Inclusive Justice agenda.

The Sustainability Committee also fulfilled its mandate during the year. Key areas of focus included reviewing the continued relevance of the GBJ strategic pillars, considering updates to renewable energy, packaging and water stewardship targets, monitoring progress on emissions reduction and responsible sourcing initiatives, and oversaw the Group's preparedness for evolving sustainability reporting requirements in South Africa and Australia. More details on the committee's activities can be found in the IAR.

Against this backdrop, the Social and Ethics and Sustainability Committees present their joint report. We summarise committee highlights here and provide further detail in the chapters that follow.

INCLUSIVE JUSTICE

We remain committed to advancing women's empowerment and gender equality. During FY2026, the Group maintained its Achiever status in the UN Women's Empowerment Principles Gender Gap Analysis Tool, achieving a score of 71.3% and surpassing its FY2026 target of 70%. This reflects continued progress in advancing gender equality across the business and provides a strong foundation for the Group's ambition of attaining Leader status by FY2027. The committee continues to monitor progress against this roadmap.

Our people strategy has been key to creating a more inclusive and equitable workplace. We embedded diversity, equity, and inclusion (DEI) across all levels of the organisation, with a focus on access, representation, and belonging. We met our employment equity targets. We continued to improve African and female representation in leadership roles. And we prioritised the inclusion of people with disabilities, enhancing workplace accessibility and support.

The Community Inclusive Justice Institute (CIJI) continued to transition from a traditional corporate social investment model to a deliberate community impact model. Our food security efforts include surplus food donations and the Living Soils Community Learning Farm. Following the success of the original Stellenbosch-based learning farm, the programme was expanded into Gauteng through a partnership with Harvestfresh Farms, providing emerging farmers with hands-on training in regenerative farming practices and exposure across the agricultural value chain.

The expansion supports the Group's Inclusive Justice and Farming for the Future objectives by strengthening community food systems, promoting sustainable farming practices and creating employment pathways for young people, particularly women.

Our Enterprise Inclusive Justice Initiative (EIJI) advanced economic inclusion through targeted enterprise development support. Governance structures were strengthened to improve oversight and programme effectiveness, while increased funding approvals supported business growth and expanded the pipeline of SMMEs, including youth-owned enterprises. Support was also provided to a black woman-owned agricultural supplier to acquire farmland and strengthen participation in the agricultural value chain.

The 2026 Stakeholder Perception Survey reaffirmed the Group's strong reputation and stakeholder standing, with high levels of trust reported across both employee and external stakeholder groups. While the results were encouraging, they also identified opportunities to further enhance trust, engagement and relationship quality through increasingly responsive and purposeful stakeholder interactions.

Measuring perceptions of the Group as a retailer, employer and corporate citizen, the survey confirmed sustained stakeholder confidence across all three roles. The findings underscore the importance of ethical leadership, meaningful engagement and social impact in maintaining stakeholder trust and supporting long-term, sustainable value creation.

ETHICAL AND FAIR

Ethical and responsible sourcing remains fundamental to how the Group manages its value chain and creates long-term value. During the year, we saw continued progress in strengthening supply chain transparency, human rights due diligence and supplier engagement.

Enhanced traceability of key commodities, including palm oil and soy, has increased visibility across our supply chain and strengthened our ability to identify risks and inform responsible sourcing decisions. We also continued to strengthen mechanisms to identify and address human rights risks and to support worker voice across the value chain.

A significant achievement during the year was the international recognition of Woolworths Food's Farming for the Future Programme as a world-leading retailer-led sustainability standard, following independent PhD research by Coventry University in the United Kingdom. This recognition reinforces the value of an approach that delivers meaningful environmental outcomes while supporting the long-term resilience of our agricultural supply chain.

THRIVING AND RESILIENT

We are pleased by the Group's continued progress against its climate ambitions, including a 34% reduction in Scope 1 and 2 emissions against the 2019 baseline, exceeding our interim reduction target. CRG achieved 100% renewable electricity across our Australian and New Zealand operations. The group also maintained its CDP Supplier Engagement A-List status for a second consecutive year, reflecting the strength of our collaboration with suppliers advancing climate action across our value chain.

Another key focus during the year was overseeing CRG's preparedness for climate-related financial disclosures ahead of the publication of its inaugural climate-related financial disclosure report during the last quarter of the year under the new Australian climate reporting requirements.

We also oversaw a review of the Group's environmental targets to ensure they remain credible, achievable and aligned with our strategy, evolving stakeholder expectations and a changing operating environment. This review considered improved data quality, a more comprehensive understanding of our environmental impacts, and the practical realities of delivering against our commitments.

LOOKING AHEAD

We will continue assessing the implications of emerging sustainability reporting requirements, including developments relating to the International Sustainability Standards Board's (ISSB) IFRS S1 and S2 standards. Our focus will be on identifying and addressing disclosure gaps, strengthening governance and oversight structures. These efforts will support our readiness for future reporting obligations and help ensure that our disclosures remain transparent, credible and aligned with stakeholder expectations.

We will also continue to review our GBJ ambitions, commitments and targets to ensure they remain relevant, measurable and aligned with our long-term strategy, while supporting the resilience of our business and value chain. As the external environment continues to change, maintaining credible and achievable commitments will be important to ensuring that our sustainability strategy remains both ambitious and grounded in delivery.

Lastly, we thank our executives, their management teams, Board committee members and, most importantly, our people for their continued leadership and dedication in advancing the GBJ. Their efforts play a vital role in delivering on our purpose of adding quality to the lives of our customers, people and communities, while helping to protect and restore the environment on which we all depend.

Sincerely



Belinda Earl
Sustainability Committee Chairman



Thembisa Skweyiya
Social and Ethics Committee Chairman

For more information on the Board's key focus areas and significant matters considered and approved in 2026, refer to the Integrated Annual Report.

GOVERNANCE AND MANAGEMENT OF OUR GOOD BUSINESS JOURNEY

The Board has ultimate responsibility for our GBJ. In fulfilling this responsibility, it is supported by the Sustainability and Social and Ethics Committees. The Board delegates operational oversight of the GBJ to the WHL Chief Executive Officer as well as the WHL, Woolworths and CRG Executive Committees (Excos).

The Group Sustainability Officer, Director of Corporate Social Justice, Group People Director, and Excos are responsible for implementing the GBJ strategy and driving performance against objectives.

Performance is monitored through sustainability and corporate scorecards, internal reporting systems and regular management and Board reporting.

Relevant GBJ KPIs are embedded in senior management performance scorecards, with selected sustainability measures also contributing to executive compensation and variable pay.

BOARD AND COMMITTEE CAPABILITIES

The Board and Sustainability Committee collectively bring a range of skills, experience and expertise relevant to the oversight of the Group's material sustainability matters. Board composition, committee membership and ongoing director development support effective governance of the GBJ. Further information on the skills, experience and composition of the Board is available in the Board skills matrix and governance section of the IAR.

For more information, refer to the governance and management section on our website.



	ROLE / ACCOUNTABILITY				
BOARD OVERSIGHT	WHL Board	Ultimate accountability for GBJ strategy, risks, opportunities and performance.	ijj	✓	✓
	WHL Board Sustainability Committee	Sustainability strategy, targets, materiality, GBJ performance, reporting and assurance.		✓	✓
	WHL Board Social and Ethics Committee	Ethics, responsible corporate citizenship, social justice, people and stakeholder matters.	ijj		
MANAGEMENT OVERSIGHT	EXCOs	Implementation oversight and performance review across WHL, Woolworths and CRG.	ijj	✓	✓
	Group Sustainability Officer/ Director Corporate Social Justice/Group People Director	Strategy implementation, delivery and performance management.	ijj	✓	✓
CO-ORDINATION AND IMPLEMENTATION	Sustainability, corporate social justice and HR teams together with business units	Day-to-day execution of sustainability, corporate social justice, people initiatives.	ijj	✓	✓
ENABLERS	Steering Committees/ Scorecards/Masterplan	Cross-functional co-ordination and integration into operations.	ijj	✓	✓
	Policies, Reporting processes, KPIs	Controls, data collection, monitoring and reporting.	ijj	✓	✓
ACCOUNTABILITY	Executive short- and long-term incentives (STI and LTI)	WSA Transformation performance linked to STI and Sustainability performance linked to LTI	ijj		✓

GBJ STRATEGIC PILLAR | ijj Inclusive Justice | Ethical and Fair | Thriving and Resilient

GOVERNANCE AND MANAGEMENT | WHL INTEGRATED ANNUAL REPORT | GOVERNANCE FRAMEWORK AND BOARD COMMITTEES

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RISK AND MATERIALITY

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GBJ STAKEHOLDER ENGAGEMENT

Woolworths, Winter, 2026

THE GOOD BUSINESS JOURNEY STRATEGIC FRAMEWORK

The GBJ is central to the Group's strategy and supports our vision to be one of the world's most responsible retailers.

Our GBJ strategy enables the Group to be a leading, purpose-driven, truly connected retailer. It aims to address the complex and interconnected sustainability challenges and opportunities we face now and in the future.

Our GBJ strategy has three pillars. The Group has set ambitious goals that capture the overall strategic intent. Our GBJ focus areas inform our goals, which in turn shape our strategies and our management approaches.

The Woolworths Holdings Limited Board (Board) concluded that the GBJ strategy, its strategic pillars and underlying goals remain sound and appropriate.

For more information on the Group's strategic framework, refer to the IAR.

GBJ IS OUR COMMITMENT TO CARING FOR OUR ENVIRONMENT, PEOPLE, AND COMMUNITIES

PURPOSE
ADDING QUALITY TO LIFE

VISION
TO BE ONE OF THE WORLD'S MOST RESPONSIBLE RETAILERS

STRATEGIC ENABLER
GOOD BUSINESS JOURNEY

GBJ STRATEGIC PILLARS

INCLUSIVE JUSTICE

We are intentional about inclusive justice and advancing it across our spheres of influence

- OUR PEOPLE
- OUR CUSTOMERS
- OUR SUPPLIERS
- OUR COMMUNITIES

ETHICAL AND FAIR

We care about how our products are made. We are committed to a fully transparent, traceable, and ethical supply chain

- ETHICAL SOURCING
- SUSTAINABLE FARMING

THRIVING AND RESILIENT

We care for the environment. We are committed to working towards net zero impact and a just transition to a low-carbon economy

- PACKAGING AND WASTE
- WATER
- ENERGY AND CLIMATE CHANGE

UNDERLYING PRINCIPLES: HUMANITY, TRANSPARENCY, CIRCULARITY, INNOVATION, COLLABORATION

INTEGRATED ANNUAL REPORT | MAPPING OF GBJ GOALS TO UN SDG | FOCUS AREA STRATEGIES AND MANAGEMENT APPROACHES

OUR VALUE CHAIN

As a multinational food, fashion, beauty and home retailer with a multi-tiered and geographically dispersed supply chain, our sustainability impacts span the entire value chain – from the production and sourcing of raw materials, through supplier processing and manufacturing, distribution and retail operations, to product use, end-of-life and our impacts on customers and communities.

AGRICULTURE AND RAW MATERIAL SOURCING	PROCESSING AND MANUFACTURING	DISTRIBUTION AND LOGISTICS (OWN OPERATIONS)	RETAIL OPERATIONS (OWN OPERATIONS)	CUSTOMERS AND COMMUNITIES
CORE ACTIVITIES				
Sourcing of agricultural products, seafood, fibres, key commodities, packaging and other raw materials from producers and suppliers across our value chain.	Processing and manufacture of food, beverages, fashion, beauty and home products, packaging and other products by third-party suppliers and manufacturers. Includes Woolworths private label products developed with suppliers, and CRG products designed and developed across its brand portfolio.	Supplier deliveries, warehousing, distribution centres, inventory management, transportation, store replenishment and online order fulfilment across Woolworths and CRG.	Woolworths Food, Fashion, Beauty and Home stores and online channels, and CRG's Country Road, Witchery, Mimco and Politix stores and online channels; including merchandising, customer service and fulfilment activities.	Product use and consumption, customer engagement, product care, reuse, repair, recycling and end-of-life management, together with community investment and social impact activities.
MATERIAL ISSUES IDENTIFIED				
Climate Change, Water Quality & Scarcity, Biodiversity & Resource Depletion, Responsible Sourcing & Ethical Trade	Climate Change, Packaging, Waste & Circularity Responsible Sourcing & Ethical Trade	Climate Change, Packaging, Waste & Circularity	Climate Change, Water Quality & Scarcity	Packaging, Waste & Circularity, Community Impact
KEY STAKEHOLDERS				
Farmers, suppliers, producer groups, certification bodies, regulators, local communities	Manufacturers, suppliers, workers, certification bodies	Logistics providers, employees, suppliers, regulators	Employees, customers, landlords, regulators	Customers, communities, NGOs, Producer Responsibility Organisations, government
GBJ FOCUS AREAS				

RISK AND MATERIALITY

We identify and assess our sustainability risks and material issues annually. The material matters we report on are informed and refreshed annually based on this process.

SUSTAINABILITY RISKS

We determine our sustainability risks using a robust approach that aligns with the Group's integrated risk assessment and management approach. We ensure that all identified risks, are captured in the risk register. These risks are weighted and prioritised according to the agreed risk assessment method. We then identify action plans to mitigate the risks.

For more information on the Group's integrated risk assessment and management approach, refer to the enterprise risk management section of the IAR.

MATERIALITY DETERMINATION

IDENTIFICATION AND REFRESH

We identify and assess the Group's material sustainability matters annually. We do this through:

- Internal stakeholder engagement
- The risk assessment process
- A desktop review of peer sustainability reports, media and news articles, global collective commitments, and global sustainability and reporting tools and indices

We supplement this with formal external stakeholder engagement every three to five years.

As part of our annual review, material sustainability-related matters were tabled during the February 2026 Sustainability Committee meeting. The committee confirmed that the current areas of focus remain relevant and unchanged. It continues to monitor the evolving sustainability landscape to ensure alignment.

MATERIAL MATTERS

No new material matters were identified.

The following matters were emphasised or remained relevant:

- Fostering gender equality, diversity, inclusivity, and equity in the workplace, including addressing remuneration gaps and paying fair wages
- Climate change – including the phasing out of fossil fuels, transitioning to renewable energy and electric vehicles, measuring and reporting on value chain emissions, net zero commitments, climate-related incentives, and the need for an internal carbon price
- Biodiversity loss – including its impact on the Group, its nature commitments, and the need to understand its associated risks
- Waste and packaging – including recycling and take-backs, reducing single-use packaging, and designing for circularity
- Food security and reducing food waste
- Regenerative farming, water and resource conservation, locally sourced products, and sustainable farming practices

While not classified as a sustainability-related material matter, the growing demands of sustainability reporting and evolving legislative requirements have been identified as emerging areas of focus, and we continue to monitor them closely.

RISK AND MATERIALITY continued

MATERIAL ISSUE	OUR IMPACTS	KEY RISKS AND OPPORTUNITIES	OUR MANAGEMENT APPROACH	GBJ STRATEGIC PILLAR
CLIMATE[1] CHANGE	Greenhouse gas emissions from our stores, distribution network and predominantly agricultural and manufacturing supply chains can contribute to climate change and affect the resilience of our business and sourcing regions.	**Risks:** Physical climate impacts, carbon regulation, energy costs, supply disruption and changing customer expectations. **Opportunities:** Decarbonise operations and value chain, renewable energy, low-carbon logistics and climate resilience.	• Improve energy efficiency across operations • Increase renewable energy use • Reduce logistics emissions • Partner with suppliers through Factory of the Future • Build climate capability across the business and supply chain	Thriving and Resilient
WATER QUALITY AND SCARCITY	Water use across agricultural supply chains and operations affects water availability and quality, particularly in water-stressed regions.	**Risks:** Water scarcity, including declining water quality affecting production, higher sourcing costs and operational constraints. **Opportunities:** Water efficiency and improved stewardship.	• Improve water efficiency in operations • Support water stewardship projects • Reduce harmful chemicals where applicable • Work with suppliers on improved water management	Thriving and Resilient
BIODIVERSITY AND RESOURCE DEPLETION	Agricultural production, fisheries and raw material sourcing affect biodiversity, ecosystems and the long-term availability of natural resources.	**Risks:** Operations and supply chains may contribute to, or be adversely affected by, biodiversity loss, habitat degradation, deforestation and ecosystem disruption, resulting in supply chain instability, regulatory exposure, operational impacts and reputational damage. **Opportunities:** Regenerative agriculture, sustainable fisheries and nature-positive sourcing.	• Farming for the Future and Fishing for the Future • Sustainable and regenerative agriculture • Responsible fibre sourcing • Embed biodiversity considerations into sourcing decisions	Thriving and Resilient Ethical and Fair
PACKAGING, WASTE AND CIRCULARITY	Packaging and post-consumer waste contribute to pollution, landfill and inefficient resource use.	**Risks:** Ineffective management of packaging materials, waste generation and circular economy initiatives across operations and the value chain may increase environmental impacts, regulatory exposure, operating costs and reputational risks, and hinder achievement of circular economy objectives. **Opportunities:** Circular product packaging design, recycled materials and waste reduction.	• Sustainable packaging design • Increase recycled and recyclable materials • Customer take-back programmes • Circular fashion initiatives • Industry collaboration to improve recycling systems	Thriving and Resilient
RESPONSIBLE SOURCING AND ETHICAL TRADE	Labour practices, human rights and environmental performance throughout our supplier network influence social outcomes and long-term supply resilience.	**Risks:** Social, ethical and environmental considerations are not effectively integrated into sourcing decisions and supplier management practices across trade and non-trade supply chains, resulting in human rights, animal welfare, environmental, regulatory, operational and reputational impacts, and affecting the company's ability to achieve its sustainability objectives and maintain resilient supply chains. **Opportunities:** Stronger supplier partnerships, traceability and responsible sourcing.	• Supplier Code of Conduct • Ethical sourcing programmes • Social and ethical audits • Living Wage Roadmap • Modern Slavery reporting • Supply chain traceability and supplier capability building	Ethical and Fair

For more information on how the Group attracts, develops and retains talent through an inclusive, equitable and fair workplace, refer to the People, Talent Management and Change material matter in the Material Matters section of the IAR.

1. For more information refer to the 2026 Climate Report.

INTEGRATED ANNUAL REPORT | 2026 WHL CLIMATE REPORT

GBJ STAKEHOLDER ENGAGEMENT

We continually engage with our stakeholders. The insights and feedback we receive inform our material matters and overall Group strategy and act as a sense check to our GBJ strategy and performance. Our engagements and the sustainability outcomes are outlined below. For more detail, refer to the stakeholder engagement section of our IAR.

OUR STAKEHOLDERS	THEIR NEEDS, EXPECTATIONS, AND CONCERNS	HOW GBJ CREATES SHARED VALUE	ENGAGEMENTS IN THE YEAR	REFERENCE
We engage **our customers** to embed customer insights into decision-making and ensure product relevance, value, and trust.	• Quality, value and convenience • Safe, healthy and responsibly sourced products • Transparency and product information • Sustainable choices and reduced environmental impact • Meaningful community impact through everyday purchasing decisions	• Providing safe, quality and responsibly sourced products • Enabling healthier and more sustainable lifestyles through product innovation and transparency • Empowering customers to contribute to positive social and environmental outcomes through programmes such as MyDifference • Building trust through responsible business practices and clear sustainability information	• Store, digital and social media engagement • MyDifference Programme participation • Customer insights and feedback initiatives • Materiality and stakeholder perception surveys	Customers Ethical sourcing Sustainable farming Packaging and waste
We engage and empower **our people** as key enablers of strategy and influential brand ambassadors.	• Fair and responsible remuneration • Employee wellbeing and support • DEI • Skills development and career growth • Safe and healthy working environments	• Promoting fair and responsible employment practices • Supporting employee wellbeing, health and safety • Creating opportunities for learning, leadership and career development • Fostering an inclusive and equitable workplace culture • Encouraging participation in community and volunteering initiatives that create social impact	• Employee engagement and listening forums such as WVoice survey, stakeholder perception surveys • Performance and talent management review processes • DEI initiatives • Wellness and wellbeing programmes • Employee volunteering and community participation • GBJ Week	People Our communities
We engage our **social and environmental partners** to contribute to social and economic development and build goodwill within the communities we serve.	• Meaningful social and environmental impact • Economic inclusion and empowerment • Improved food security and livelihoods community resilience • Environmental stewardship • Long-term investment in social development and sustainability outcomes	• Supporting community development, education and livelihoods • Improving food security and social wellbeing through targeted programmes and partnerships • Investing in initiatives that strengthen community resilience • Advancing environmental stewardship and conservation outcomes • Creating lasting social impact through programmes such as MyDifference and the Woolies Water Fund	• NGO and strategic partner engagement • Community investment and development programmes • MyDifference beneficiary engagements • GBJ Week and employee volunteer initiatives	Our communities Disaster relief

GBJ STAKEHOLDER ENGAGEMENT continued

OUR STAKEHOLDERS	THEIR NEEDS, EXPECTATIONS, AND CONCERNS	HOW GBJ CREATES SHARED VALUE	ENGAGEMENTS IN THE YEAR	REFERENCE
We engage **our suppliers** to maintain strong, ethical, and mutually beneficial supply chain relationships.	• Fair and ethical commercial relationships • Responsible sourcing practices; clear sustainability standards and expectations • Business resilience • Supplier development opportunities • Sustainable production systems	• Promoting ethical trade and responsible sourcing • Supporting supplier resilience and long-term sustainability • Investing in Enterprise and Supplier Development (ESD) initiatives • Advancing sustainable farming, fishing and production practices • Strengthening transparency, traceability and animal welfare standards • Creating opportunities for inclusive economic participation and growth	• Supplier engagement and capability-building programmes • Animal welfare training initiatives • Supplier mapping and traceability activities • Supplier recognition and partnership programmes	Ethical sourcing Sustainable farming and fishing
We engage **our investment community** to ensure transparent reporting, sound governance, and sustained financial performance.	• Sustainable long-term value creation • Effective management of ESG risks and opportunities • Transparent and credible reporting • Good governance • Business resilience • Delivery against sustainability commitments.	• Supporting long-term business resilience and sustainable financial performance • Integrating ESG considerations into business strategy and decision-making • Managing material sustainability risks and opportunities • Enhancing transparency, accountability and stakeholder trust through credible reporting	• Investor briefings and roadshows • Sustainability and ESG engagements • AGM interactions • Shareholder communications and disclosures	Woolworths AGM minutes, November 2025 Analyst Presentations
We **engage government, regulators, and lawmakers** to contribute to national goals, make constructive policy inputs, and ensure compliance.	• Compliance with applicable laws, regulations and standards • Support for transformation and inclusive economic growth • Increased local procurement and supplier development • Responsible corporate citizenship and accountability • Contribution to national development priorities • Alignment with environmental, social and economic policy objectives	• Supporting transformation, inclusive growth and economic participation • Contributing to national development priorities through responsible business practices • Promoting local procurement and supplier development • Maintaining high standards of governance, compliance and accountability	• Regulatory and government engagement • Participation in policy consultations • Industry association and working group participation • Collaboration on transformation and development priorities	Supporting inclusive supplier growth Responsible marketing and advertising
We engage **industry organisations, academic institutions, and the media** to shape standards, support research and knowledge sharing, and inform public understanding of sustainability.	• Collaboration to address complex sustainability challenges • Innovation, research and evidence-based solutions • Knowledge sharing and sector leadership • Advancement of industry best practices and standards • Collective action to accelerate positive social and environmental outcomes • Knowledge sharing of sustainability insights and progress	• Advancing collaborative solutions to shared sustainability challenges • Supporting research, innovation and evidence-based decision-making • Contributing to industry best practice, standards development and collective action • Sharing knowledge and insights that support positive social, environmental and economic outcomes	• Industry and sustainability forum participation • Research and academic partnerships • Advisory panel and working group engagement • Knowledge-sharing and thought-leadership initiatives	Our communities Ethical sourcing Sustainable farming Thriving and Resilient

INCLUSIVE JUSTICE

inclusive justice initiative

The Inclusive Justice Initiative (IJI) is one of the pillars of our GBJ strategy. It reflects our commitment to social justice and inclusive growth for all people.

Anchored in the values of social justice, authenticity, empathy, humanity, and quality, the IJI envisions a future where every person experiences dignity, a sense of belonging, and equitable access to opportunity. By influencing and transforming the systems, practices, and relationships within our immediate spheres of influence.

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INCLUSIVE JUSTICE INITIATIVE

IJI is part of Woolworths' GBJ and reflects our long-term commitment to inclusive growth for all people. It is guided by a simple but powerful call to action: leave no one behind. Through the IJI, we are building a social justice ethos that is reflected in our business decisions, everyday practices, operations and stakeholder relationships.

For Woolworths, inclusive justice is not a standalone social impact programme. It is a philosophy that guides how we do business and how we use our scale, influence and relationships to help address systemic inequality in practical, locally relevant ways. It is about removing barriers, widening access to opportunity, respecting diversity and ensuring that people across our business, value chain and communities can participate with dignity.

Our approach is anchored in social justice, authenticity, empathy, humanity and quality. These principles help us move from aspiration to action and ensure that our work creates meaningful outcomes for employees, customers, suppliers and communities and have lasting human impact.

Implementation is co-ordinated through the Inclusive Justice Masterplan (Masterplan). This plan provides the roadmap for embedding Inclusive Justice across the Group. The work is overseen by the CEO's office and supported by the Corporate Social Justice function, helping to ensure a consistent, integrated and accountable approach.



Politix, Winter, 2026

WHERE WE CREATE IMPACT (SPHERES)

The IJI is delivered through four interconnected spheres of influence: Our people, customers, suppliers and communities. These are the areas where Woolworths has the greatest opportunity to turn intent into action, influence more inclusive outcomes and create shared value as part of our GBJ.

During the year, our focus moved from defining our ambition to embedding inclusive justice more deliberately in the business through the finalisation of the IJI Masterplan. This included refining priorities across each sphere, strengthening governance and accountability, and laying stronger foundations for consistent measurement and reporting.

As our approach matures, we are shifting from reporting primarily on activities and outputs to understanding the outcomes and longer-term impact of our work. This will help us better demonstrate how inclusive justice strengthens business resilience, deepens stakeholder trust, supports our licence to operate and contributes to sustainable value creation.



CREATING AND MEASURING IMPACT (PATHWAYS)

The four spheres define where we focus our efforts. The IJI Impact Model shows how we create and measure impact. It brings together our actions across these spheres into four priorities that guide our work and help us deliver meaningful, measurable outcomes.

As our approach matures, we are strengthening how we measure impact to better understand and demonstrate the outcomes our initiatives create for our people, communities, the business and society.

OUR PRIORITIES FOR CREATING IMPACT

	WHAT WE AIM TO ACHIEVE	PRIMARY DELIVERY SPHERES
PERSONAL LEADERSHIP AND CULTURE	Build an inclusive culture and experience across our business.	People Customers
WOMEN EMPOWERMENT AND GENDER EQUALITY	Advance gender equality and women empowerment across our value chain guided by the UN Women Empowerment Principles framework.	People Customers Suppliers Communities
HUMAN DEVELOPMENT	Improve access to education, skills development, and wellbeing opportunities while enabling every voice to be heard, valued and empowered to participate.	People Communities
ECONOMIC INCLUSION	Enable inclusive economic growth through decent work, ESD and access to opportunity.	People Suppliers

The following chapters outline the initiatives delivered across each sphere of influence and show how they contribute to our four impact priorities.

OUR PEOPLE

AN INCLUSIVE WORKPLACE

Creating an inclusive workplace where everyone belongs, grows and thrives.

At Woolworths, our people are central to delivering our purpose of adding quality to life. The way we attract, develop, support and engage our employees influences the experience we create for customers, the strength of our culture and our ability to create long-term value.

An inclusive workplace enables our people to contribute, grow and perform at their best. It also strengthens our ability to attract and retain talent, foster innovation and build a resilient business.

PEOPLE AT A GLANCE

EMPLOYEE HEADCOUNT

WHL

39 651

2025: **40 168**



WSA[1]

34 491

2025: **34 967**



CRG

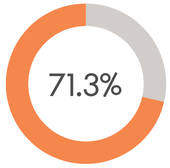
5 160

2025: **5 201**



UN WOMEN EMPOWERMENT PRINCIPLES

WHL ACHIEVER



2025: **64%**

FEMALE REPRESENTATION

WHL



69%

2025: **69%**

WSA



66%

2025: **66%**

CRG

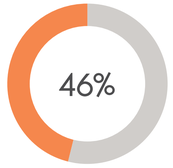


89%

2025: **89%**

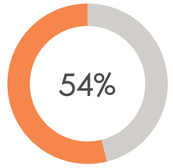
FEMALES IN TOP AND SENIOR MANAGEMENT

WSA



2025: **47%**

CRG



2025: **48%**

INTERNAL APPOINTMENTS

WSA

80%

2025: **82%**

CRG

61%

2025: **62%**

EMPLOYEES WITH DISABILITIES[2]

WSA

698

2025: **625**

BLACK

95%

2025: **94%**

B-BBEE CONTRIBUTOR

WSA

LEVEL 4

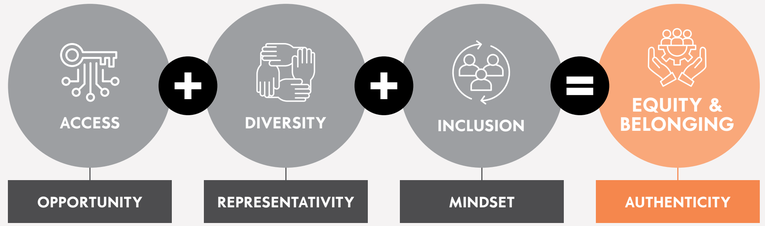
2025: **LEVEL 4**

1 Employee numbers reported include all WSA employees across WW, UPN, AP and Rest of Africa (ROA)
2 Current and comparative figures have been restated to include permanent employees only.

DRIVING INCLUSIVE JUSTICE THROUGH THE WORKPLACE SPHERE

Within the Workplace Sphere, we focus on four interconnected strategic priorities that together foster an inclusive employee experience.

OUR DIVERSITY MAKES THE W DIFFERENCE



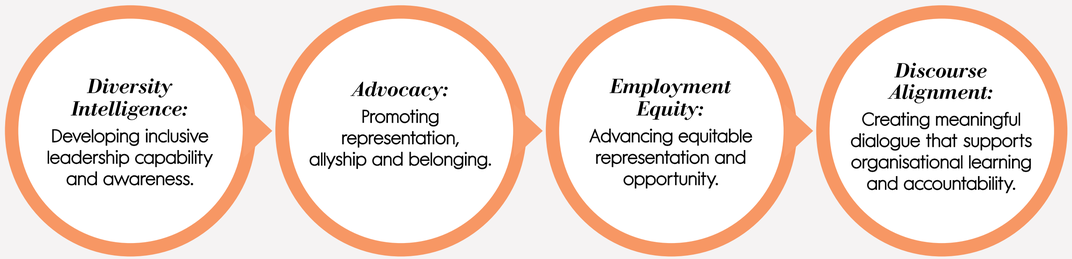


Woolworths, February, 2026

INCLUSIVE LEADERSHIP AND CULTURE

Through the Our Inclusive Way pillar of our People Strategy, we embed leadership behaviour that foster equity, belonging and respect across the organisation. Guided by the IJI, our approach focuses on creating opportunities, removing barriers and ensuring every employee feels valued and empowered to contribute.

Our WSA DEI strategy is underpinned by four interconnected pillars that together drive sustainable cultural and organisational change:



To bring our DEI strategy and Inclusive Justice ambition to life, we focused on strengthening the policies, governance, leadership capability and accountability that create a more inclusive workplace.

During FY2026, we:

- Finalised and then commenced implementation of our Group DEI strategy, providing a clear framework for advancing inclusion across the business.
- Launched a Group Anti-Discrimination Policy, reinforcing our commitment to preventing discrimination, harassment and unfair treatment, while extending expectations of respectful behaviour beyond our employees to customers, suppliers, contractors and other business partners.
- Embedded our transformation objectives into executive STI measures, strengthening leadership accountability for transformation outcomes.
- Expanded our Diversity Intelligence (DQ) Programme, with 80 executive leaders completing Inclusion Immersion and Bias awareness training before extending the programme to approximately 800 store and distribution centre managers, building inclusive leadership capability at scale.
- Refreshed our employee Diversity Committees to align with the amended Employment Equity Act and support stronger governance, oversight and monitoring of transformation priorities.

For CRG, the focus during the year was in strengthening an inclusive people culture by embedding DEI across leadership, people policies and everyday employee experiences. Progress included advancing our Innovate Reconciliation Action Plan, delivering Cultural Awareness training to build leadership capability, reviewing our people policies through a DEI lens to strengthen inclusive employment practices, progressing Workplace Gender Equality Agency (WGEA) target-setting to support greater gender representation and accountability, and developing a First Nations engagement framework that support a more inclusive employment and engagement practices.

Together, these initiatives are strengthening inclusive leadership capability, supporting fair and consistent people practices, increasing cultural awareness and reinforcing accountability for creating workplaces where everyone feels respected, included and able to thrive.



Woolworths, July 2025

STRENGTHENING OUR POLICY FRAMEWORK

During the year, Woolworths introduced a Group Anti-Discrimination policy, re-inforcing our commitment to dignity, respect and equal opportunity.

The policy sets a clear organisation-wide standard for preventing discrimination, harassment and victimisation, and for fostering a workplace where people are treated fairly, with dignity and respect.

Importantly, the policy applies beyond our workforce to interactions with customers, suppliers, contractors, service providers and other business partners, reinforcing the IJI's ambition to create positive experiences throughout our value chain.

The policy is underpinned by six principles:

- Respect for every individual
- Zero tolerance for discrimination
- Safe and accessible reporting mechanisms
- Fair and impartial investigations
- Accountability for inappropriate behaviour
- Equal access to opportunities

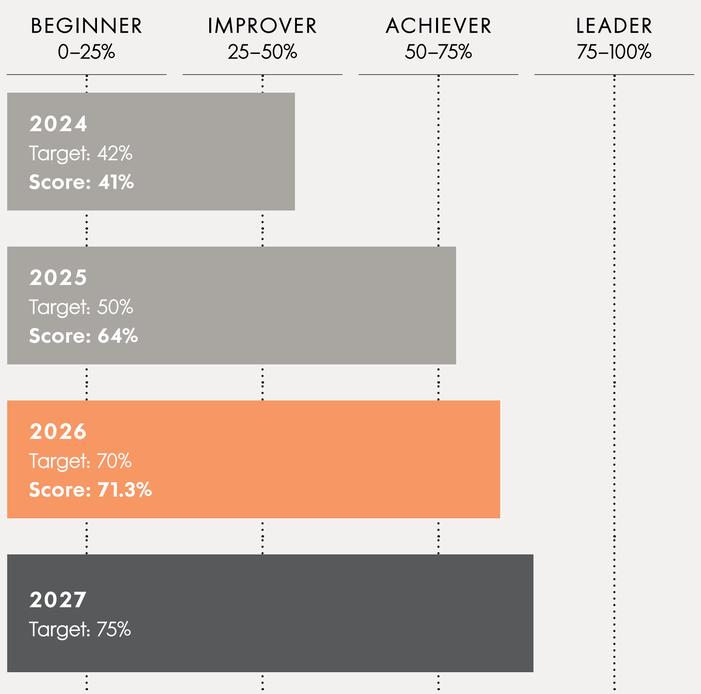
LAUNCHED
ANTI-DISCRIMINATION POLICY

Strengthening protections against discrimination, harassment and unfair treatment across the employee lifecycle.

PROGRESSING TOWARDS UN WEPs LEADER STATUS

We maintained our UN Women's Empowerment Principles Achiever status, achieving a score of 71.3% and exceeding our target of 70%. This reflects continued progress made in strengthening gender equality across our leadership, workplace practices and employee experience. The launch of the Anti-Discrimination Policy was also instrumental in reaching the current milestone in 2026.

Since 2023, our UN WEPs score has more than doubled from 36% to 71.3%, demonstrating sustained improvement in advancing gender equality and strengthening accountability across the business. We have now set a new target of 75% for FY2027, marking the next step towards UN WEPs Leader status.



OUR GOOD BUSINESS JOURNEY

RECOGNITION FOR ADVANCING GENDER EQUALITY



Standard Bank Top Women Award, December, 2026

Woolworths was named Standard Bank Top Women Business of the Year 2025, recognising our commitment to advancing women empowerment and gender equality initiatives across our business.

TRANSFORMATION – WOOLWORTHS

Transformation remains a key enabler of our Inclusive Justice ambition, supporting equitable access to opportunities, strengthening workforce representation and developing a leadership pipeline that reflects the diversity of the communities we serve.

During FY2026, Woolworths implemented a new five-year Transformation Plan aligned to the amended Employment Equity Act, sectoral employment equity targets and the Economically Active Population (EAP).

The plan is supported by stronger governance and accountability mechanisms, including:
- Transformation objectives embedded into executive STI performance measures
- Monitoring of opportunity utilisation across appointments and promotions
- Regular analysis of EAP gaps
- Strengthened workforce planning and succession management
- Refreshed Diversity Committees aligned to the revised Employment Equity legislation and the Group's DEI strategy.

These measures strengthen leadership accountability while supporting more informed recruitment, development and succession decisions.

Overall progress against designated group targets remains encouraging. Representation of people with disabilities continues to exceed targets and the business remains broadly on track towards its longer-term Employment Equity objectives. Improving African representation in line with EAP demographics remains an important priority and continues to inform our workforce planning, leadership development and talent pipeline initiatives.

To strengthen governance, Diversity Committees were refreshed to align with the amended Employment Equity Act and the implementation of the Group's DEI strategy.

BOARD TRANSFORMATION

The WHL Board has a voluntary target of 40% each for female and black directors' representation, with an aspirational goal to increase each measure to 50% over time, subject to appropriate skills, succession and Board composition considerations. For details of the Board composition as at 30 June 2026, please refer to the Integrated Annual Report.

LEADERSHIP ACCOUNTABILITY

Transformation targets are included in executive STI performance measures, reinforcing accountability for transformation outcomes across the business.

WOOLWORTHS TRANSFORMATION PROFILE: PERMANENT EMPLOYEES[1]

POPULATION GROUP	YEAR	MALE	FEMALE	MALE %	FEMALE %
AFRICAN	**2026**	**7,411**	**15,880**	**22.7%**	**48.7%**
	2025	7,556	15,622	23.3%	48.2%
COLOURED	**2026**	**2,661**	**4,560**	**8.2%**	**14.0%**
	2025	2,744	4,541	8.5%	14.0%
INDIAN	**2026**	**337**	**569**	**1.0%**	**1.7%**
	2025	316	561	1.0%	1.7%
WHITE	**2026**	**422**	**608**	**1.3%**	**1.9%**
	2025	394	540	1.2%	1.7%
FOREIGN NATIONAL	**2026**	**68**	**100**	**0.2%**	**0.3%**
	2025	62	91	0.2%	0.3%
TOTAL	**2026**	**10,899**	**21,717**	**33.4%**	**66.6%**
	2025	11,072	21,355	34.0%	66.0%

1. This figure represents South African-based employees. It excludes CRG and WFS employees, as WFS reports against its own Employment Equity profile. Comparative figures exclude 721 employees from Absolute Pets, which were incorporated into FY2026 reporting



Woolworths, December, 2025

PEOPLE WITH DISABILITIES

We continued investing in disability inclusion by improving workplace accessibility, promoting reasonable accommodation and expanding opportunities for employees living with disabilities.

Representation of employees with disabilities continued to improve during the year, exceeding our transformation target.

WSA DISABILITY INCLUSION

REPRESENTATION

2.2%

2025: **1.94%**

Transformation target: 2%

Exceeded our Transformation target and increased representation year-on-year.

WSA EMPLOYEES WITH DISABILITIES[1]

698

2025: **625**

Maintained representation of people with disabilities across the business while increasing overall workforce representation.

LEARNERSHIPS FOR PEOPLE LIVING WITH DISABILITIES

293

2025: **74**

Previously unemployed youth with disabilities enrolled in learnerships

Expanding pathways to employment through targeted disability learnership programmes.

1 Current and comparative figures have been restated to include permanent employees only.

OUR GOOD BUSINESS JOURNEY

MOVING BEYOND AWARENESS TO MEANINGFUL INCLUSION

Creating an inclusive workplace requires more than representation, it requires a culture where people with disabilities feel seen, heard, respected and able to thrive. During FY2026, Woolworths continued to build on its disability inclusion journey by creating opportunities for employees to learn from lived experiences, challenge perceptions and strengthen understanding across the organisation.

To mark the International Day of Persons with Disabilities, employees participated in a programme that combined dialogue with experiential learning. Paralympians, disability advocates and Woolworths colleagues living with disabilities shared personal stories and practical insights on accessibility, representation and belonging. A wheelchair tennis activation with South African Wimbledon wheelchair tennis champion Kgothatso "KG" Montjane encouraged employees to experience disability inclusion from a different perspective, demonstrating how inclusive design and accessible environments can remove barriers to participation.

Recognising that inclusion also means embracing different ways of thinking, Wellness Week expanded the conversation to neurodiversity. Through immersive sessions led by Dr Sara Babb, employees and leaders explored how different cognitive styles influence the way people learn, work and collaborate. The programme encouraged greater awareness of neurodivergence, challenged common misconceptions and provided practical guidance on creating workplaces where diverse ways of thinking are recognised as strengths. One-on-one sessions with an occupational therapist further supported employees seeking confidential advice and reflection.

These initiatives formed part of a broader commitment to keep conversations about disability active throughout the year. By combining awareness, lived experiences and practical learning, Woolworths is strengthening understanding, encouraging inclusive behaviours and helping create workplaces where employees feel safe to bring their whole selves to work.

Our focus now is on embedding disability inclusion throughout the employee lifecycle by improving accessibility, supporting reasonable accommodation and listening to the lived experiences of employees with disabilities. These insights will continue to shape how we design more inclusive workplaces where everyone has the opportunity to belong, grow and succeed.

"Meaningful inclusion begins when we move beyond awareness and create opportunities to learn from lived experiences, challenge perceptions and build workplaces where everyone belongs."

FUTURE-READY WORKFORCE

Building a skilled and adaptable workforce is essential to delivering our strategy and creating long-term value. As retail evolves through technology, changing customer expectations and new ways of working, we are strengthening the capabilities our people need to succeed today and prepare for tomorrow.

Our approach integrates capability and leadership development, early-career programmes and career mobility to create opportunities for our people to build relevant skills, grow their careers and contribute to the future success of the Group.

INVESTING IN CAPABILITY

We continue to invest in the technical, digital and leadership capabilities required for a changing retail environment. Through WLearn365, the People Academy and workplace-based learning, we are expanding access to development opportunities while building capabilities aligned with business priorities and emerging skills requirements.

Our learning programmes focus on developing workforce agility, strengthening and leveraging digital and technical capability, building leadership capacity and supporting employees as business and customer needs evolve.

During the year, we expanded our internally developed learning content and enhanced our digital learning ecosystem to provide more flexible and accessible development opportunities.

The launch of our People Capability and Career Development Framework is intended to strengthen the link between performance, career development and internal mobility, providing a more structured approach to developing and retaining talent across the Group.

BUILDING THE TALENT PIPELINE

Our early-career programmes create pathways from education into employment through bursaries, graduate programmes, internships and learnerships. These programmes combine formal learning with workplace experience, helping participants develop the necessary skills while supporting the Group's future talent needs.

During the year, these opportunities continued to expanded across store operations, supply chain, technology, finance and other professional disciplines. This was supported by increased investment in early-career development programmes, including learnerships, graduate programmes and internships, with a particular focus on improving employability outcomes for unemployed youth and people living with disabilities.

These investments support our transformation objectives, diversity, equity and inclusion commitments, and the development of critical skills aligned with business needs.

We also continued the transition from legacy learnerships to the Quality Council for Trades and Occupations (QCTO) framework, progressing the conversion of existing programmes into accredited occupational qualifications.

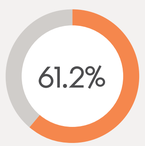
INVESTMENT IN PEOPLE DEVELOPMENT (Rm)

WOOLWORTHS		COUNTRY ROAD GROUP	
204.3	128.4	**24.5**	20.5
2026	2025	**2026**	2025

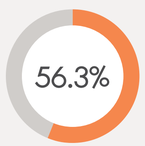
1 420
2025: **615**
Learnership participants

53
2025: **40**
Graduate Programme participants

Learnership recipients securing permanent employment

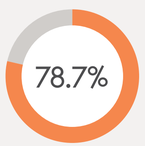


2026

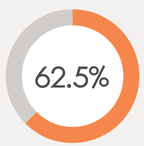


2025

Graduate programme partipants securing permanent/FTC



2026



2025

GROWING TALENT FROM WITHIN

Developing future capability also means creating opportunities for our people to progress. We are strengthening the connection between learning, career development and internal mobility so that employees can build their capabilities and pursue career opportunities within the Group.

The Employee Bursary Programme supports employees to pursue formal qualifications aligned with business priorities, career pathways and critical skills requirements. This programme continues to strengthen our internal talent pipeline while supporting employees to advance their skillsets relevant to the group's future needs.

Internal mobility remains an important component of our approach to talent development, enabling the Group to retain institutional knowledge and strengthen leadership and specialist talent pipelines across the Group.

80%
2025: **82%**
WSA internal appointments

61%
2025: **62%**
CRG internal appointments

232
2025: **230**
WSA Employees receiving bursary funding

1 496
WSA Custom-designed learning modules

3 000+
WSA Cybersecurity learning completions

For more information on how we are investing in our people, please refer to the Talent Development and Retention table in the 2026 GBJ Key Sustainability Indicators Report.

2026 GBJ ASSURANCE, VERIFICATION AND CERTIFICATION SUMMARY | 2026 KEY SUSTAINABILITY INDICATORS REPORT

THRIVING PEOPLE

SUPPORTING PEOPLE TO PERFORM AT THEIR BEST

The wellbeing of our people is fundamental to a resilient, high-performing organisation. We recognise that employees are more likely to perform at their best when they are healthy, supported and able to balance the demands of work and life.



During FY2026, Woolworths strengthened its wellbeing approach through the appointment of a dedicated Employee Wellbeing Lead, signalling a shift from traditional wellness programmes towards a more integrated wellbeing strategy.

The strategy is built around three interconnected priorities:

- Strategic alignment through a holistic wellbeing framework centred on Mind, Body and Spirit.
- Equitable access to wellbeing programmes and services across stores, distribution centres and offices.
- Continuous enhancement of wellbeing environments and infrastructure.

These priorities recognise that employee wellbeing is influenced not only by physical health, but also by mental wellbeing, meaningful work, supportive leadership and inclusive workplace environments.

WELLBEING IN ACTION

A structured annual Health Calendar introduced monthly themes focused on topics including financial wellbeing, mental health, nutrition, addiction awareness, ergonomics and healthy lifestyles.

Wellbeing content was also delivered through multiple internal employee channels including the My Woolies App, Shop Talk, Microsoft Teams Live sessions and dedicated wellbeing events, helping extend access across the organisation.

During the year, the renovation of the head office medical facility was completed and expanded into a broader wellbeing space further reinforces our commitment to creating environments that support physical, mental and emotional wellbeing.

SUPPORTING EMPLOYEE HEALTH

Employees now have access to a comprehensive range of health and wellbeing services including:

SUPPORTING EMPLOYEE HEALTH

- EMPLOYEE ASSISTANCE PROGRAMME
- OCCUPATIONAL HEALTH SERVICES
- BEYOND JUST WAGE HEALTH INSURANCE
- PRIMARY HEALTHCARE
- CHRONIC DISEASE MANAGEMENT
- FINANCIAL WELLBEING RESOURCES
- MENTAL HEALTH SUPPORT
- DIGITAL WELLBEING CONTENT
- TRAUMA COUNSELLING

HEALTH AND SAFETY

Creating psychologically and physically safe workplaces remains fundamental to our Employee Value Proposition.

We continue applying preventive health and safety practices across our operations through governance structures, operational procedures, leadership accountability and regular workplace inspections.

Following the security incidents affecting two Woolworths stores during FY2026, immediate trauma counselling and wellbeing support were made available to affected employees while additional security measures were implemented across the business. These actions reinforced our commitment that employee safety and wellbeing remain our highest priorities.

LOOKING AHEAD

As our wellbeing strategy matures, we are shifting our focus from measuring activities to understanding outcomes. Future priorities include developing wellbeing indicators that provide greater insight into employee experience, workforce health and the long-term impact of wellbeing initiatives on engagement, retention and organisational performance.

BEYOND WELLBEING PROGRAMMES

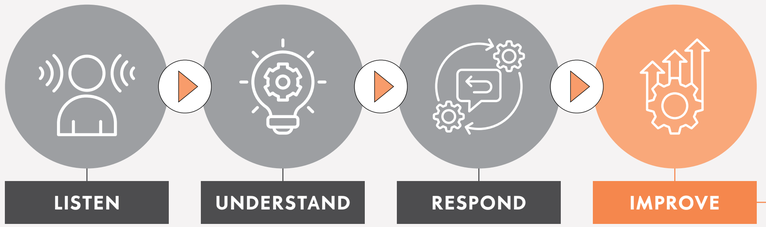
Our ambition is to create environments where employees are supported to thrive physically, mentally and emotionally throughout their careers.

EMPLOYEE VOICE AND FAIR EMPLOYMENT

LISTENING, ENGAGING AND ACTING

Understanding employee experience is essential to building a workplace where people feel heard, respected and able to contribute.

We seek feedback throughout the employee lifecycle to better understand employee experiences, identify opportunities for improvement and inform our people practices. Insights gathered through surveys, leadership engagement and everyday conversations help strengthen decision-making, enhance the employee experience and reinforce a culture where people feel heard, respected and empowered to contribute.



CHANNELS:
- Employee Surveys
- Pulse Feedback
- Exco Chats
- Roadshows
- One-on-One Conversations

FAIR EMPLOYMENT

We are committed to fair, respectful and equitable employment practices that support dignity, inclusion and equal opportunity.

Our people policies are reviewed regularly to reflect changing workforce needs and evolving legislation. They cover areas including equal opportunity, workplace conduct, anti-discrimination, harassment prevention, parental support, reasonable accommodation and flexible work practices, helping to provide a consistent employee experience across the Group.

NEW IN FY2026

Launch of the Anti-Discrimination Policy, strengthening our commitment to a workplace free from discrimination and promoting equitable treatment for all employees.

FAIR AND RESPONSIBLE PAY

Fair and responsible remuneration is an important part of creating an inclusive workplace. During FY2026, Woolworths continued to build on its Just Wage Initiative, which has improved wages for more than 24,000 frontline employees.

The Group also expanded healthcare and wellbeing benefits through the Beyond Just Wage Programme, helping improve access to healthcare while strengthening employee wellbeing and financial resilience.

JUST LIFE: BEYOND JUST WAGE

In FY2026 we extended access to everyday Healthcare through Momentum Heath4Me Gold, designed to close this gap in a financially sustainable way by providing employer-funded access to essential day-to-day healthcare for eligible employees. While Health4Me Gold is health insurance and not a medical scheme, it provides practical access to primary care benefits that can make a meaningful difference to employees' lived experience: access to network GP visits, acute and chronic medication, Hello Doctor virtual GP support, basic dentistry, optometry, pathology, radiology, HIV support, maternity-related support and preventative care such as flu vaccinations. During the employee engagement process, approximately 25 117 qualifying employees were identified, with 24 535 employees attending engagement sessions. Feedback was received from 19 386 employees, of whom 19 217 accepted the offer. The scale of participation indicates both the relevance of the benefit and the effectiveness of the engagement process.

The impact can be framed across four evidence-informed dimensions:

- **Access and equity:** significant expansion of employer-supported healthcare access to employees who were least likely to afford private medical aid independently.
- **Dignity and inclusion:** employees gained access to day-to-day healthcare support without having to rely only on public sector access points or delay care because of affordability constraints.
- **Preventative and early intervention value:** access to GP consultations, chronic medicine support, HIV support, optometry, basic dentistry and virtual GP services creates a clearer route to earlier diagnosis, treatment and ongoing management of health issues.
- **Workforce wellbeing and productivity:** while Woolworths-specific utilisation outcomes are still awaited, broader workplace health evidence supports the proposition that improved access to appropriate healthcare and earlier intervention can contribute to better attendance, reduced health-related productivity loss, improved management of chronic conditions and stronger employee confidence in the organisation's care proposition.

LABOUR RELATIONS

Woolworths recognises employees' right to freedom of association and supports constructive workplace dialogue.

Most employee engagement occurs through direct employee-manager relationships, complemented by formal employee representation structures within our distribution centres and collective bargaining arrangements in certain African operations where required.

We continue engaging constructively with recognised unions regarding organisational rights while maintaining open communication channels across the business.

GRIEVANCE AND SPEAK-UP

Employees have access to multiple confidential mechanisms to raise concerns, seek support or report misconduct without fear of retaliation.

Concerns raised through employee relations processes, whistle-blowing channels, leadership engagement or HR mechanisms are investigated appropriately, with findings informing corrective actions, policy improvements and continuous organisational learning.

2026 KEY SUSTAINABILITY INDICATORS REPORT | ETHICAL SOURCING

OUR CUSTOMERS

INCLUSIVE CUSTOMER EXPERIENCES

Our purpose of* adding quality to life *extends beyond the products we sell to every experience our customers have with Woolworths.

We want every customer to have a sense of belonging, to feel welcome, respected and feel represented. We do this by offering products that reflect diverse needs and preferences, creating more accessible shopping experiences across stores and digital platforms, delivering excellent service, and communicating in ways that are authentic and inclusive.

We also help customers make informed choices by offering products that support their long-term wellbeing and meet the highest standards of quality and safety. Through product innovation, responsible marketing and trusted product stewardship, we continue to strengthen customer confidence in the Woolworths brand.

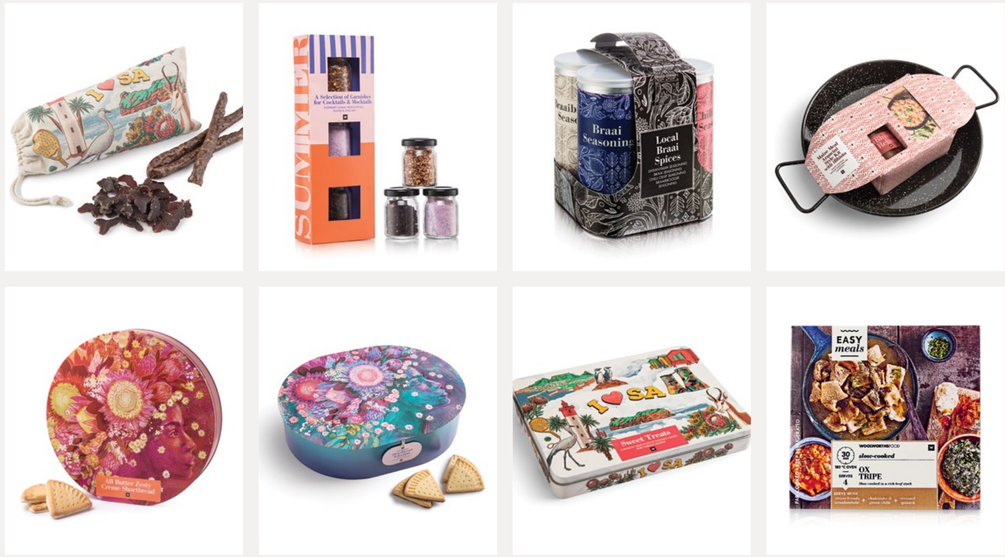
CREATING INCLUSIVE EXPERIENCES

We are continuously evolving our product range to reflect the diversity of the communities we serve. We are working to include customers whose dietary preferences and cultural traditions have historically been underrepresented in mainstream retail. Over the years we have introduced these products and this year we launched products such as chicken feet and matzah, improving relevance for customers whose dietary preferences and cultural traditions have historically been underrepresented in mainstream retail.

Our marketing and customer campaigns celebrated South Africa's diversity through Heritage Month, Women's Day, Breast Cancer Awareness Month, Men's Health Awareness Month (Movember), Diwali and Rosh Hashanah. These campaigns promoted inclusion, wellbeing and authentic representation



Our Diwali campaign featured products and gifting inspired by the traditions of the Festival of Lights, celebrating the diversity of our customers and supporting meaningful cultural observances.



Our Heritage Month range showcased products inspired by South Africa's diverse cultures and culinary traditions, expanding customer choice and improving product relevance for a broader range of communities.

Creating welcoming experiences also depends on our people. During the year, Woolworths launched the Year of the Store Manager, a business-wide leadership initiative designed to strengthen the role of store managers in delivering exceptional customer experiences, leading high-performing teams and driving operational excellence. DEI principles were integrated into the programme, equipping store managers to create welcoming, respectful and inclusive environments for customers and employees.

We also continued to improve accessibility across our stores, digital channels and communications to better meet the diverse needs of our customers

SUPPORTING LONG-TERM WELLBEING

Supporting wellbeing and expanding healthier options is an important part of how we add quality to life. Through product innovation, transparent nutritional information and trusted partnerships, we help customers make informed choices every day.

Our Good Food Journey guides this approach by making healthy eating easier, more convenient and accessible. Product development is guided by internally defined nutrient profile goals, with ongoing reformulation to improve nutritional quality across our range.

We continue to reduce ingredients such as tartrazine, other azo dyes, MSG, aspartame, saccharin and cyclamate where possible, while increasing the use of natural colours and flavourings and expanding our organic and free range offerings.

Through our partnership with the Discovery Vitality HealthyFood™ programme, customers who link their MyDifference loyalty profiles to Vitality are rewarded for purchasing eligible HealthyFood™ products, making healthier choices more accessible and affordable.

Woolworths, March, 2026

BUILDING TRUST

RESPONSIBLE MARKETING AND CUSTOMER INFORMATION

Woolworths complies with the Advertising Regulatory Board's Code of Advertising Practice and continues to monitor developments in food labelling regulations. Once the South African Department of Health's proposed front-of-pack food labelling regulations become effective, we will implement the required disclosures across applicable products.

Responsible marketing also extends to our alcoholic beverage range. Alongside a growing non-alcoholic beverage offering, nutritional information and responsible drinking guidance are provided on our wine products. Woolworths is a member of the Association for Alcohol Responsibility and Education (AWARE) and adheres to recognised industry codes governing the responsible marketing of alcohol. Mandatory health warnings are included on product labels and incorporated into marketing communications where appropriate.

PRODUCT SAFETY AND QUALITY

All Woolworths private label food suppliers are required to comply with our food hygiene, safety and housekeeping standards. Detailed ingredient, nutritional and allergen information is provided on food packaging to enable customers to make informed purchasing decisions.

To preserve product quality and food safety, we maintain strict cold chain controls throughout transportation and distribution, ensuring temperature-sensitive products remain safe from producer to customer.

Product safety extends across our clothing business, where suppliers are required to comply with comprehensive product safety standards covering manufacturing, processing and finishing. CRG suppliers are similarly supported through product safety and testing requirements.

Independent factory audits, supplier assessments and regular visits by Woolworths technical teams provide additional assurance that our product standards are consistently maintained.

Where product safety concerns arise, Woolworths has established product recall procedures that enable products to be removed from stores within two hours of notification. During the financial year, there were no product recalls across the Group.

INDUSTRY COLLABORATION

We continue to work with industry partners to improve health and food safety standards across the retail sector.

Woolworths participates in the Consumer Goods Council of South Africa (CGCSA)'s Healthy Food and Food Safety Initiative working groups, collaborating with industry peers, policymakers and other stakeholders to support improved food safety, nutrition and responsible retail practices.



WOOLWORTHS COLD CHAIN | ETHICAL SOURCING

OUR SUPPLIERS

AN INCLUSIVE AND RESPONSIBLE SUPPLY CHAIN

As one of South Africa's largest retailers, Woolworths has an important role to play in widening access to opportunity and enabling more inclusive economic participation.

Through the Supplier Sphere of our IJI, we use our purchasing power, supplier partnerships and development programmes to help Black-owned and Black women-owned businesses to access formal markets and grow.

Woolworths, June, 2026

SUPPORTING INCLUSIVE ECONOMIC GROWTH

CREATING MARKET ACCESS

Access to markets is the foundation of inclusive supplier development. Through our sourcing and procurement activities, we create opportunities for small, medium and micro enterprises (SMMEs) to participate across our Food, Fashion, Beauty and Home, and Non-trade procurement businesses, helping diversify our supplier base while strengthening local value chains.

BUILDING ENTERPRISE CAPABILITY

Our EIJI governs our ESD programme and helps support Black-owned and Black women-owned SMMEs by providing access to market opportunities, development funding and business support. By strengthening these businesses, we aim to increase our supplier diversity, create jobs and contribute to more inclusive economic growth.

We recognise that sustainable supplier development extends beyond awarding contracts. Participating businesses receive tailored support to help them build capability, strengthen resilience and grow over the long term.

SUPPORT INCLUDES:

FINANCIAL

- Development funding
- Cash flow support
- Access to financing partners

BUSINESS

- Mentorship and coaching
- Guidance from Woolworths buying and procurement teams
- Business systems and governance support
- Supplier connections and preferential payment arrangements
- Performance monitoring and capability development

R8.0 billion

2025: **R6.7 BILLION**

WSA's contribution to the revenue of black-owned and black women-owned suppliers in the current year

Representing 14.6% of WSA procurement spend

R1.8 billion

2025: **R1.7 BILLION**

Revenue contribution to SMMEs

18

ESD beneficiaries accessed procurement opportunities during FY2026

2025: **15**

generating procurement spend of

R245 million

2025: **R341 MILLION**

PREFERENTIAL PROCUREMENT PERFORMANCE	2026	% OF TOTAL PROCUREMENT
SPEND WITH B-BBEE-COMPLIANT BUSINESSES	**R39.9 billion**	72.4%
SPEND WITH >30% BLACK WOMEN-OWNED BUSINESSES	**R8.2 billion**	14.8%
SPEND WITH >51% BLACK-OWNED SMMES	**R1.2 billion**	2.1%
SPEND WITH >30% BLACK WOMEN-OWNED SMMES[1]	**R661 million**	1.2%

1 SMME refers to a Small, Medium and Micro Enterprise as defined under the National Small Enterprise Act of South Africa. For B-BBEE ESD reporting, qualifying beneficiaries typically include EMEs and QSEs. Further information is available at: https://www.dsbd.gov.za



STORY OF IMPACT

TOBERRI FARMS – WOMEN IN FARMING

When women thrive, so do communities.

Founded in 2021 by agro-entrepreneur Zimbili Mosheshe, Toberri Farms is an emerging strawberry producer based on a four-hectare farm in Kliprivier, Gauteng. In August 2025, the farm began supplying fresh strawberries to Woolworths Food, marking the start of a promising long-term partnership.

Recognising Zimbili's potential as an emerging woman farmer, the Woolworths Produce team introduced Toberri Farms to the Woolworths EIJI. Toberri is now part of Woolworths' Supplier Development Programme.

Following a comprehensive business diagnostic assessment, EIJI facilitated a loan to fund the installation of a cooling system to strengthen the farm's cold chain capabilities, as well as the purchase of a neighbouring 4.5-hectare farm. This expansion is expected to more than double Toberri's strawberry production.

In addition to financial and business support, Woolworths' Produce team is working closely with Toberri Farms to strengthen integrated pest management (IPM) practices and introduce its Farming for the Future regenerative agriculture programme. These interventions are aimed at helping to strengthen the farm's resilience and sustainability.

Toberri Farms currently employs eight permanent and 10 seasonal workers, with further employment opportunities expected as the business expands.



Woolworths, June, 2026

WOOLIES YOUTH MAKERS®
SUPPORTING YOUTH-OWNED BUSINESSES

DEVELOPING FUTURE SUPPLIERS



WOOLIES YOUTH MAKERS

Launched in 2023, the Youth Makers Programme creates pathways for emerging youth-owned micro enterprises to access retail markets through mentorship, business development and commercial exposure.

SUPPORTING THE NEXT GENERATION OF ENTREPRENEURS

Since its launch in 2023, Youth Makers has helped 30 young entrepreneurs transform innovative ideas into viable businesses by providing mentorship, commercial exposure and access to retail market and opportunities.

Since its inception, the programme has supported the next generation of local businesses by helping entrepreneurs transform innovative ideas into viable retail opportunities.

During 2026, 24 shortlisted entrepreneurs pitched their business ideas to a panel of industry experts, with 15 winners selected based on innovation, commercial viability and sustainability. The majority of the winners were women-led businesses, reflecting the programme's contribution to advancing women entrepreneurship and a more inclusive economic growth. Winners received mentorship from Woolworths leaders and the opportunity to showcase and sell their products through dedicated Youth Makers retail events, providing valuable customer exposure and practical retail experience.

By investing in emerging young entrepreneurs, Woolworths is helping to unlock and strengthen entrepreneurial potential that is already taking shape – building the capability, confidence and resilience of young business owners and enabling their businesses to grow, create livelihoods and play and meaningful role in addressing youth unemployment.

FY2026 AT A GLANCE

24
Youth entrepreneurs shortlisted

15
Young Entrepreneurs selected to showcase their product on formal retail platform

73%
Women-led businesses

Woolworths, Youth Makers, Victoria Ongansie

OUR COMMUNITIES

THRIVING COMMUNITIES AND SHARED PROSPERITY

Creating thriving and resilient communities is central to our purpose of adding quality to life.

Creating thriving and resilient communities is central to our purpose of adding quality to life. Through the IJI, we invest in programmes and partnerships that improve food security and enhance quality of basic education thus building community resilience and expand economic opportunity.

Woolworths, May, 2026

BUILDING RESILIENT COMMUNITIES THROUGH INCLUSIVE JUSTICE

Our intention for social impact is guided by local needs aligned to SDGs and delivered through trusted partnerships with community organisations, government and industry. We focus on initiatives that build capability, strengthen organisations and deliver measurable outcomes and impact for communities.

This year we consolidated our community impact programmes in the CIJI and were intentional about improving on how we measure the impact of our programmes in line with the Inclusive Justice Masterplan governance.

OUR COMMUNITY IMPACT FRAMEWORK

Our community impact programmes are organised around four strategic impact areas.

PROGRAMME	OUR OBJECTIVE	KEY PROGRAMMES
FOOD SECURITY & SUSTAINABLE LIVELIHOODS	Improve access to nutritious food while creating sustainable livelihood opportunities.	• Equipping communities with skills for regenerative and sustainable systems of food production • Building community-led, responsive and resilient food security systems • Ensuring the responsible and dignified redistribution of edible surplus food • Building critical and specialist skills for a sustainable and inclusive agricultural value chain
EDUCATION & EARLY CHILDHOOD DEVELOPMENT Leave No Child Behind Impact through education	Improve education outcomes through partnerships that strengthen learning and educator capability.	• Advancing quality of basic education • Teacher development • Early Childhood Development (ECD) • Enhancing reading for meaning
COMMUNITY RESILIENCE	Strengthen communities through humanitarian assistance, employee giving and strategic partnerships.	• Disaster Relief • Employee Community Involvement

FY2026 HIGHLIGHTS

We continued to strengthen the maturity and long-term sustainability of our community investment programmes:

- Refined our Food Security portfolio to strengthen community food security, youth development and organisational sustainability.
- Continued supplying fresh produce to vulnerable households, schools, community kitchens and Early Childhood Development centres.
- Completed the Tshikululu Partner Needs Assessment, informing future organisational capacity-building priorities and addressed them.
- Welcomed a new Living Soils internship cohort, supporting the next generation of regenerative agriculture practitioners.
- Hosted the annual Living Soils Farmers Day, strengthening collaboration between interns, suppliers and industry partners.
- Approved and implemented the Living Soils replication framework, providing a scalable model for future implementation.



Woolworths, October 2025

FOOD SECURITY AND SUSTAINABLE LIVELIHOODS

STRENGTHENING FOOD SECURITY THROUGH PARTNERSHIPS, SKILLS AND COMMUNITY RESILIENCE

Food insecurity continues to affect many of the communities in which we operate in South Africa. Through the CIJI, we support programmes that improve access to nutritious food, strengthen sustainable livelihoods and build the long-term resilience of community organisations.

Our food security programme combines youth and women skills development, community partnerships and food redistribution. Thereby, we address different dimensions of food insecurity while supporting more resilient local food systems.



LIVING SOILS™
COMMUNITY LEARNING FARM

Living Soils Community Learning Farm is Woolworths' flagship community programme for advancing food security and sustainable livelihoods through regenerative agriculture and youth skills development.

Established in partnership with Spier Wine farm and the Sustainability Institute, the programme equips young and emerging farmers with practical agricultural skills while producing nutritious food for vulnerable communities.

The programme expanded its reach during the year. A second Living Soils Community Learning Farm was launched in Gauteng in partnership with another Woolworths supplier, Harvestfresh Farms, building on the success of the Stellenbosch model. This milestone extends opportunities for youth skills development, strengthens community food security and demonstrates how regenerative agriculture can support more resilient local food systems.

The launch of the Gauteng Living Soils Community Learning Farm marks the next phase in expanding a proven model that combines youth employment, community food security and regenerative agriculture.

SUSTAINABLE LIVELIHOODS

INTERNS ENROLLED
37
2025: **20**

WOMEN INTERNS
59%
2025: **65%**

GRADUATES SECURING MEANINGFUL EMPLOYMENT AFTER THE PROGRAMME
6
2025: **4**

FOOD PRODUCTION

PRODUCE HARVESTED
23 791 kg
2025 : **16 896 kg**

SKILLS DEVELOPMENT INVESTMENT
R4.8
MILLION

STRENGTHENING FOOD SECURITY

PRODUCE DONATED TO COMMUNITIES
12 478 kg
2025 : **11 292 kg**

#ZEROHUNGER

Through the CIJI, the #ZeroHunger Programme supports six long-term community organisations[1] working to improve food security and sustainable livelihoods across South Africa.

During the year, we invested R3.75 million (FY2025: R3.3 million; FY2024: R2.45 million) in these organisations. While funding remains an important enabler, this year marked a shift towards strengthening the long-term sustainability of our partner organisations[1] and we partnered with an external service provider to provide tailored organisational development support. This will help partners build stronger organisations that can sustain and expand their impact over time.

OUR GOOD BUSINESS JOURNEY

CREATING RESILIENT COMMUNITIES STARTS WITH RESILIENT ORGANISATIONS.

The Tshikululu Partner Needs Assessment, conducted by social investment adviser Tshikululu, assessed the organisational sustainability of Woolworths' seven food security partners. It identified common challenges relating to financial resilience, leadership and monitoring and evaluation.

In response, Woolworths partnered with Inyathelo, a non-profit organisation specialising in organisational development, to strengthen partner capability through tailored coaching, governance support and resource mobilisation.

By investing in organisational resilience alongside programme delivery, we are helping our partners build long-term sustainability and strengthen their impact in the communities they serve.

FOODFORWARD SA (FOODSHARE) – FROM SURPLUS TO SUSTENANCE

Every day, surplus food from our stores and distribution centres is redirected through our partnership with FoodForward SA to community organisations supporting households in underserved communities across South Africa. By rescuing edible food that would otherwise go to waste, we improve access to nutritious meals while reducing food waste and supporting more resilient community food systems.

During the year, Woolworths donated edible surplus food valued at R944 million through its partnership with FoodForward SA. Higher volumes of food recovered and redistributed enabled more meals to be provided and expanded support to vulnerable communities through FoodForward SA's national network of beneficiary organisations.

This partnership demonstrates how surplus food can be repurposed to create a shared value by improving food security, ensuring that quality food reaches communities where it is needed most and thereby reducing food waste.

In addition to surplus food donation, we provided R1.15 million (2025: R1.2 million) in financial support to FoodForward SA during the year, helping to strengthen its food recovery network, warehousing infrastructure and national distribution capability. As one of FoodForward SA's largest partners, Woolworths plays an important role in enabling the large-scale redistribution of food to underserved communities while reducing food waste. Further details are provided in the surplus food section of the Packaging and Waste chapter.

FoodForward SA connects a world of excess to a world of need.

SURPLUS FOOD DONATED[2]

14 419

TONNES

2025: **13 139 tonnes**

VALUE OF FOOD DONATED

R944

MILLION

2025: **R857m** | 2024: **R816m**

MEALS ENABLED[2]

57.7

MILLION

2025: **52.5m** | 2024: **56.6m**

PEOPLE REACHED DAILY[2]

1 068 230

2025: **935 100** | 2024: **920 000**

1. Food security partners supported: ForAfrika, INMED South Africa, The Siyazisiza Trust, Thanda, Timbali Technology Incubator and Rhiza Babuyile.
2. Impact figures relate to surplus food collected from participating Woolworths stores. Meals enabled are calculated using the World Health Organisation's benchmark of 250g per meal. Meals enabled and people reached are sourced from FoodForward SA and reported in accordance with its impact measurement methodology. Woolworths South Africa has not independently verified these estimates.



FOODFORWARD SA – SECURING QUALITY FOOD, NOURISHING LIVES | SURPLUS FOOD

Woolworths, May, 2026

Leave No Child Behind
Impact through education

QUALITY BASIC EDUCATION

One of the key pillars of our community impact programmes is our commitment to enhancing the quality of basic education. Through partnerships that strengthen teaching, learning and early childhood development, we aim to improve educational outcomes, build educator capacity and create opportunities for children to reach their full potential. Our approach focuses on supporting quality education interventions across the learner journey, from early childhood development to foundational literacy and teacher development.

By investing in early childhood development, literacy and teacher development, we are helping to build strong educational foundations that enable children and young people to thrive throughout their learning journey and beyond.

DISCONTINUATION OF MAKING THE DIFFERENCE

The Woolworths Making the Difference (MTD) Programme concluded in FY2026 and was succeeded by two new education initiatives, the Quality Education Programme and the Reading and Writing with Meaning Literacy Programme, reflecting a strengthened focus on early learning, literacy development and equitable access to quality education.

INITIATIVE	PROGRAMME DESCRIPTION	FOCUS WITHIN EDUCATION / ECD	KEY ACHIEVEMENTS DURING THE YEAR
NATIONAL EDUCATION COLLABORATION TRUST (NECT)	Supports the strengthening of South Africa's education system through district and school-level capacity building, teacher development and education system support.	Teacher development, education system strengthening and learner outcomes.	• 544 teachers trained; R2 million invested during the year • R24 million cumulative contribution • R456,895 towards National Teaching Awards
CHILDSAFE: LEAVE NO CHILD BEHIND	Child injury prevention programme that equips ECD practitioners, community health workers and communities with knowledge and skills to create safer environments for children.	Child safety, injury prevention and ECD practitioner capacity building.	• 8 (2025:7) training sessions conducted • 7 314 children impacted • 207 teachers reached
RHIZA BABUYILE EARLY CHILDHOOD DEVELOPMENT	A new initiative that looks to improve the quality, sustainability and accessibility of ECD services in underserved communities. the programme aims to strengthen ECD centres and create a scalable model for systemic education impact.	Early childhood development, school readiness and quality ECD service delivery.	• Baseline assessments completed in 2 ECD centres per province • 4 ECD practitioners trained • R2 million invested
READING AND WRITING WITH MEANING LITERACY PROGRAMME	A new three-year literacy intervention programmed aimed at improving foundation phase reading and writing outcomes.	Foundation Phase literacy and educator development.	• Programme launched in Mpumalanga and work is expected to commence in FY2027



MY DIFFERENCE

TURNING CUSTOMER CHOICE INTO COLLECTIVE IMPACT

More than one million customers are helping turn everyday choices into positive impact.

Through MyDifference, customers can support causes they care about through their everyday shopping. During the year, the revised programme reached a milestone, with more than one million participating customers directing over R100 million in Woolworths funding to more than 7 000 causes and programmes.

This achievement demonstrates the power of collective action, turning everyday choices into meaningful social and environmental impact. By enabling customers the opportunity to direct Woolworths funding towards causes that matter to them. MyDifference connects individual actions with tangible outcomes for people, communities and the environment.

MAKING A DIFFERENCE WHERE IT MATTERS

EDUCATION

37 teaching bursary recipients completed their studies and entered employment, bringing cumulative teaching bursaries awarded to 81.

WATER RESILIENCE

The Woolies Water Fund invested R2.4 million across 20 schools, installing 40 rainwater tanks and 200 handwashing stations, and creating 200,000 litres of additional water storage capacity. Refer to the water section in Thriving and Resilience chapter for more information.

PARTICIPATING CUSTOMERS

1 055 755

2025: **942 172**

DIRECTED TO IMPACTFUL CAUSES AND PROGRAMMES

R103.98m

2025: **R94m**

CAUSES AND PROGRAMMES SUPPORTED

7 801

2025: **8 183**



Woolworths, Winter, 2026

EMPLOYEE COMMUNITY INVOLVEMENT AND DISASTER RELIEF

Through the CIJI and employee-led initiatives, we support communities during times of crisis while strengthening longer-term resilience through trusted partnerships and employee participation.

EMPLOYEE COMMUNITY INVOLVEMENT

Through employee giving, matched funding and community outreach initiatives, employees are encouraged to contribute to the communities in which they live and work.

During FY2026, employees and directors donated R209 541 to charitable causes. Of this amount, R74 541 (FY2025: R84 808) was matched by CIJI in support of employee community involvement initiatives. Support was directed towards a range of causes, including education, food security, disaster relief and community development.

MANDELA DAY

As part of the annual Mandela Day initiative, Woolworths donated R366 000 to 61 employee-nominated charities (2025: R372 000 to 62 employee-nominated charities). The initiative continues to direct funding towards grassroots organisations while strengthening employee participation in community giving and social impact.



Woolworths, August, 2026

DISASTER RELIEF AND EMERGENCY RESPONSE

When disasters affect communities, Woolworths works with disaster relief partners to provide timely financial support, food and essential products.

One of the key events during the reporting period was the severe weather disaster that affected South Africa in May 2026. Widespread flooding, heavy rainfall, thunderstorms, and damaging winds caused significant damage across six provinces, resulting in loss of life, extensive infrastructure damage, and disruptions to essential services. The severity of the event led the South African government to declare a national state of disaster.

In response, Woolworths acted quickly to support affected communities, providing R200,000 in disaster relief funding within 48 hours through its disaster relief partner to assist with immediate relief and recovery efforts in the hardest-hit areas.

COMMUNITY RESILIENCE: COUNTRY ROAD GROUP

Across Australia and New Zealand, CRG creates positive social impact through partnerships that strengthen communities, celebrate creativity and culture, improve health and wellbeing, and support environmental stewardship. Each partnership reflects the purpose of our brands while contributing to stronger, more resilient communities.

CREATING PATHWAYS FOR FIRST NATIONS CREATIVE TALENT

Country Road's partnership with the Darwin Aboriginal Art Fair (DAAF) Foundation is focused on advancing the representation, cultural recognition and economic participation of First Nations creatives by providing opportunities to develop their careers, gain industry exposure and participate in Australia's fashion, art and design sectors.

Initiatives during the year included participation in the National Indigenous Fashion Awards mentorship programme, cultural awareness training for the Country Road Marketing team, and an ongoing communications programme to amplify First Nations stories and achievements. Building on its impact, Country Road extended the DAAF partnership for a further three years to 2028.

FUTURE COUNTRY – COUNTRY ROAD AND THE NGV FIRST NATIONS COMMISSIONS

As part of its commitment to supporting First Nations creativity and cultural leadership, Country Road continued its partnership with the National Gallery of Victoria (NGV) to deliver Future Country, the second iteration of the Country Road + NGV First Nations Commissions initiative.

This national mentorship programme pairs emerging First Nations artists and designers with established Aboriginal and Torres Strait Islander creatives, creating opportunities to share knowledge across generations, strengthen creative practice and support professional development. Through a model that prioritises artistic autonomy and culturally informed mentorship, participating artists are empowered to develop new works that reflect their own stories, perspectives and aspirations.

Celebrating themes of land, legacy, community and cultural continuity, Future Country brought together eight emerging artists and eight mentors from across Australia. The resulting commissions explore Indigenous futures, honour intergenerational knowledge and showcase the depth and dynamism of contemporary First Nations art and design.

Launched at the Ian Potter Centre: NGV Australia in March 2026 until September 2026, the exhibition has provided a significant platform for First Nations voices and storytelling. Through Future Country, Country Road continues to contribute to a more inclusive creative landscape while supporting the next generation of First Nations artists and designers.

Installation view of Pitta Pitta artist **Jahkarli Felicitas Romanis'** work Channels 2025, mentored by Wiradjuri artist Brook Andrew on display in FUTURE COUNTRY: Country Road + NGV First Nations Commissions from 20 March–13 September at The Ian Potter Centre: NGV Australia, Melbourne. Photo: Sean Fennessy



IMPROVING HEALTH AND WELLBEING

Our brands continue to use their platforms to raise awareness and funding for issues affecting the communities we serve.

POLITIX AND MOVEMBER

Politix partners with Movember, raising awareness and funds for initiatives that support men's health, including prostate and testicular cancer, mental health and suicide prevention.

This year A$158 892 (2025: A$158 000) was donated through the partnership, bringing the total contributions since its launch in 2018 to A$1 028 892.

WITCHERY WHITE SHIRT CAMPAIGN

The campaign raises awareness and funding for The Ovarian Cancer Research Foundation (OCRF). All gross proceeds from the sale of the campaign are donated to the OCRF to help fund research to prevent, detect and improve the treatment of ovarian cancer.

Now in its 18th iteration, we donated[1] A$636 453 (2025: A$792 937, 2024: A$1 228 284) during the year.

1. Witchery donates to OCRF a year in arrears for the previous year's campaign.

OUR GOOD BUSINESS JOURNEY

FASHION WITH PURPOSE: MIMCO AND OUR WATCH

Mimco continues its longstanding partnership with Our Watch for International Women's Day, using its platform to raise awareness of violence against women and support prevention efforts.

This year Mimco launched a limited-edition tote in collaboration with Our Watch, with 50% of proceeds supporting its work to prevent violence against women and their children. The tote sold out in the third quarter, generating A$82,859 for Our Watch and bringing Mimco's total contributions to the organisation to more than A$2.1 million over the past decade.

Support for the campaign was strengthened through a CRG-wide International Women's Day event and social collaboration programme, increasing awareness and engagement across the Group. The partnership will continue into the new year, with further initiatives being developed to support awareness, prevention and community impact.

WITCHERY WHITE SHIRT CAMPAIGN 2026 SEES ST. AGNI AS THE SHIRT'S COLLABORATIVE DESIGNER – OVARIAN CANCER RESEARCH FOUNDATION

Woolworths, Witchery White Shirt Campaign, 2026

ETHICAL AND FAIR

We care how our products are made, and are committed to a fully transparent, traceable, and ethical supply chain.

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RELATED UN SDGS



ETHICAL SOURCING

What we source, and where and how we source it, shapes the quality of our products and our impact on people, communities and the environment throughout our value chain.

The supply chains behind our products are diverse and often complex. We recognise the importance of working with suppliers and stakeholders to address environmental and social issues that may arise across value chains.

Our ethical sourcing approach focuses on strengthening transparency and traceability. This improves our understanding and management of these impacts, so we can develop responsible and sustainable sourcing practices and uphold human rights.

MIKYIMAGENARTE – stock.adobe.com

TRANSPARENCY AND TRACEABILITY

Transparency and traceability are fundamental to responsible sourcing and ethical supply chain management. By understanding where and how our products are made, we can improve working conditions, manage environmental impacts, and build resilient and accountable supply chains.

SUPPLY CHAIN TRANSPARENCY

We continue to expand our ability to map and disclose our supply chain. Over time, this has progressed from just auditing to publishing supplier lists, improving insight into our value chain. CRG has visibility over 100% of its Tier 1 suppliers, while Woolworths FBH has published its Tier 1 supply base.

Both CRG and FBH continued to strengthen supply chain traceability by mapping their Tier 2 suppliers. Targeted surveys were deployed by FBH to Tier 1 suppliers have improved visibility into extended supply chains and supported the identification of Tier 2 suppliers.

Woolworths FBH is further enhancing traceability through the implementation of the TextileGenesis platform, which enables man-made cellulosic fibres to be tracked back to their origin, providing greater end-to-end visibility across the supply chain.

Woolworths Food is implementing a digital traceability platform to enhance transparency across key commodity supply chains. This will improve visibility of sourcing origins and strengthen our ability to respond to emerging regulatory and stakeholder requirements.

1. Other countries supplying Woolworths FBH include Italy, Pakistan, Vietnam, Turkey, Sri Lanka, Portugal and Slovakia. We have eight or less suppliers for each of these other countries, and they each supply less than 1% of our products.
2. Other countries supplying CRG include India, Thailand, Pakistan, Sri Lanka, Spain, Portugal and Slovakia. Each of these other countries supply less than 2% of our product.

WOOLWORTHS FBH FACTORY LIST

TIER 1 SUPPLIERS BY REGION

WOOLWORTHS FBH		COUNTRY ROAD GROUP	
CHINA Tier 1: 37%	SOUTH AFRICA Tier 1: 35%[MA]	CHINA Tier 1: 89%	AUSTRALIA Tier 1: 1%
SOUTHERN AFRICA (excl. SA) Tier 1: 21%	INDIA Tier 1: 3%	BANGLADESH Tier 1: 4%	INDONESIA Tier 1: 3%
BANGLADESH Tier 1: 3%	OTHER COUNTRIES[1] Tier 1: 1%	VIETNAM Tier 1: 1%	OTHER COUNTRIES[2] Tier 1: 1%

Percentage of sourced units based on Goods Received Notes (GRN)

Improving fibre traceability remains an important priority. CRG continues to utilise forensic testing traceability through its partnership with Oritain, enabling verification of select Australian cotton and merino wool apparel and homeware styles back to origin.

In addition, technologies such as FibreTrace support end-to-end visibility of Good Earth Cotton(R)-certified supply chains, reinforcing our commitment to responsible sourcing.



Woolworths, March, 2026

RESPONSIBLE SOURCING AND COMMODITY STEWARDSHIP

Our sourcing strategy prioritises the responsible sourcing of all key commodities, alongside the continuous improvement of supply chain traceability. Key commodities in our business include palm oil, cocoa, coffee, soya, seafood, cotton, man-made cellulose fibres (MMCFs), leather, timber, and synthetics.

We source these commodities primarily using a mass balance approach, unless otherwise stated. This system allows certified materials to be mixed with non-certified materials while maintaining traceability of certified volumes through the supply chain. In contrast, segregated sourcing keeps materials separate, enabling full physical traceability.

This year, we continued to strengthen supplier engagement and improve visibility across key commodities in our Food business. This enhances our ability to identify and manage risks such as deforestation and labour issues. In our FBH supply chains, we maintained strong adoption of responsible sourcing standards. We continued to source cotton predominantly through the Better Cotton programme. We also made progress in expanding responsibly sourced MMCFs and leather.

Scaling recycled synthetics remains challenging due to cost and availability constraints. We continue to work with suppliers to improve access and support longer-term adoption.

Looking ahead, we will continue to strengthen traceability and, where possible, increase the use of more verifiable sourcing approaches. We are also preparing for emerging regulatory requirements, such as the EU Deforestation Regulation, which will require greater transparency, including farm-level traceability for certain key commodities.

Woolworths, March, 2026

PROGRESS AND HOW WE MANAGE COMMODITY SOURCING

COMMODITY	RESPONSIBLE SOURCING TARGET (%)	2026 PERFORMANCE	KEY ACTIONS AND PROGRESS DURING THE YEAR
PALM OIL (WOOLWORTHS FOOD)	100%	100%	• Rolled out supplier mapping and self-assessment questionnaires (SAQs) through the Sourcemap platform to enhance supply chain transparency. • We mapped over 40 tier 1 suppliers with a response rate of approximately 75%. This improved visibility into supply chain structures, enabling earlier identification and management of environmental and human rights risks. • Established a traceability baseline with visibility extending up to tier 4 across parts of the supply chain. • FY2027 focus: The transition to segregated and traceable sourcing models continues, underpinned by a focus on sustainable commercial value and strengthened supplier data integrity.
COCOA	100%	100%MA	• Enhanced our preferred cocoa supplier list to strengthen supplier selection and improve price comparison across certified sourcing options. • Actively managed the impact of significant global cocoa price volatility through supplier engagements, cost monitoring, and sourcing adjustments. • FY2027 focus: strengthening readiness for EU Deforestation Regulation requirements by engaging suppliers on deforestation-free sourcing and advancing traceability to farm-level and geolocation-based verification.
COFFEE	94%	98%MA	• Mapped tier 1–3 suppliers to improve traceability. • Conducted sustainability and ethical assessments to strengthen supplier compliance and performance. • Supported regenerative agriculture programmes to enhance environmental outcomes and farmer resilience. • FY2027 focus: Extending upstream supply chain mapping across all coffee-containing products to strengthen traceability and transparency.
COTTON (WOOLWORTHS FBH)	100%	100%	• Strengthened supplier engagement to improve data accuracy and transparency, including reported volumes reconciliation. • FY2027 focus: scaling traceable cotton solutions and expanding supplier participation to enable improved end-to-end supply chain visibility.
MMCFS (WOOLWORTHS FBH)	99%	98%	• Piloted the TextileGenesis traceability platform to test fibre-level traceability, enabling greater visibility of cotton across multiple stages of the supply chain.Maintained responsible MMCF sourcing through Forest Stewardship Council (FSC®)-certified materials and our partnership with Canopy, alongside prioritising suppliers aligned with recognised sustainability and low-risk profiles. • Initiated a viscose traceability pilot using the TextileGenesis platform to improve visibility of fibre sourcing across the supply chain. • FY2027 focus: scaling traceability solutions and strengthening chain-of-custody visibility across MMCF supply chains.
SYNTHETICS (WOOLWORTHS FBH)	12%	8%	• Sourced recycled materials in line with recognised standards, such as the Global Recycled Standard, while working with suppliers to improve the availability and integration of recycled inputs. • Explored verification systems to strengthen the traceability and credibility of recycled materials across the supply chain. • Improving supplier capability continues to support progress, with further opportunities to increase volumes as cost and availability constraints are addressed. • FY2027 focus: increasing the use of recycled materials and further strengthening supplier capability to support broader adoption.
LEATHER (WOOLWORTHS FBH)	85%	92%	• As a member of the Leather Working Group (LWG), the Group supports industry best practice in chemical management and wastewater treatment. We encourage LWG certification among the tanneries in our supply chain and undertake ongoing baseline assessments to monitor progress. • While full traceability remains challenging due to the complexity of multi-tier leather supply chains, we continue to strengthen visibility and responsible sourcing practices across our leather value chain.
TIMBER (WOOLWORTHS FBH)	100%	98%MA	• Woolworths is a signatory to the Vancouver Declaration, reinforcing our commitment to sustainable forest product sourcing and the promotion of FSC® certification. • We are committed to sourcing timber from legally harvested sources and continue to improve traceability across our timber supply chains, despite challenges associated with the cost and complexity of FSC® certification within the homeware value chain.

SUSTAINABILITY ATTRIBUTES IN OUR OTHER PRODUCTS

As part of our holistic approach to responsible purchasing, at WSA we try to ensure that our private label products incorporate at least one recognised sustainability attribute. Tailored to the unique context of each business, these attributes strengthen our sustainable sourcing approach, helping to mitigate social and environmental impacts and drive more responsible outcomes across the value chain.

Clear internal guidance defines these attributes and supports their consistent application in product sourcing, development, reporting, and marketing. This approach helps to embed sustainability considerations more deliberately into product decisions, ensuring that they are considered alongside quality, cost, and performance.

At the end of 2026, all Woolworths Food private label products (100%MA) and 87%MA (2025: 85.5%) of Woolworths FBH private label products incorporated at least one recognised sustainability attribute. Products incorporating two sustainability attributes represented 84% MA (2025: 89.0%) of the Woolworths Food private label range.



MONITORING, COMPLIANCE AND REMEDIATION



SUPPLIER CODES OF CONDUCT

We expect all our suppliers and service providers to adhere to our Supplier Codes of Conduct, which include the Woolworths Supplier Code of Business Principles and CRG's Sourcing Code of Conduct. These align with the International Labour Organisation's conventions on ethical trade and the Ethical Trading Initiative (ETI) Base Code.

The Codes establish our minimum expectations across key areas including human rights, labour practices, health and safety, environmental stewardship, animal welfare, and business integrity. They are supported by a suite of policies and position statements that guide responsible business practices across our operations and value chain.

Before onboarding, all prospective suppliers undergo a risk-based due diligence assessment to identify potential social, ethical and operational risks. The assessment considers factors such as supplier location, the nature of operations, existing relationships, and industry risk profile. The outcome determines the level of due diligence and onboarding requirements.

All suppliers are required to enter into a formal agreement before orders are placed. As part of the onboarding process, suppliers must accept the applicable Supplier Code of Conduct and meet our compliance requirements. Higher-risk suppliers are required to submit an independent social and ethical compliance audit, while lower-risk or single-order suppliers complete a SAQ.

Supplier onboarding follows a risk-based due diligence approach

RISK ASSESSMENT

- Supplier location and factories
- Nature of supplier operations
- Existing relationship
- Industry risk profile

ONBOARDING REQUIREMENTS

- Code of Conduct acceptance
- Compliance audit submission
- Self-assessment (low-risk)
- Approval before order

WHL SUPPLIER CODE OF BUSINESS PRINCIPLES

CRG SOURCING CODE OF CONDUCT

SOCIAL AND ETHICAL COMPLIANCE AUDITS

The Group uses social and ethical compliance audits to ensure that suppliers adhere to our standards and Codes of Conduct, including ETI Base Code. These audits are guided by defined protocols covering methodology, frequency, and grading.

We apply a risk-based supplier assessment programme to identify and manage actual and potential social, ethical and human rights risks across its supply chain. Assessments are conducted against globally recognised social compliance and ethical audit standards and are supplemented by worker interviews, supplier engagement and continuous monitoring. Audit frequency is determined by supplier risk profile, previous audit performance, country risk and the nature of operations, with higher-risk supplier sites subject to more frequent assessments, including semi-announced and unannounced audits.

The programme focuses on labour practices, worker welfare, human rights, health and safety, ethical business conduct and supplier management systems. Assessment outcomes are used to identify risks, support remediation, strengthen supplier capability and drive continuous improvement.



2026 AUDIT PERFORMANCE OVERVIEW

	Year	Sites audited	Sites audited in 2026 (%)	Sites meeting requirements (%)[MA]	Unannounced / semi-announced audits (%)	Audits where workers were interviewed (%)	FINDINGS			
							Environmental findings	Health & safety findings	Labour, ethics & human rights findings	Business-critical findings
WOOLWORTHS FOOD	**2026**	**146**	**47%**	**67%**	**51%**	**100%**	**3**	**32**	**89**	**1**
	2025	117	36%	62%	58%	100%	3	28	59	1
WOOLWORTHS FBH	**2026**	**321**	**59%**	**100%**	**89%**	**100%**	**49**	**622**	**535**	**0**
	2025	285	53%	100%	80%	100%	64	793	779	0
CRG	**2026**	**106**	**48%**	**99%**	**86%**	**98%**	**4**	**8**	**18**	**30**
	2025	144	71%	94%	78%	97%	1	21	11	33

NOTES

1. Sites meeting compliance requirements represent audited supplier sites assessed as meeting applicable social and ethical compliance requirements.
2. Business-critical findings represent severe non-conformances requiring immediate investigation, corrective action and management oversight. For CRG, the 2026 and comparative FY2025 figures were updated to align with disclosures made under the Australian Modern Slavery Act.
3. Audit scope includes assessments conducted against globally recognised social compliance and ethical audit standards, including SMETA, BSCI, SA8000, WRAP, WCA, ERSA, SIZA, WIETA and ECA where applicable.
4. Audit frequency is determined by supplier risk grading, previous audit findings, country risk profile and operational risk exposure.
5. CRG supplier sites are generally required to complete a social compliance assessment at least once every two years.
6. Certain FY2025 comparative figures have been restated to improve consistency and comparability of disclosure. FY2025 figures for unannounced audits have been updated to include both unannounced and semi-announced audits. CRG and FBH unannounced audits have been restated to include semi-announced audits where applicable.
7. Announced, semi-announced and unannounced audits are used to assess supplier compliance and working conditions across the supply chain. An announced audit is conducted on a date that is agreed and disclosed to the supplier site in advance; a semi-announced audit is conducted within an agreed time window specified by the buyer or audit body; and an unannounced audit is conducted without any prior notice of the audit date being provided to the supplier site.

KEY FINDINGS

Independent supplier assessments identified findings across labour practices, health and safety management, human rights risk management and supplier governance systems. The most common labour, ethics and human rights findings related to wage and payroll controls, working hours and overtime management, employee documentation and recordkeeping, implementation of labour and ethical policies, and management system effectiveness. Health and safety findings were primarily associated with emergency preparedness, fire safety controls, workplace safety management, equipment and facility maintenance, and health and safety governance processes.

REMEDIATION

To address these findings, all non-conformances are evaluated according to their nature, severity and potential impact on workers. Suppliers are required to implement corrective actions within defined timeframes and demonstrate progress through documented evidence, supplier engagement and follow-up assessments. Business-critical findings require immediate investigation, corrective action and management oversight, while material risks may necessitate additional remediation activities, follow-up assessments or enhanced monitoring. Severe or repeated non-compliance may result in supplier suspension or termination as the last resort.

Remediation timelines are risk-based and proportionate to the nature and severity of each finding, with less severe findings, where appropriate, permitted up to 12 months for full resolution. Social and ethical non-conformances are addressed through structured continuous improvement processes, under which suppliers are expected to initiate corrective actions promptly, implement agreed remediation plans and demonstrate measurable progress through ongoing monitoring, engagement and follow-up assessments.

All findings identified during the reporting period, including business-critical findings, were successfully addressed and closed.

CONTINUOUS IMPROVEMENT

The lessons and insights gained through the assessment and remediation process are used to drive continuous improvement across the supply chain. We prioritise sustained improvement in supplier performance rather than audit compliance alone, working collaboratively with suppliers through training, site visits, remediation support and ongoing dialogue to strengthen labour practices, worker welfare, health and safety performance, and management systems. The increased use of worker interviews and unannounced or semi-announced audits provides deeper insight into working conditions, supports the earlier identification of emerging risks and helps inform targeted interventions that contribute to long-term improvements in supplier performance.



Woolworths, March, 2026

LABOUR PRACTICES AND HUMAN RIGHTS

We are committed to protecting the rights, dignity, and wellbeing of all workers across our operations and supply chain. This is supported by our Codes of Conduct, governance frameworks, and alignment with internationally recognised standards.



Woolworths, March, 2026

We investigate all labour-related compliance matters thoroughly and work with relevant labour authorities to ensure appropriate resolution. There were no outstanding cases against the Group at the end of the reporting period.

OUR HUMAN RIGHTS AND LABOUR SYSTEM FLOW

COMMITMENT & POLICIES

↓

RISK IDENTIFICATION
(audits, EiQ, due diligence, worker surveys)

↓

SUPPLIER MONITORING
(audits, platforms, worker surveys, mapping)

↓

WORKER PROTECTION
(labour standards, wages, health and safety)

↓

GRIEVANCE & WORKER VOICE

HUMAN RIGHTS DUE DILIGENCE AND RISK MANAGEMENT

We continue to strengthen our human rights due diligence approach, informed by international good practice and supported by participation in multi-stakeholder initiatives.

During the year:
- CRG implemented the EiQ risk platform, enabling supplier risk segmentation and adverse media screening
- A third party conducted a human rights risk assessment across trade and non-trade suppliers at Woolworths
- Woolworths FBH progressed the development of its due diligence framework and initiated worker voice surveys

These initiatives have improved our ability to identify and prioritise risks, particularly in relation to labour practices and modern slavery. We have made progress, but due diligence remains primarily focused on tier 1 suppliers. Ongoing work is required to expand visibility across deeper tiers of the supply chain.

LABOUR PRACTICES AND WORKER PROTECTION

We support freedom of association and collective bargaining as a signatory to the United Nations Global Compact. Formal mechanisms are in place in key markets, supported by direct employee engagement processes.

Union representation across the Group is as follows:
- Stores: 2.04% (2025: 2.4%; 2024: 3%; 2023: 1.09%)
- Distribution centres: 57% (2025: 41.9%)
- CRG: 0.5% (2025: 0.54%; 2024: 0.61%; 2023: 0.58%)

This year, WSA concentrated our focus on fair remuneration and working hours, the treatment of third-party service providers, and health and safety conditions within supplier facilities.

The Group maintains a zero-tolerance approach to child and forced labour, supported by supplier audits and ongoing monitoring. Recruitment fees are prohibited and treated as critical findings where identified.

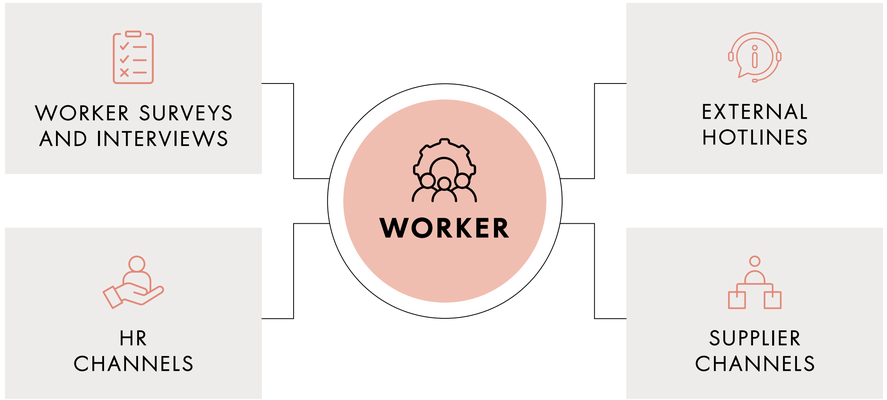
Controls are well established, but maintaining consistent supplier capability and performance across diverse geographies remains an ongoing focus.

WSA has updated its audit requirements, which have improved oversight of these areas. This contributed to measurable improvements in working conditions, particularly for previously underrepresented worker groups.

WORKER VOICE, GRIEVANCE AND REMEDIATION

We maintain accessible grievance mechanisms for employees and supply chain workers, supported by both internal processes and independent third-party whistle-blowing services.

Worker grievance channels:



All grievances are investigated confidentially and managed in line with established policies.

&WIDER WORKER VOICE SURVEY

Using Worker Feedback to Drive Positive Change Across Our Supply Chain

Woolworths partnered with &Wider to implement a tool called Direct Worker Engagement as a pilot project with five of our valued suppliers based in South Africa in the KwaZulu-Natal province.

Direct Worker Engagement uses mobile surveys to gain anonymous worker insights on their lives at work around human rights and working conditions

The choice for workers to participate is voluntary.

The five sites chosen covered the categories of apparel and footwear. The results of the initial survey have provided valuable information to form a baseline and future progress tracking will inform stakeholder engagement to improve working conditions where necessary in the supply chain.

CRG MODERN SLAVERY STATEMENT | INCLUSIVE JUSTICE: OUR PEOPLE

LIVING WAGE AND RESPONSIBLE PURCHASING

We support the principle of fair wages. We are progressing a structured approach towards enabling a living wage in our supply chain.

This year, Woolworths FBH advanced foundational work on its living wage roadmap by:

- Building a wage data baseline
- Identifying benchmarks using recognised methodologies
- Integrating living wage considerations into training
- Engaging suppliers on wage-related issues

Although we have made good progress, implementation remains at an early stage. We are focusing our ongoing efforts on expanding wage data coverage, defining wage gaps, and advancing the development of responsible purchasing practices.

PHASE	FOCUS	KEY ACTIVITIES
CURRENTLY	Foundation	Data collection, training, supplier engagement
1–3 YEARS	Development	Benchmarking, wage gap analysis, purchasing practices
4–5 YEARS	Implementation	Rollout, stakeholder engagement, integration

CAPABILITY BUILDING IN OUR SOURCING

Responsible purchasing practices are an important enabler of our ethical sourcing approach. Sourcing decisions can influence supplier working conditions, wage outcomes, and overall supply chain resilience. WSA continued to strengthen internal and supplier capability through training and engagement on ethical sourcing expectations, labour standards, human rights, and health and safety. We enhanced supplier support to improve understanding of updated audit requirements and strengthen compliance maturity. We also continued to build responsible purchasing capability across buying teams in the respective divisions.

The Group progressed to full membership of the ETI, which reflects improved transparency, strengthened governance and closer alignment with recognised responsible sourcing practices. We are focusing our ongoing efforts on embedding these principles into procurement processes and daily decision-making, while continuing to build supplier capability and drive continuous improvement across the supply chain.

MODERN SLAVERY RISK MANAGEMENT

Modern slavery remains a priority, given the complexity of global supply chains. Key risk drivers include vulnerable labour populations, subcontracting practices, limited visibility beyond tier 1 suppliers, and poor working conditions, such as excessive working hours.

This year, CRG strengthened its approach by enhancing risk segmentation and monitoring through the EiQ platform. These efforts were complemented by increased supplier engagement and internal awareness training with sourcing and supply chain functions.

CRG met its regulatory requirements, including the submission of its annual modern slavery statement. Expanding visibility and due diligence beyond tier 1 remains a focus area.



Woolworths, March, 2026

SUSTAINABLE FARMING

We need to contribute to a sustainable food system, actively managing environmental impacts and the welfare and dignity of animals in our supply chain.

Nature is declining globally at unprecedented rates. Species extinction is accelerating, and food systems are increasingly affected by climate change, soil degradation, and worsening water quality and availability. This places our business and the wellness of our customers, employees, and society at risk.

To address these challenges, we must enhance the resilience of our supply chain and contribute to a more sustainable food system. We do this by promoting regenerative agriculture, actively managing environmental impacts, and prioritising the welfare and dignity of people and animals in our supply chain.

REGENERATIVE AGRICULTURE

Regenerative agriculture is a key commitment in our strategy. It applies science-based farming practices that help mitigate climate change, restore soil health and biodiversity, support carbon sequestration, and strengthen natural water cycles.

FARMING FOR THE FUTURE™

Farming for the Future is our approach to supporting more resilient and sustainable farming systems. It is science-based and data-driven. We consider each farm as part of a wider ecosystem – they contribute to the regeneration and long-term capacity of the the natural environment. Thereby the programme helps farmers improve resilience, productivity, and profitability.

Farming for the Future differs from traditional compliance-based approaches by focusing on long-term value creation and continuous improvement. Measurement and compliance provide important structure and accountability. But moreover, we designed the programme to drive behavioural change, build capability and support system transformation over time. These approaches are complementary. Measurement enables consistent tracking of performance, while Farming for the Future supports the practical changes needed to deliver sustained impact.

The depth of advisory support is a key strength of the programme. Farming for the Future provides continuous, farm-specific guidance to support the practical implementation of regenerative practices. This hands-on approach builds farmer capability and supports informed decision-making. Thereby it ensures that improvements are both environmentally and commercially viable.

Longitudinal tracking further strengthens the programme by assessing performance over multiple seasons rather than at a single point in time. This provides more meaningful insights into farm progress, supports continuous improvement, and provides credible evidence of sustained environmental and operational outcomes.

	2024	2025	2026
NUMBER OF PRIMARY SUPPLIERS ASSESSED[1]	128	151	**148**
NUMBER OF SECONDARY SUPPLIERS ASSESSED	200	171	**154**
FARMERS' PASS RATE AGAINST ANNUAL IMPROVEMENT TARGETS	99.2%	89%	**97.6%**
NUMBER OF DATA POINTS ASSESSED	154	199	**205**

1. During FY2026, one supplier exited the programme, while two suppliers were consolidated into a single supplier entity.

Through Farming for the Future, farmers integrate regenerative practices into their core business operations using structured action plans. The programme supports informed decision-making by aligning sustainability actions with financial planning, seasonal cycles, and operational priorities. It reinforces regenerative agriculture as a long-term investment in farm resilience and productivity.



Woolworths, March, 2026

OUR GOOD BUSINESS JOURNEY

VALIDATING THE IMPACT OF FARMING FOR THE FUTURE THROUGH INDEPENDENT RESEARCH

Climate pressures, including drought and extreme weather, are placing increasing strain on agricultural systems. They affect both producers' livelihoods and long-term food security.

An independent PhD study conducted at Coventry University by Catherine Mazhandu evaluated the impact of Woolworths' Farming for the Future Programme. It analysed 16 years of data across key suppliers, supported by field visits, stakeholder interviews, and producer surveys.

The study found that Farming for the Future has driven measurable environmental improvements, including enhanced soil health, water management, and biodiversity outcomes, while strengthening producer resilience and enabling faster recovery from climate-related shocks. The transition involves a gradual, multi-year improvement pathway. The findings confirm that regenerative practices under Farming for the Future can enhance both environmental stewardship and commercial performance, particularly when supported by strong advisory, collaboration, and co-investment models.

By supporting farmers in adopting regenerative, science-based practices, Farming for the Future demonstrates how sustainability initiatives can enhance both environmental outcomes and long-term supply chain resilience.

We have built on our efforts to recognise Farming for the Future certification within agricultural finance. We continue to engage with financial institutions on opportunities to incorporate the programme into customer risk assessment processes. This work supports our broader ambition to strengthen the link between regenerative farming performance, farm resilience, and access to finance. Looking ahead, we will expand the programme scope to include additional product categories such as dairy, red meat, and grains. This will enable broader coverage of the overall footprint and progressive target setting across water, carbon, biodiversity, ethics, and animal welfare.

We also aim to transition towards a predictive modelling approach. This will enable us to forecast outcomes, support scenario-based planning, and enable more confident, data-driven decision-making. This evolution will enhance farm-level performance and resilience, optimise resource use, and accelerate the adoption of regenerative practices. At the same time it will provide more credible, forward-looking insights to support value chain alignment and long-term sustainability outcomes.



Woolworths, June, 2026

KEY ACTIVITIES THIS YEAR INCLUDED

Continued the Farming for the Future school curriculum pilot at the two participating schools. Worked with teachers to refine and strengthen the curriculum, with learnings used to inform next steps.

Developed a first-of-its-kind emissions calculator for one-year crops such as vegetables, enabling accurate measurement of total emissions and carbon intensity per kg produced, while accommodating multiple crop cycles within the GHG Protocol.

Integrated an ecological footprint model to assess the qualitative value of Farming for the Future, linking farmer performance to crop outcomes and economic impact, and enabling more targeted footprint reduction while monitoring associated financial benefits.

Continued onboarding of suppliers onto our cloud-based sustainability management system. Integrated independently verified farm assessment data to strengthen system-wide data integrity, traceability, and accountability, and improve overall programme oversight.

WOOLWORTHS FARMING FOR THE FUTURE NAMED AMONG WORLD'S TOP SUSTAINABILITY PROGRAMMES

VISION ZERO PESTICIDES

The Vision Zero Pesticides programme supports our ambition to reduce pesticide-related risks to people, the environment and biodiversity by helping growers adopt more sustainable, prevention-led approaches to pest and disease management. Rather than focusing solely on pesticide compliance, the programme promotes Integrated Pest Management (IPM) principles that prioritise prevention, monitoring and targeted interventions, while reducing reliance on synthetic pesticides. Our ambition is to achieve zero pesticide residue on Woolworths products by 2035.

The programme is underpinned by the Farming for the Future and Woolworths pesticide guidelines, which provide a framework for continuous improvement and responsible pesticide stewardship. Together, these guidelines help growers strengthen biodiversity, improve decision-making, adopt alternative pest management approaches and progressively reduce pesticide-related risks, while maintaining productive and economically viable farming systems.

PROGRESS ON PHASE ONE OF THE VISION ZERO PESTICIDES ROADMAP		
DATA-DRIVEN DECISION-MAKING	SUPPLIER CAPACITY BUILDING	INDUSTRY PARTNERSHIPS AND INNOVATION TRIALS
Completed the development of a centralised dashboard to improve visibility of pesticide residue testing results across the programme	Continued to strengthen growers' IPM capability through the Farming for the Future Programme Hosted the Vision Zero Farmers Day, bringing together growers, researchers and industry partners to share insights on alternative pest management approaches, emerging technologies and current research	Conducted LED mass-trapping trials across multiple agricultural sectors to evaluate alternatives to conventional pest control methods Continued bee vectoring trials to explore biological alternatives to fungicide applications and improve crop health outcomes Evaluated precision agriculture technologies such as DropSight [1] to improve spray accuracy, reduce waste and support responsible pesticide stewardship

THE BIODIVERSITY PROJECT WITH LANDCARE AUSTRALIA

The Biodiversity Project is a partnership between Country Road and Landcare Australia. The project supports the restoration of Australian farmland and promotes biodiversity in cotton-growing regions. The project is supported by Country Road's direct contributions and proceeds from the sale of its Australian Cotton Heritage Sweat.

The Biodiversity Project will conclude later in 2026, following the completion of its current three-year funding cycle. The project has delivered meaningful outcomes. Country Road acknowledges the important contribution of Landcare Australia, participating farmers, and industry partners. We continue to work closely with stakeholders to complete the remaining on-ground activities.

	2024	2025	2026
CUMULATIVE CRG DONATION SINCE 2020	A$200 000	A$250 000	**A$300 000**
FUNDS RAISED FROM HERITAGE SWEAT SINCE 2020	A$778 238	A$928 238	**A$1 029 939**
NUMBER OF FARMS SUPPORTED	6	7	**8**
FARMLAND RESTORED	59.6 ha	102.6 ha	**126.6 ha**
RIVERBANK REPLANTED	11.6 km	14.4 km	**15.6 km**

1 A mobile-based tool that uses UV fluorescence to measure spray coverage and deposition on plants. It helps farmers optimise their sprayer settings for more effective application.

SUSTAINABLE SEAFOOD

Our Fishing for the Future programme aims to contribute to a more sustainable, resilient, and inclusive food system together with our suppliers.

FISHING FOR THE FUTURE

Fishing for the Future ensures that sustainability is embedded in how we source and sell seafood. We source seafood from 32 countries, working with leading fishery and aquaculture companies, as well as several small-scale producers.

We have revised the strategic pillars of the programme to align with our intention to move Fishing for the Future from a predominantly commitment- and messaging-oriented framework toward a more implementation-focused model.

3 PILLARS OF FISHING FOR THE FUTURE

1. Responsible sourcing: making sourcing choices that protect the environment, support people and communities, and contribute to resilient seafood supply chains
2. Responsible consumption: encourage and enable our customers to responsibly consume healthy seafood
3. Proactive transparency: ensuring visibility of our entire supply chain

4 PILLARS OF FISHING FOR THE FUTURE

1. Responsible sourcing: making sourcing choices that protect the environment, support people and communities, and contribute to resilient seafood supply chains
2. Responsible collaboration: working together with suppliers, industry partners and other stakeholders to solve shared challenges and create positive change across the seafood supply chain
3. Responsible communication: communicating seafood sourcing policy, progress and challenges clearly and transparently, enabling informed choices and strengthening trust
4. Adaptive improvement: continuously strengthening seafood sourcing practices as knowledge develops, risks change and new opportunities for improved sustainability emerge

We have developed a three-year action plan to translate these pillars into practical actions and measurable progress.

Overall, 98.41% (2025: 98.81%) of all seafood sold by volume was responsibly sourced, increasing to 99.13%[MA] for Woolworths branded seafood.

KEY ACTIVITIES THIS YEAR INCLUDED

In October 2025, Woolworths became one of the first global retail funding partners of Community Catch, a seafood sustainability certification scheme designed to strengthen small-scale fisheries and support the coastal communities that depend on them.

In June 2026, Woolworths partnered with the South African Hake Longline Association to support the fishery's progression towards Marine Stewardship Council certification. This will help strengthen its environmental performance, market assurance, and long-term resilience.

We continued implementing two fishery improvement projects (FIPs) with The World Wide Fund for Nature South Africa (WWF-SA). These projects help priority fisheries progress towards globally recognised sustainability standards through improved management, data collection, and oversight, while strengthening supply chain collaboration and fishery resilience.

We brought together key stakeholders in our seafood supply chain to support the certification of six traditional linefish species under the Community Catch standard. During the year, we completed an initial assessment of these fisheries against the certification requirements.

Looking ahead, we will implement our revised supplier risk assessment matrix, with greater weighting given to social and economic risks. We will also continue supporting existing FIPs and launch a Fishing for the Future microsite to strengthen transparency and provide a customer-facing platform for learning about responsible seafood sourcing.

OUR GOOD BUSINESS JOURNEY

WOOLWORTHS' SOUTH AFRICAN TRADITIONAL LINEFISH COMMUNITY CATCH PROJECT

South Africa's traditional linefish sector comprises small-scale fisheries. They target a variety of species using relatively low-impact fishing methods. The sector plays an important role in supporting coastal livelihoods, cultural heritage, and local economic resilience.

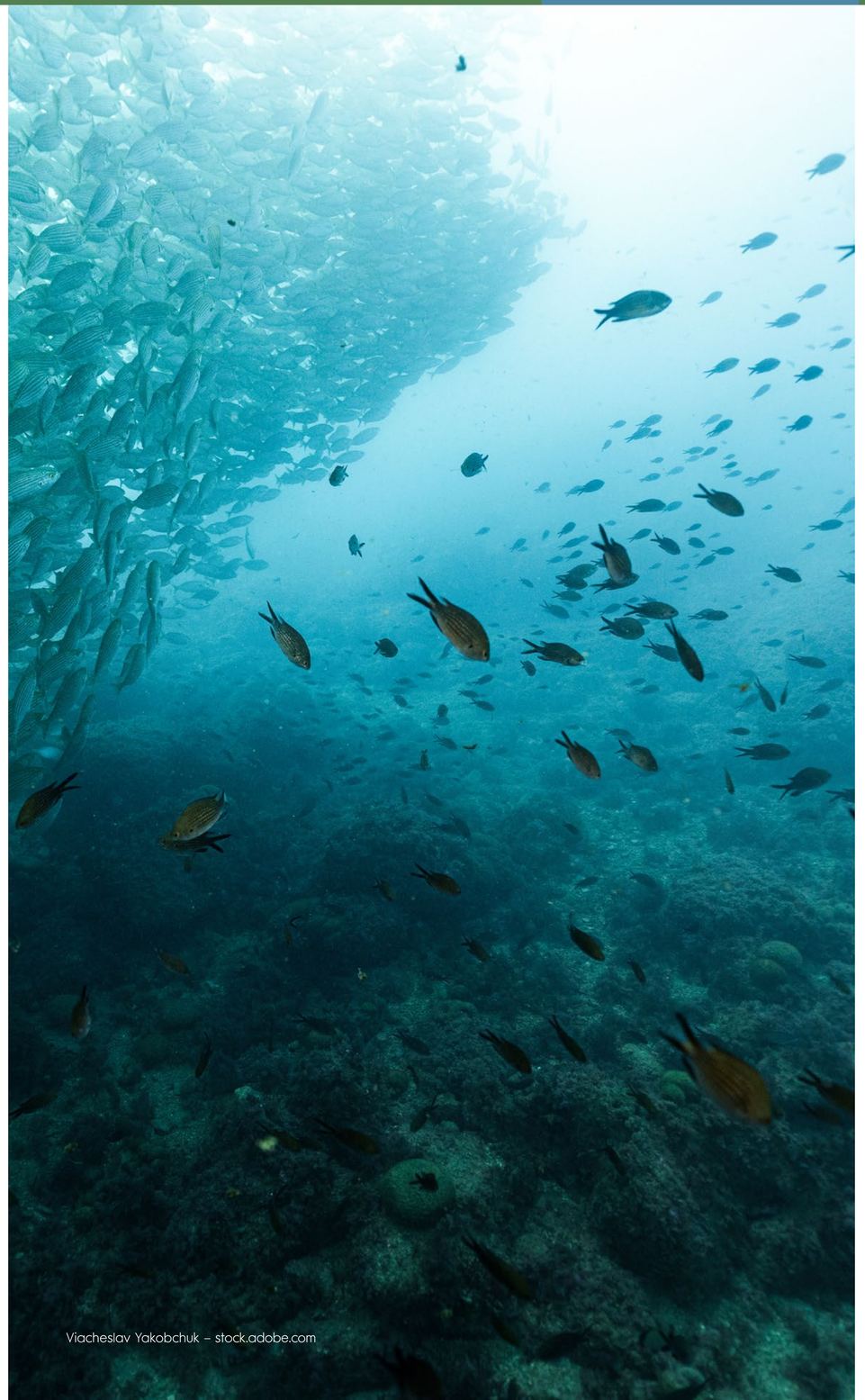
However, it has historically faced challenges in accessing credible sustainability assurance systems due to the cost, complexity, and resource requirements of conventional certification programmes. At the same time, some targeted species require ongoing recovery efforts and stronger fisheries management to support long-term sustainability.

To support a more inclusive approach to seafood sustainability assurance, Woolworths established and co-ordinated a coalition of key supply chain stakeholders to pursue certification of six South African traditional linefish species under the Community Catch Fisheries Standard.

The Community Catch model is designed to make sustainability assurance more inclusive and accessible for small-scale fisheries. It emphasises affordability, continuous improvement, and direct fisher participation, while retaining independent third-party verification and certification oversight.

As the fishery client, Woolworths co-ordinated a full assessment against the Community Catch Fisheries Standard. The assessment considered fishery governance, management systems, environmental performance, traceability, social responsibility, and fisher perspectives through dedicated Fisher Voice surveys.

As one of the first global applications of the Community Catch model, this initiative highlights how collaboration across the seafood supply chain can help make sustainability assurance more accessible, practical, and inclusive, while supporting long-term improvements in fisheries management.



Viacheslav Yakobchuk – stock.adobe.com

FACTORY *for the future*

Factory for the Future was introduced to extend Woolworths Food's sustainability journey beyond farms and fisheries into the manufacturing environment. Building on the foundations established through Farming for the Future and Fishing for the Future, the programme supports suppliers at the next stage of the product journey, helping them strengthen environmental performance, improve responsible business practices and build long-term operational resilience.

Through Factory for the Future, we work collaboratively with manufacturing suppliers to better understand sustainability risks and opportunities within their operations and to support continuous improvement. Participating suppliers complete an annual assessment covering environmental performance, social practices, compliance requirements and responsible sourcing controls. These assessments provide valuable insights into supplier performance, help identify areas for improvement and inform targeted engagement and support.

The Factory for the Future Guideline provides a consistent framework for assessing sustainability performance and establishing clear expectations across the manufacturing supply base. During FY2026, 285 manufacturing sites participated in the programme, with a further 13 sites onboarded during the year.

Assessments highlighted opportunities to strengthen environmental compliance, water and wastewater management, environmental data and carbon reporting, as well as governance and responsible sourcing controls. By addressing these areas, suppliers are better positioned to improve environmental performance, strengthen business resilience and support more sustainable production practices.

Looking ahead, we aim to continue expanding participation across our manufacturing supply base, with the long-term ambition of onboarding all Woolworths-branded suppliers onto the Factory for the Future Programme and supporting sustainability improvements throughout the product journey, from source to shelf.

IMPROVING ANIMAL WELFARE STANDARDS

We regard it as our ethical obligation to ensure our suppliers treat the animals in our supply chain respectfully and humanely. This is what our customers expect, and it is directly linked to the quality of the food we sell.

OUR APPROACH

Suppliers are required to comply with our Animal Welfare Policy, species-specific standards and applicable legislation. Our farm and abattoir standards set clear requirements for the management of animal health, pain and suffering. Independent service providers conduct regular site visits and audits to assess compliance with these requirements.

We continue to strengthen our approach as animal welfare science and best practice evolve. During the year, Woolworths Food developed the One Welfare Nexus (OWN) framework. OWN recognises the connection between animal welfare, human wellbeing, food safety and environmental sustainability. It provides a broader foundation for responsible sourcing.

We also began aligning supplier standards and assurance programmes with the Five Domains Model. The model considers nutrition, the physical environment, health, behavioural interactions and mental experiences. We are reviewing farm and abattoir specifications across species to strengthen the focus on positive welfare outcomes. This includes enhancing welfare requirements, audit criteria and performance measures.

This builds on our existing standards and assurance processes. It strengthens our focus on the outcomes animals experience, while maintaining the requirements and controls that underpin food safety, quality and responsible sourcing.



WSA ANIMAL WELFARE POLICY

CRG ANIMAL WELFARE POLICY

MEASURING WELFARE OUTCOMES

We continue to expand our outcomes-based animal welfare measurement programme in partnership with the Food Animal Initiative. The programme focuses on animal-based indicators to provide a clearer understanding of welfare outcomes. The data helps us identify areas for improvement, monitor performance and inform our approach across key livestock and aquaculture supply chains.

During the year, we collected welfare data on 143 million animals (2025: 125 million) across 17 farming methods.

The programme continued to develop across key protein categories. In beef, audits against updated feedlot specifications established baseline assessments of animal welfare and biosecurity practices. In poultry, initiatives focused on welfare outcomes from transport through to slaughter. In pork, welfare assessments were expanded to strengthen the measurement of animal-based indicators throughout processing.

These measures help us identify where further improvements can be made and track progress over time.

FARMING METHODS ON OUR OUTCOMES-BASED MEASUREMENT PROGRAMME

- Free range lamb
- Free range venison
- Kinder to sows pork
- Free range chicken
- Commercial chicken
- Free range duck
- Ostrich
- Regular milk
- Ayrshire milk
- Organic dairy
- Free range beef
- Commercial beef
- Wagyu beef
- Angus beef
- Organic eggs
- Free range eggs
- Rainbow trout

BUILDING CAPABILITY AND RESILIENCE

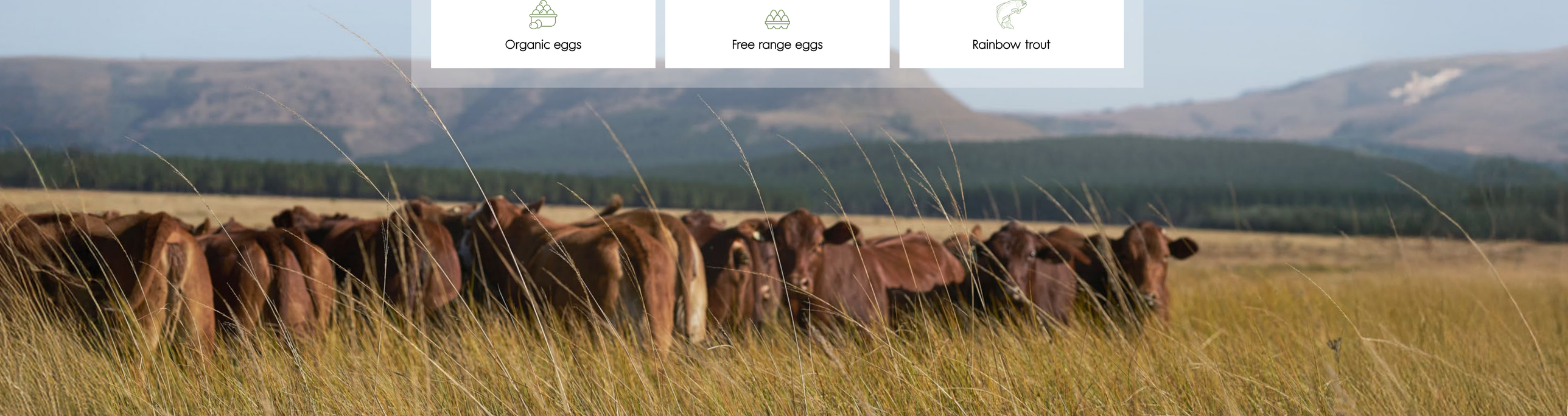
Maintaining high standards requires the right knowledge and expertise across our supply chain. We continue to build capability through supplier training and partnerships with international animal welfare experts.

All Woolworths product technologists working within the protein category are trained Animal Welfare Officers. Animal Welfare Officers are also in place at all red meat and poultry abattoir suppliers.

We maintain a responsible approach to antibiotic use. Our Antimicrobial Guideline is based on the principles of record, reduce, replace, refine and remove. We monitor the volume and type of antibiotics used to support responsible antimicrobial stewardship and animal health.

Foot-and-mouth disease presented additional challenges for the livestock supply chain during the year. We worked closely with farming and abattoir suppliers to strengthen biosecurity and disease management practices. Species-specific guidance supported suppliers in maintaining animal health and welfare, food safety and product quality during disease response activities.

Our aim is to continue to strengthen our supply chain resilience while upholding our animal welfare standards and maintaining the quality, safety and integrity of our products.



ANIMAL WELFARE IN FOOD FY2026 (FOR PRIVATE LABEL PRODUCTS)

PERCENTAGE OF PRODUCTS THAT ARE FREE RANGE:[1]

MAINTAINED

EGGS AND EGG INGREDIENTS

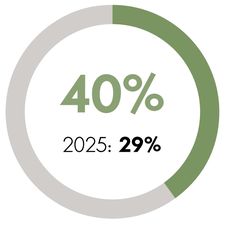


DUCK, LAMB AND VENISON



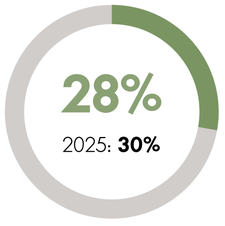
IMPROVED

CHICKEN



CONSTRAINED

BEEF[2]



Animal welfare progress remained positive across our portfolio. The availability of free range beef was impacted by foot-and-mouth disease-related supply constraints during the year, resulting in free range sourcing accounting for 28% of total beef procurement. While this presented short-term challenges, we continue to work with our suppliers to explore practical and commercially sustainable opportunities to increase our free range sourcing

KEY COMMITMENTS MAINTAINED

rBST HORMONE FREE™ TESTED & AUDITED

100% rBST-FREE[3] FRESH MILK (excluding goat and plant-based)

KINDER TO SOWS

KINDER TO SOWS COMMITMENT ACROSS PORK PRODUCTS

PRODUCT QUALITY, FOOD SAFETY, AND ANIMAL WELFARE STANDARDS MAINTAINED

CONTINUOUS ENHANCEMENT OF SUPPLIER WELFARE STANDARDS AND SPECIFICATIONS

ONGOING ALIGNMENT WITH THE FIVE DOMAINS MODEL





1. Free range means the animals can roam freely, eat a natural diet, and do not receive routine antibiotics or growth stimulants.
2. Animal welfare outcomes remained strong across the portfolio. While foot-and-mouth disease constrained the availability of compliant free range cattle and affected free range beef sourcing, stringent food safety, product quality and animal welfare requirements remained unchanged.
3. Recombinant bovine somatotropin (rBST) is a hormone used for increasing milk production in dairy cows.

ANIMAL WELFARE IN WOOLWORTHS FASHION, BEAUTY AND HOME (FOR PRIVATE LABEL PRODUCTS)

We apply our Animal Welfare Policy and responsible sourcing principles to all private label Fashion, Beauty and Home products that use animal-derived materials. These requirements set clear standards for the sourcing and use of these materials.

Recognised certification programmes, including the Responsible Wool Standard, Responsible Down Standard and Leather Working Group, provide independent verification and support traceability. We communicate our requirements to suppliers through our sourcing frameworks and monitor compliance through certification, product-level controls and ongoing supplier engagement. Where non-compliance is identified, corrective action is taken in line with our supplier management processes.

Where appropriate and commercially viable, we are also exploring synthetic alternatives to animal-derived materials. This supports our broader GBJ strategy while considering product performance, quality and customer requirements.



Woolworths, May, 2026

ANIMAL TESTING	100% of WBeauty products are not tested on animals (certified by Beauty Without Cruelty)
VEGAN	100% of the WBeauty range is vegan
FEATHERS AND DOWN	No live plucking permitted. Aim to source in line with the Responsible Down Standard, Global Traceable Down Standard or Downpass
FUR[1]	No natural fur or farmed fur is permitted in products[1]
WOOL	Aim to source non-mulesed, local wool
ANGORA	No angora is permitted in products
CASHMERE	Aim to source responsibly in line with the Good Cashmere Standard®
MOHAIR	Aim to source responsibly in line with the Responsible Mohair Standard
ALPACA	Aim to source responsibly in line with the Responsible Alpaca Standard
LEATHER	All leather used within our products is sourced as a by-product of the meat industry
EXOTIC SKINS	No exotic skins, such as snake, alligator, crocodile, or lizard, are permitted in products
ENDANGERED SPECIES	No species that appear on the Convention on International Trade in Endangered Species of Wild Fauna and Flora or the International Union for Conservation of Nature (IUCN) Red List of Threatened Species are permitted in products

1. Our definition of fur aligns with that of the Fur Free Alliance. It includes any fur from animals bred and farmed purely for their skins, such as mink, sable, chinchilla, fox, muskrat, raccoon dog, rabbit, astrakhan, and karakul. It excludes by-products of the meat industry, such as shearling and sheepskin.

WSA ANIMAL WELFARE POLICY | CRG ANIMAL WELFARE POLICY

THRIVING AND RESILIENT

We care for the environment, and are committed to working towards net zero impact and a just transition to a low carbon economy.

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RELATED UN SDGS



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PACKAGING AND WASTE

We aim to reduce the amount of waste sent to landfill across our value chain, helping to reduce reliance on virgin resources and support the transition to a more circular economy.

Our approach starts with designing packaging for appropriate circularity, reducing the use of virgin and non-recyclable materials, and exploring opportunities to reuse, repurpose and reintroduce collected and recycled materials into new packaging where commercially sustainable.. We also seek to increase the use of recycled materials, support recycling and material recovery, and influence behaviour change across our value chain. This includes strengthening waste management in our operations and preventing surplus product from becoming waste.

DESIGNING FOR ZERO PACKAGING WASTE TO LANDFILL

We are committed to ensuring our packaging is recyclable or reusable, as part of our zero waste to landfill vision.

Woolworths packaging is designed in line with circular economy principles. This ensures that packaging can be recycled, recovered and reused. In doing so, we can minimise and progressively eliminate the negative environmental impacts of our packaging, and meet the demand for recycled and responsibly sourced materials that divert waste from landfill.

Our food packaging protects our products from damage and spoilage, resulting in less food loss and waste. At the same time, it ensures quality and safety for our customers. We strive to balance these needs by reducing our packaging, without compromising product quality and customer safety.

Woolworths' approach to packaging includes:

- Design with end use in mind by collaborating with suppliers to select appropriate materials that ensure recyclability and/or incorporate recycled content
- Driving innovation to improve recyclability, increase the use of recycled content, and eliminate unnecessary or problematic packaging
- Sourcing products like wood, paper and board from sustainably managed, FSC®-certified forests, and PEFC (Programme for Endorsement of Forest Certification)
- Increasing the use of post-consumer recycled (PCR) plastic in new packaging to use less virgin plastic
- Collaborating with suppliers to adopt new materials
- Investing in new or upgraded machinery to support evolving packaging requirements
- Ensuring compliance with environmental laws and regulations

TOTAL PACKAGING (TONNES)		2024	2025	2026
WOOLWORTHS FOOD	weight	44 467	42 907	**46 340**
	% recyclable[1]	99%	98%	**98%**
WOOLWORTHS FBH	weight	5 214	7 632	**7 192**
	% recyclable[1]	94%	93%	**99%**



Woolworths, March, 2026

1. Reference is to 'technically recyclable' packaging, i.e. materials that can be processed using existing recycling technologies, irrespective of whether supporting infrastructure exists in South Africa. This definition aligns with circular economy principles and GRI waste disclosure requirements.

PACKAGING INNOVATION INTRODUCED THIS YEAR

Packaging innovation focused on material shifts, increased recyclability, and higher recycled content to reduce environmental impact and support circularity.

MATERIAL TRANSITION FROM PLASTIC TO PAPER





We are reducing reliance on plastic, supporting recyclability, and responding to consumer expectations by expanding our paper formats across more of our product categories:

- Apple packs transitioned from plastic (XPS) to paper-based
- Sandwich SKUs shifted to paper packaging

INCREASED RECYCLED CONTENT





We are reducing our carbon footprint through inclusion of recycled materials. Our salad punnets incorporate ~50% PCR polyethylene terephthalate (PET). PCR use is a key lever for carbon reduction, and we are working to increase PCR content where feasible.

DESIGNING FOR RECYCLABILITY

We are improving the end-of-life packaging outcomes by transitioning away from multi-layer, non-recyclable packaging. Instead, we are adopting recyclable mono-material structures. This improves alignment with recycling infrastructure, and also maintains product quality and shelf life.





We introduced connected caps across our juice bottles and select cold-drink ranges. Caps stay connected to bottles and are recycled together, thereby reducing waste and closing the recycling loop.



Our food and FBH business has made progress, and are starting to make efforts to prioritising "effectively recyclable"[1] packaging rather than "technically recyclable" packaging. However, the cost and availability of recyclable materials continue to affect the pace at which we can shift to fully recyclable packaging.

There are limitations in available recycling technology and infrastructure, which limit the proportion of recyclable packaging that gets recycled.

RETHINKING PACKAGING – CRG'S GROUP-WIDE STRATEGY

CRG is refreshing its approach to packaging through a phased Group-wide strategy in partnership with suppliers. The strategy aims to drive consistency, optimise material use and increase recycled content across its brand portfolio. Historically, packaging design developed independently across brands. This resulted in complexity and missed opportunities to optimise sustainability outcomes at scale.

The strategy introduces a phased, collaborative roadmap. Brands will align around shared design principles and sourcing practices. As a priority, CRG has standardised in-store retail bag specifications to increase recycled content and improve recyclability, with rollout underway across all brands. Early engagement through workshops with Country Road and Witchery is embedding more consistent approaches to packaging design and sourcing.

1. Reference to 'effectively recyclable' packaging, i.e. materials that can be collected, sorted, and recycled through existing recycling systems and infrastructure under real-world conditions and at sufficient scale, resulting in materials that can be reprocessed into new products. This definition aligns with GRI waste disclosure principles, which emphasise actual waste management and recovery outcomes rather than theoretical recyclability.

ENABLING CIRCULARITY THROUGH COMPLIANCE

We support circular packaging systems. Clear On-pack Recycling Labels (ORPLs) on Woolworths products guide customers on what can and cannot be recycled. This helps to improve recycling rates and reduce contamination in recycling streams.

South Africa's extended producer responsibility (EPR) regulations require producers to collectively manage post-consumer packaging waste, improve recyclable collection, and boost recycling rates to support a circular economy. The producer responsibility organisations (PROs) enable these outcomes by providing the systems and infrastructure for the recovery, reuse, and recycling of packaging.

Woolworths complies through active membership in six PROs and contributing EPR fees based on material types to support the collection, sorting, and recycling of packaging placed on the market. We contribute to industry progress against mandated targets.

COLLABORATING TO SHAPE CIRCULAR PACKAGING SYSTEMS

Beyond compliance, Woolworths participates in PRO-led working groups and industry forums to advance recycling solutions, particularly for challenging packaging formats, and to strengthen circular systems. We also engage with the Department of Forestry, Fisheries and the Environment (DFFE) on the ongoing implementation and evolution of EPR regulations. These include upcoming measures to further drive recyclability, accountability, and system performance.

Additionally, Woolworths is a founding member of the South African Plastics Pact, a collaborative initiative to create a circular economy for plastic packaging, as well as a signatory to the Business Coalition for a Global Plastics Treaty.

CRG keeps abreast of government and industry developments regarding packaging through its Australian Packaging Covenant Organisation (APCO) membership.

ENSURING ACCOUNTABILITY THROUGH GLOBAL COMMITMENTS

The Group is a signatory to the Ellen MacArthur Foundation's New Plastics Economy Global Commitment. We submit an annual progress report on our plastic packaging data. The submission tracks our progress regarding recyclability and the phasing out of problematic plastic materials.

We differentiate between packaging that is designed to be recyclable (technically recyclable) and packaging that is recycled in practice. This aligns with the Foundation's methodology. Our disclosures reflect the extent to which packaging is compatible with existing recycling technologies. However, the Foundation places greater emphasis on actual recycling outcomes achieved within national systems. In South Africa, these outcomes are influenced by factors beyond packaging design, including collection, sorting, processing capacity, and end-market demand for recycled materials.

2025 ELLEN MACARTHUR FOUNDATION SUBMISSION

ELIMINATING UNNECESSARY PLASTICS AND PROMOTING RECYCLABLE AND USABLE ALTERNATIVE

We have made progress in phasing out unnecessary single-use plastic, including single-use plastic bags. While we offer alternatives, our main focus is continuing to encourage customers to use their reusable bags. Where we cannot immediately eliminate plastic use, we continue to explore more sustainable and commercially viable alternatives.

WOOLWORTHS STORES

- **All stores are plastic shopping bag free**
- Food:
  - We offer reusable bag alternatives, consisting of a minimum of 70% PCR PET plastic waste, with our colourful fabric bags made from 85% PCR PET plastic waste. The percentage of re-usable bags sold in 2026 increased by 20.67%.
  - Plastic barrier bag phase-out trials are in progress, with 12 stores trialled.
- FBH offers fully recyclable, FSC®-certified paper shopping bags made from recycled content, including cartons no longer suitable for reuse, which are baled and recycled back into pulp







WOOLWORTHS ONLINE, CLICK AND COLLECT

FBH products are delivered either in recyclable cardboard boxes with recycled and recyclable paper void fill and fully recyclable hologram stickers on the accompanying dispatch documentation, or in plastic flyer bags.





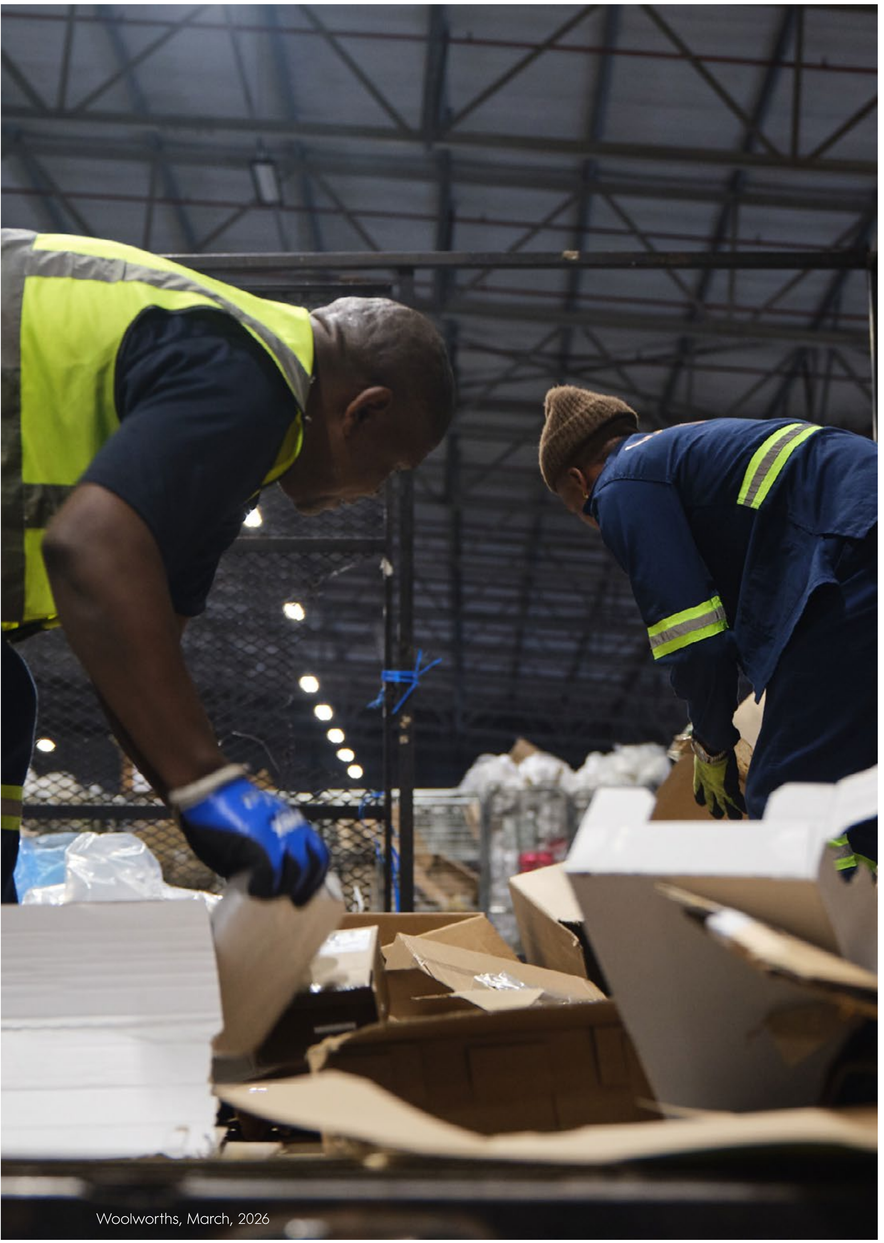
WOOLWORTHS DASH

Delivery bags are fully recyclable, FSC®-certified paper bags made from recycled content. Large size bags are complemented with an additional, smaller bag to reduce the paper used for smaller deliveries.

COUNTRY ROAD GROUP

All stores are plastic shopping bag free and paper bags are offered. Bag specifications were standardised across CRG brands to prioritise recycled content and recyclability, with rollout expected.

WASTE REDUCTION IN OUR DIRECT OPERATIONS



Woolworths, March, 2026

HEAD OFFICE

Waste at our head offices in South Africa and Australia is collected, sorted, and sent for recycling where appropriate. Recycling bins are strategically placed around buildings to encourage staff to sort at source. Woolworths head offices' waste streams are tracked in real time on an online system.

At our WSA head office continuously review our waste management practices to reduce the amount of waste sent to landfill. We work closely with service providers to enhance collection and waste management processes. In addition, employee training and ongoing awareness initiatives drive consistent and effective waste segregation across our operations. This has had a positive outcome on the reduction of our waste to landfill.

DISTRIBUTION CENTRES

Woolworths' distribution centres manage waste generated on-site, and waste from transit packaging. Packaging manuals are provided to help reduce product damage and resultant waste in distribution centres and transit to stores.

We maximise recycling and divert non-recyclable materials wherever possible. In select operations, organic waste is redirected for composting using the bokashi method. This compost is sold to businesses and landscapers, and a portion is donated to community gardens.

We also prioritise reusing delivery cartons and boxes across our operations to reduce waste and limit the need for new transit packaging. Increasing volumes and multiple handling points have presented opportunities to further optimise reuse outcomes. Key focus areas include improving carton quality and standardisation and managing recycling rebate structures to support reuse objectives.

We are advancing infrastructure and operational improvements. This includes increased baling capacity at our Maxmead and Midrand distribution centres. Findings from a recent independent waste management review and ongoing stakeholder engagements continue to guide targeted actions to enhance reuse performance.

WASTE MANAGEMENT PERFORMANCE (TONNES)

	2024	2025	2026
WOOLWORTHS DISTRIBUTION CENTRES			
Total waste generated	9 635	10 675	**10 224**
Waste recycled	8 952	10 013	**9 680**[MA]
Waste to landfill	683	662	**544**[MA]
% of total waste recycled	93%	94%	**95%**
Wet waste converted to compost	153	82	**117**
Recycling rebate received (R million)	7.20	9.23	**8.74**
WOOLWORTHS HEAD OFFICE (NON-HAZARDOUS WASTE)			
Total waste generated	128	148	**158**
Waste recycled	83	93	**107**
Waste to landfill	45	55	**52**
% of total waste recycled	65%	63%	**67%**
COUNTRY ROAD GROUP DISTRIBUTION CENTRES			
Total waste generated	219	261	**274**
Waste recycled	173	175	**143**
Waste to landfill	46	86	**132**
% of total waste recycled	79%	67%	**52%**
COUNTRY ROAD GROUP HEAD OFFICE (AUSTRALIA) (NON-HAZARDOUS WASTE)			
Total waste generated	–	–	**87**
Waste recycled	–	–	**41**
Waste to landfill	–	–	**45**
% of total waste recycled	–	–	**47%**

Notes:
1. Percentage of total waste recycled is calculated as waste recycled divided by total waste generated.
2. Wet waste converted to compost is reported separately and is not included in the recycling percentage calculation.
3. Waste reported for Woolworths head office and CRG head office comprises non-hazardous waste generated through office-based activities.
4. Totals may not add due to rounding.

STORES

REDUCING WASTE THROUGH HANGER REUSE AND RECYCLING

CRG and recently Woolworths have shifted from a single-use hanger approach to a multi-use, in-store reuse model. This contributes to both cost efficiency and waste reduction.

Woolworths FBH hangers are reused in stores for up to seven cycles before being collected for recycling at end of life. A standardised W-logo hanger can be used across sub-brands, enabling greater reuse and reducing the need to purchase new hangers each season.

By extending the useful life of existing hangers, this approach reduces demand for new materials while supporting more efficient packaging, transport and logistics. As the in-store reuse model became established and operational efficiencies improved, reliance on new hangers decreased significantly.

Keeping hangers in circulation for longer helps reduce plastic consumption, lowers waste generation and support a more resource-efficient and circular operating model across our stores.



Woolworths, March, 2026

WOOLWORTHS FBH NEW HANGERS PURCHASED

1.4m

FY2025: **4.4m** | FY2024: **20.2m**

(2026 vs 2025: 68%; 2025 vs 2024: 78%)

WOOLWORTHS FBH HANGERS REUSED IN STORES

18.6m

2025: **15.7m**

NEW PLASTIC AVOIDED

~565 tonnes

(2026 vs 2024)

SECONDARY AND TERTIARY PACKAGING

Most packaging waste from Woolworths stores is returned to our distribution centres for recycling via reverse logistics. This waste includes secondary and tertiary packaging. This process enhances recycling rates using our sorting and baling infrastructure.

Cartons used to transport goods from suppliers to distribution centres are reused for store replenishment and stock transfers wherever possible. When cartons are no longer suitable for reuse, they are compacted into bales and recycled back into pulp material. This recovered pulp is remanufactured into paper shopper bags, through partnerships with our service providers. This supports a locally integrated circular packaging solution and contributes to waste reduction across the value chain.

Paper used in ticketing, labelling and board materials is sourced from FSC®-certified suppliers, in support of responsible sourcing. This ensures fibre-based materials originate from responsibly managed forests and verified supply chains.

COFFEE CUP AND GROUNDS RECYCLING

Woolworths collects disposable coffee cups from stores and head office and sends them to distribution centres via reverse logistics for third-party recycling.

Coffee grounds from coffee carts and WCafés are sent to organic waste recyclers for use in compost and mushroom farming. These grounds are also available to customers on request for use in home composting.

STORE DESIGN AND VISUAL MERCHANDISING

The Woolworths store design and visual merchandising teams use a sustainability checklist to ensure materials used in-store come from sustainable sources, are manufactured more sustainably, and/or can be upcycled or recycled.

We are increasingly using paper and recycled wallpaper as primary substrates for seasonal window displays, with a shift towards paper-based printing formats to reduce overall material use. We have also incorporated Alien Blackwood into our in-store fittings in selected Food stores, with plans to expand its use further. To date, approximately 600 cubic metres of alien-cleared wood, equivalent to around 850 trees, has been used across multiple store areas, including fridge surrounds, bakery, egg and cheese displays, event zones, and queuing aisles.

WET WASTE AT STORES

Wet waste generated in stores is managed through shopping centres' waste collection and disposal processes.



Woolworths, March, 2026

CUSTOMER RECYCLING

Customers play a vital role in advancing our circularity goals. Clear on-pack labelling, aligned with OPRL requirements, encourages informed reuse, recycling and disposal decisions. As end users, their actions regarding products at the end of their lifespan are crucial. We offer the following customer take-back initiatives at our facilities:

CLOTHING COLLECTION FACILITIES

Customers can drop off pre-loved garments at clothing collection points at selected Woolworths stores.

BATTERY AND LIGHTBULB RECYCLING

All Woolworths stores provide battery and lightbulb collection bins. Our PRO partner handles recycling as part of our EPR obligations.

BRING A BAG, TAKE A BAG

All Woolworths Food stores offer “Bring a bag, Take a bag” stands. This allows customers to make their extra reusable bags available for others to use, fostering a culture of reuse. The stands are made from plastic that would otherwise end up at landfill, such as yoghurt tubs, toothpaste tubes, and chip packets. They are produced by a Black-owned local supplier who is part of Woolworths’ ESD Programme.

REVERSE VENDING MACHINES

We have eight reverse vending machines at selected stores nationwide, and one at the Woolworths head office in Cape Town. The machines make it easy for customers to recycle items such as glass containers, tin cans, juice cartons and plastic bottles.

WOOLWORTHS REUSABLE BAGS

Customers are encouraged to reuse their grocery bags and recycle the cardboard boxes and paper bags provided with Woolworths FBH and Dash deliveries.



Woolworths, March, 2026

ADDRESSING SURPLUS PRODUCT

By redirecting surplus through circular pathways, we extend value and reduce environmental impact, helping conserve the resources and energy used in manufacturing.

SURPLUS FOOD

FOOD WASTE

We have committed to a 50% reduction in edible food waste going to landfill by 2030. Woolworths is a founding member of the SA Food Loss and Waste Initiative (SA FLWI), a voluntary initiative led by the CGCSA in partnership with the Department of Trade, Industry and Competition (dtic), and the DTIC.

Through our participation in the Friends of Champions network, we collaborate with like-minded organisations to advance towards UN SDG 12.3, which aims to halve global food loss and waste. As part of this commitment, we measure our food loss and waste and monitor our progress against the goal.

DIRECT OPERATIONS

Woolworths' primary aim is to prevent food waste in our operations. We apply the following approach to reduce food loss and waste in our operations and minimise diversion from landfill:



PREVENTION

- Monitoring, forecasting and managing our stock
- Appropriate packaging
- Superior link to cold chain processes
- End-of-day discount in stores for certain meat products

DONATION TO CHARITY

Food that is past its 'sell by' date but not past its 'use by' date is sold to staff at a reduced rate or donated to charity in line with our #ZeroHunger initiative

REUSE, RECYCLING AND RECOVERY

Any remaining food is diverted where possible for use in animal feed, biodiesel production, compost, or anaerobic digestion

LANDFILL

If diversion is not possible, food is sent to landfill as a last resort

DESTINATION OF FOOD SURPLUS (TONNES)[1]	2024	2025
DONATION TO CHARITY	15 743	**15 804**
ANIMAL FEED	169	**216**
ANAEROBIC DIGESTION*	750	**547**
BIODIESEL*	256	**256**
COMPOST*	89	**129**
EFFLUENT*	31	**0**
LANDFILL*	562	**508**
TOTAL SURPLUS FOOD DIRECTED TO ALL DESTINATIONS[6]	**17 602**	**17 460**
TOTAL FOOD LOSS AND WASTE (SUM OF*)	1 689	**1 440**
SURPLUS FOOD SENT TO LANDFILL (%)	3.2%	**2.9%**

Notes:
1. Reporting is based on the calendar year (January to December).
2. Surplus food refers to food that remains edible and safe for consumption but is not sold or consumed through its intended channel.
3. Destinations marked with an asterisk(*) are classified as food loss and waste management destinations.
4. Total food loss and waste comprises surplus food directed to anaerobic digestion, biodiesel production, composting, effluent treatment and landfill.
5. Surplus food sent to landfill (%) represents the proportion of total food surplus directed to landfill and is calculated as food surplus sent to landfill divided by total food surplus directed to all destinations. Only 2.9% of the Group's total surplus food was sent to landfill in 2025, with the remainder donated, recovered, or diverted through alternative routes.
6. Total differs slightly due to rounding.

CGCSA | WOOLWORTHS COLD CHAIN | INCLUSIVE JUSTICE INITIATIVE: SURPLUS FOOD DONATION

VALUE CHAIN

We continue to engage suppliers to align with the SA FLWI, with 53 suppliers signed up.

Suppliers who sign up commit to:
- Using the World Resources Institute's Food Loss & Waste Protocol to quantify and report their food loss and waste data
- Demonstrating progress towards halving their food loss and waste

This year, we focused on onboarding primary suppliers and building data capability through the Factory for the Future initiative and SHERPA, our internal sustainability reporting platform. SHERPA also captures food waste data and improves visibility of volumes processed, diverted and disposed of. Suppliers were given training and guidance on the food waste hierarchy, improving awareness and participation.

As reporting matures, suppliers are increasingly aligning with the hierarchy and prioritising diversion from landfill. Voluntary participation continues to strengthen through ongoing engagement. This year, we established a foundation to improve measurement and data accuracy. This allows for targeted action on key waste drivers to enhance efficiency and sustainability. This will give us a more reliable view of year-on-year performance and impact in future.

From FY2027, the focus will be on:
- Improving data quality
- Expanding supplier coverage
- Driving targeted interventions to reduce waste and scale circular solutions, supporting our commitment

53% of SA FLWI signatories are Woolworths and its suppliers.

CUSTOMERS

Woolworths also encourages customers to reduce food waste in their homes. We highlight various initiatives that tackle food waste through our social media platforms. These initiatives include FoodForward SA, Living Soils Community Learning Farm, and #ZEROHUNGER.

This year, we will celebrate the seventh anniversary of the International Day of Awareness of Food Loss and Waste.

FOOD WASTE | OUR COMMUNITIES

SURPLUS CLOTHING

Textile waste sent to landfill discharges chemicals into the soil, contributing to environmental degradation and pollution. To reduce the amount of surplus clothing[1] sent to landfill, we facilitate the collection and distribution of garments through four partner organisations: Taking Care of Business[2] (Woolworths), Red Cross Fashion Trade (Country Road), Fitted for Work[3] and Dressed for Success[4] (Witchery).

Woolworths FBH sells surplus clothing through MyRunway, and any unsold items are donated to Taking Care of Business. Single customer return items are also donated to Taking Care of Business.

CRG donates faulty or returned goods that are not suitable for resale to the Australian Red Cross. Customers can also participate in the Fashion Trade Programme, launched in 2011, which rewards them with a A$10 gift voucher for donating their pre-loved clothes in-store.

During the year, 21 805 kg of clothing was donated through the programme. Proceeds from the sale of these items help fund a range of Australian Red Cross initiatives, including support for vulnerable communities affected by extreme weather events and conflict.

Witchery donated new clothing, shoes and accessories to Fitted for Work Australia and Dress for Success New Zealand. These organisations support women who need professional attire to re-enter the workforce.

	2024	2025	2026
Value of clothing donated to Taking Care of Business	R18.9 million	R14.8 million	**R14.8 million**
Value of clothing sold to MyRunway	R9 million	R9.2 million	**R14 million**
Weight of garments donated to Red Cross	17 438 kg	13 930 kg	**21 805 kg**
Value of clothing donated to Fitted For Work	A$653 001	A$24 375	**A$25 684**

1. Surplus clothing is clothing that has not been sold, was returned because of defects, or was damaged in transit.
2. Taking Care of Business empowers unemployed women from disadvantaged areas in South Africa through a programme of life skills and financial and career development to start sustainable clothing micro-businesses. It is one of WSA's Enteprise development Initiatives.
3. Fitted for Work Australia helps women experiencing disadvantages to regain confidence and secure and maintain employment.
4. Dressed for Success New Zealand empowers women to achieve economic independence by providing a network of support, professional attire, and development tools to thrive in work and life.



Woolworths, May, 2026

WATER

A constant supply of clean water is essential to our value chain, from the growing of commodities to the manufacture and sale of our products.

The Group operates in areas where water stress is a risk for the business and communities.

Water is essential to our operations. It is vital for agriculture and manufacturing, the health and hygiene of our employees and communities, and keeping our facilities operational.

Woolworths, March, 2026

WATER STEWARDSHIP IN OUR DIRECT OPERATIONS

Many of our operations are in water-constrained areas, and we need to diversify our water sources. We do this by increasing our water use efficiency and using greywater, rainwater, or recycled water where possible.



We have numerous water efficiency initiatives to reduce consumption in our operations.

WATER EFFICIENCY INITIATIVES IN OUR DIRECT OPERATIONS

- INSTALLING TANKS FOR RAINWATER HARVESTING
- INSTALLING AIR-COOLED REFRIGERATION AND AIR CONDITIONING SYSTEMS BASED ON COMMERCIAL VIABILITY
- USING GROUNDWATER AS AN ALTERNATIVE SOURCE WHERE POSSIBLE
- WATER RECYCLING
- DUAL-FLUSH TOILETS
- TIMER TAPS ON BASINS

UNDERSTANDING WATER RISKS ACROSS OUR DIRECT OPERATIONS

To better understand water-related risks across our direct operations, we assessed our stores, and distribution centres using WWF's Water Risk Filter tool. The assessment considered a range of physical, governance and regulatory risks that could affect business continuity and operational resilience.

Water scarcity associated with drought emerged as the most significant physical risk across our operations. Water availability, accessibility and the reliability of municipal services were also identified as important considerations, highlighting the role of resilient water infrastructure in supporting business continuity.

We identified the Berg basin as the highest-priority area, followed by the Crocodile (West) and Marico basin, reflecting elevated risks across multiple categories. We will use these findings to inform future water resilience planning and support a more targeted approach to managing water-related risks across our direct operations.

WATER METERING

Effective water metering is critical for managing consumption. We implemented a new online metering platform that improved our ability to detect incorrect billing and water leaks. We also upgraded older meters at selected sites to improve measurement accuracy and reliability.

Due to minimal water usage, CRG does not measure water consumption in its direct operations. Due to their size and minimal water usage, we do not install meters in store formats such as WEdit, WCellar and Now Now.

MUNICIPAL WATER CONSUMPTION (KILOLITRES)	2024	2025	2026
ADMINISTRATION BUILDINGS[1]	12 684	14 736	**11 626**[MA]
DISTRIBUTION CENTRES	180 061	202 929	**203 506**[MA]
STORES	449 691	461 413	**459 780**[MA]
TOTAL	642 436	679 078	**674 912**

1 Includes head office campus, a learning centre, and divisional offices.

HEAD OFFICE

A portion of our head office's daily water consumption is supplied through an underground greywater system. Repeated breakdowns at the ageing plant have affected system performance over time. In the first half of the year, we temporarily shut down the plant to upgrade the system and install new filtration units. We are closely monitoring the performance of the upgraded system.

STORES

Stores account for most of the water consumption in our direct operations. Therefore, we train store teams in water management and efficiency.

We continued the rollout of backup tanks in new stores and the retrofitting of existing stores. This will minimise the impact of water supply disruptions in the northern regions of South Africa.

DISTRIBUTION CENTRES

We purify borehole water on site in our distribution centres using reverse osmosis systems. We use this water for food distribution tray washing, gardening and ablutions.

The expansion project at our Midrand distribution centre continued to affect water consumption patterns at the site. Construction-related damage to the irrigation system also contributed to increased water consumption during the year.

Percentage of direct operations with online water meters

89%

2025: **67%** | 2024: **74%**

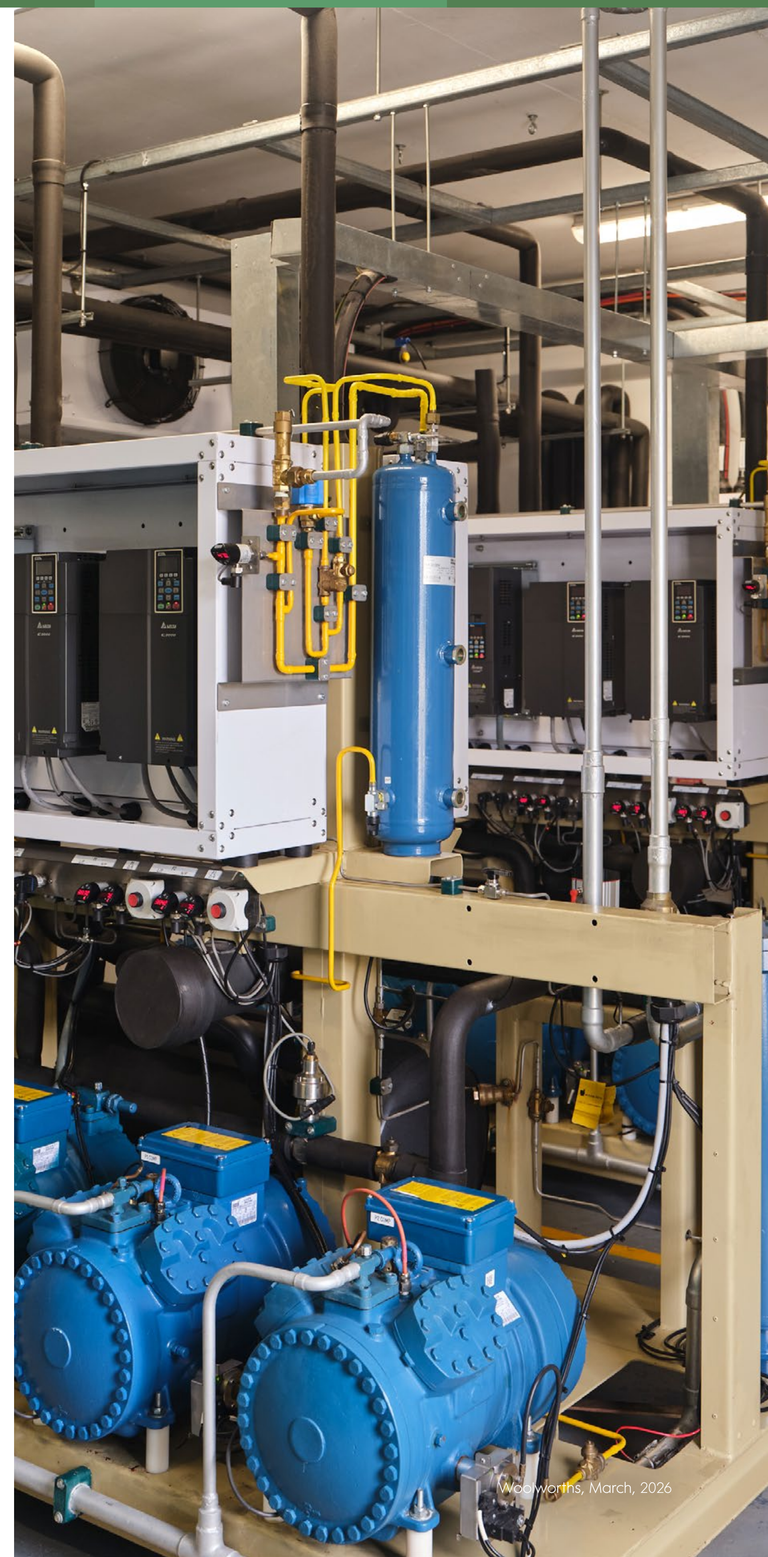
Number of backup water tanks installed in stores

265

Water consumption intensity at distribution centres (kl/m²)

0.90

2025: **0.84** | 2024: **0.99**



Woolworths, March, 2026

WATER STEWARDSHIP IN OUR SUPPLY CHAIN

Our suppliers' operations rely heavily on the availability and quality of water. Therefore, we continue to expand our focus beyond our direct operations, working with suppliers to build water resilience in our supply chain.

Climate change impacts water quality and availability through changes in the water cycle. This will ultimately affect our food products' growth, sourcing of key commodities, and product manufacturing process.

WATER STEWARDSHIP WITH FOOD SUPPLIERS

WOOLWORTHS FARMING FOR THE FUTURE AND FACTORY FOR THE FUTURE

Farming for the Future and Factory for the Future are established programmes within the Woolworths Food supply chain. These programmes address water-related challenges and ensure the continuous supply of our products.

Farming for the Future has a Water Footprint Index that we use to help farmers identify their water-related risks and reduce their water footprint over time. It assesses things like water use efficiency, wastewater management, alien vegetation, and soil quality.

Factory for the Future provides insights into water management practices across our processing factories.

ASSESSING WATER-RELATED RISKS ACROSS WOOLWORTHS FOOD SUPPLY CHAIN

Woolworths Food continued its work with WWF-SA to better understand basin-level water risks and climate exposure among its suppliers using the WWF Water Risk Filter tool.

The assessment applied a multi-dimensional risk framework covering key water and climate-related risks. These included:
- Water availability and drought risks, which reflect scarcity and variability in water supply
- Water quality risks linked to pollution and treatment challenges
- Ecosystem health risks related to the condition of freshwater systems and ecosystem services

We also assessed regulatory and reputational risks to capture governance challenges and socio-economic factors influencing water use.

The risk of water scarcity because of drought emerged as the most significant physical risk, affecting most sites assessed. We also identified reputational risks linked to socio-economic factors. The analysis highlighted clear geographic hotspots. The Berg basin was identified as the highest priority, with elevated risks across multiple categories, including water availability, quality, and ecosystem health.

We are using the findings from this assessment to develop a more targeted and risk-based approach where focused interventions can have the greatest impact.

These insights will enable a more targeted engagement approach, focusing on strengthening resilience and water stewardship practices.

Number of Woolworths Food supplier sites assessed using the WWF Water Risk Filter tool

494

FARMING FOR THE FUTURE | FACTORY FOR THE FUTURE

REHABILITATING WATER CATCHMENTS

Woolworths, together with WWF South Africa and other partners, continues to support the restoration and long-term resilience of key water catchments in the Western Cape through the placement of catchment co-ordinators[1] within strategic water source areas. This partnership supports the work of the Wolseley Water Users Association, driving initiatives focused on ecological infrastructure management, restoration and stakeholder engagement to improve catchment health.

During the year, work in the Upper Breede River catchment continued to deliver environmental and socio-economic benefits through the clearing of invasive alien plants, ecological restoration activities and co-ordinated catchment management. These interventions contribute to improved water security, erosion control and ecological resilience, while creating tangible benefits for local communities.

Activities remained focused on maintaining and enhancing previously restored areas through follow-up invasive alien plant clearing interventions. We continued work in existing priority areas supports the long-term effectiveness of earlier restoration efforts. Severe flooding in May 2026 also resulted in a shift in focus towards riverbank recovery and stabilisation activities, delaying the implementation of planned restoration projects. In parallel, indigenous plants continued to be propagated to support future restoration and rehabilitation initiatives across the catchment.

KEY ACTIVITIES OF THE INITIATIVE THIS YEAR

INVASIVE ALIEN CLEARING ALONG
520 ha
OF THE BREEDE RIVER

10 000
PLANTS PROPAGATED FOR REPLANTING PROJECTS

We also deepened our engagement with the Hex River Water Users Association to expand the catchment co-ordinator model into the region. Development of the catchment co-ordinator role is underway, with a strong focus on groundwater monitoring and interventions aimed at reducing water-related risks and strengthening the resilience of the catchment. Once implemented, the catchment co-ordinator model will operate across six regions.

1. A catchment helps facilitate coordinate collective action among landowners, government authorities, water users and other stakeholders to improve catchment management, strengthen water security and enhance ecosystem health.



Woolworths, March, 2026

WATER STEWARDSHIP IN TEXTILE MATERIAL SOURCING

We promote water stewardship in our textile value chain. We have responsible sourcing certification schemes that promote water stewardship practices for key commodities.

COMMODITY

RESPONSIBLE SOURCING CERTIFICATION SCHEME

COTTON

BETTER COTTON:

Promotes lower water usage and fewer chemicals

LEATHER

LEATHER WORKING GROUP:

Promotes best practice in chemical management and wastewater treatment

MAN-MADE CELLULOSE FIBRES

FOREST STEWARDSHIP COUNCIL:

Promotes water recycling and reduction of wastewater



WATER STEWARDSHIP IN OUR PRODUCTS (PRIVATE LABEL)

WBeauty products are formulated without parabens, phthalates, formaldehyde-releasing preservatives, and other toxic ingredients.



Our RE: denim products are manufactured using Ozone washing technology. Air is taken from the atmosphere and transformed into Ozone, which is used to wash down denim and remove excess dyestuff. This process uses significantly less water.



Woolworths, March and May, 2026

DETOX – REDUCING HARMFUL CHEMICALS

Woolworths FBH aims to remove harmful chemicals from our clothing value chain as part of our detox strategy. Textile mills in our supply chain are required to obtain independent certification that verifies the textiles used in our products are safe for human use and that chemical levels do not pose a risk to human health.

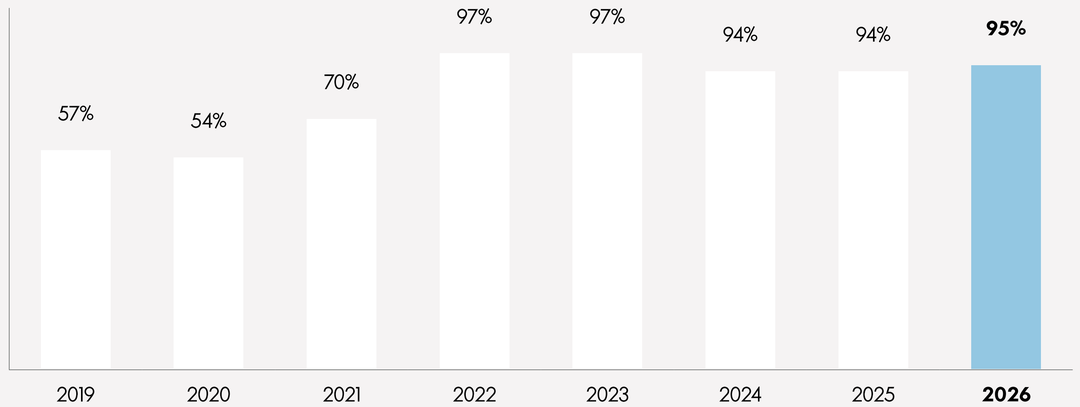
We use OEKO-TEX® STANDARD 100[1] as our primary due diligence, benchmarking and testing framework. Independent testing verifies that materials used in clothing, bedding and textile products comply with OEKO-TEX® STANDARD 100 requirements and remain below specified limits for harmful substances, including toxic chemicals, heavy metals and other potentially harmful compounds.

We strengthened our oversight of certification coverage to verify that the certificates cover the full range of fabric types sourced from each supplier.

Furthermore, we require suppliers of CRG and Woolworths FBH to comply with the Environmental Code of Practice and Environmental Chemical Policy, respectively. The code and policy are designed to ensure that no dyes or chemicals in garment, fabric, leather or textile production pose health or environmental risks during manufacturing, use or disposal.

1. OEKO-TEX® STANDARD 100 is a label for textiles tested for harmful substances.
2. These certifications only cover soft materials in Fashion and Home.

PERCENTAGE OF PROGRESS BY WOOLWORTHS FBH PRIVATE LABEL SUPPLIERS IN ELIMINATING HAZARDOUS CHEMICALS[2, MA]



CRG ENVIRONMENTAL CODE OF PRACTICE

Woolworths, March, 2026

WATER STEWARDSHIP IN OUR COMMUNITIES

According to UNICEF, one in three children – or 739 million worldwide – live in areas exposed to high or very high water scarcity.

Limited access to clean water impacts school hygiene, sanitation, and learning environments. The Woolies Water Fund works to mitigate the impact of water shortages at schools in drought-affected regions, especially in the Eastern Cape and Western Cape Garden Route.

WOOLIES WATER FUND

The Woolies Water Fund (Fund), in partnership with Urban Harvest, continued to support water resilience initiatives. These initiatives aim to improve access to safe water, strengthen water security awareness, and enhance community resilience across high-risk areas.

WOOLIES WATER FUND ACTIONS

- Install rainwater harvesting infrastructure and tanks with filtration systems
- Install handwashing stations
- Install water access points to ensure uninterrupted learning and hygiene

We continued assessment of water intervention opportunities and identification of vulnerable communities and schools requiring support. Urban Harvest conducts site visits to identify potential beneficiaries, who are assessed against agreed eligibility criteria. The top priority is no-fee schools located in water-scarce areas with well-maintained, secure fencing. School leadership engagement and willingness to maintain the system are also important considerations to support long-term operation.

WOOLIES WATER FUND STATISTICS

20
new schools equipped with water storage tanks

200 000
litres of water storage capacity created

200
handwashing stations installed

The Fund has historically supported water security awareness through the MTD platform. Following its discontinuation, the Fund is exploring alternative ways to continue raising awareness of water security and responsible water use.

The Fund is supported through MyDifference and the sale of Woolworths-branded water bottles. Revised customer selection and funding allocation processes through MyDifference may affect the delivery of interventions within the water resilience portfolio.

To minimise these potential impacts, we are aligning planning processes, integrating the Fund into the broader MyDifference operating model, and maintaining ongoing co-ordination to ensure continuity of delivery.

Looking ahead, the Fund will continue to expand targeted water resilience interventions, enhance community awareness of water security, and strengthen the monitoring and assessment of water-related impact.


Woolworths, March, 2026

MYDIFFERENCE

ENERGY AND CLIMATE CHANGE

Climate change will have fundamental impacts across our value chain. We need to ensure that appropriate adaptation and mitigating actions are taken to manage and reduce energy consumption and carbon emissions.

We aim to mitigate the risk of climate change to our business, direct operations, and value chain. We seek to achieve this by reducing our carbon footprint, working with suppliers to do the same, and driving greater energy efficiency.

We are committed to contributing to the efforts to limit global temperature increases to 1.5°C above pre-industrial levels. While climate change poses a risk to our business, it also allows us to innovate as we adapt to a changing environment.

Woolworths, March, 2026

WHL CARBON FOOTPRINT

METHODOLOGY AND VERIFICATION

We calculate our annual carbon footprint for all three scopes within our operational boundary using the GHG Protocol Standards: A Corporate Accounting and Reporting Standard, Scope 2 Guidance, and Scope 3 Standard. We have received third-party limited assurance on our carbon footprint and intensity metrics, independently verified by the Global Carbon Exchange (GCX) for the year ending June 2025 and Verify CO_2 for the year ending June 2026. The verification was conducted using ISO 14064-3 Greenhouse gases – Part 3 (2019), 'Specification with guidance for the verification and validation of greenhouse gas statements.'

CRG published its first climate-related financial report in 2026 in accordance with the Australian Accounting Standards Board's (AASB) S2 requirements.
CRG data is incorporated into the Group's emissions calculations. However, methodological differences may result in variances between the full-scope emissions disclosed in this report and those disclosed in CRG's AASB S2 report.



Woolworths, March, 2026

OVERVIEW OF SCOPE 1 AND 2 EMISSIONS (LOCATION-BASED)

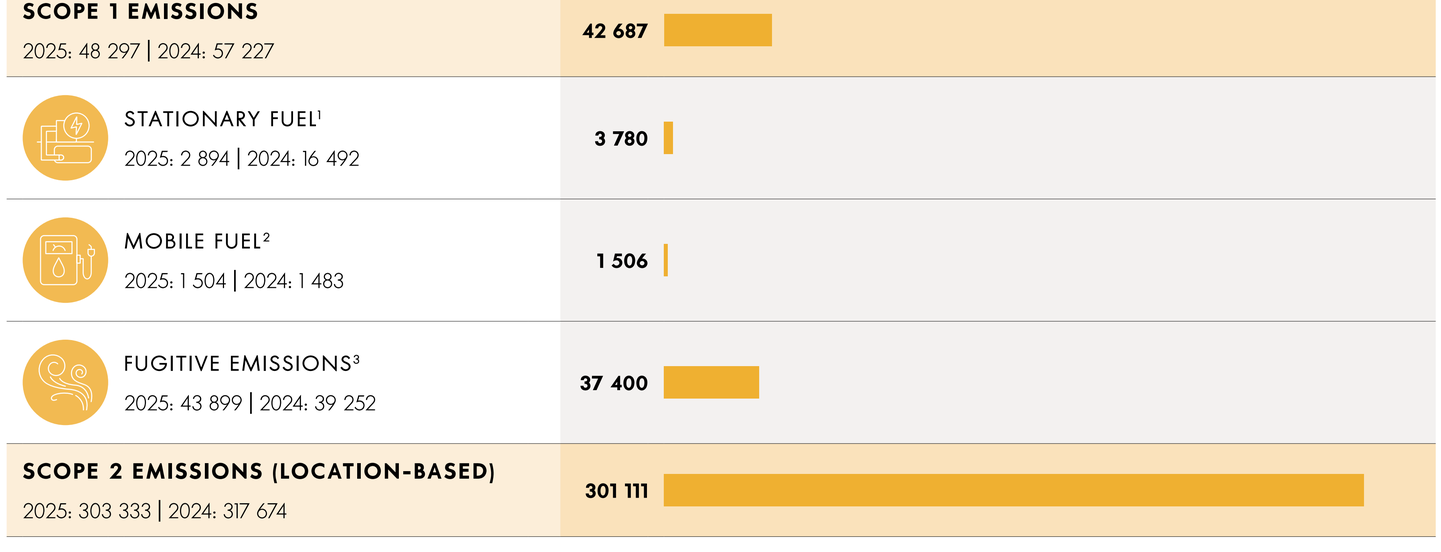
ABSOLUTE EMISSIONS BY SCOPE (EXPRESSED IN tCO_2e)

Scope 1	Scope 2	Outside of Scopes
42 687	**301 111**	**11 418**
2025: 48 297 2024: 57 227	2025: 303 333 2024: 317 674	2025: 12 326 2024: 12 358

ABSOLUTE EMISSIONS BY COMPANY (EXPRESSED IN tCO_2e)

Woolworths	Country Road Group
338 628	**5 169**
2025: 345 125 2024: 368 510	2025: 6 505 2024: 6 391

BREAKDOWN OF WHL'S SCOPE 1 AND 2 EMISSIONS (EXPRESSED IN tCO_2e)



1 Diesel for generators, liquified petrol gas (LPG), natural gas for energy.
2 Company-owned vehicles.
3 Air conditioning and refrigerant gases.

TRACKING WHL SCOPE 1 AND 2 CARBON EMISSIONS AGAINST THE SBTI TRAJECTORY

WHL's target is to reduce absolute Scope 1 and 2 GHG emissions by 50% by 2030. The Science Based Targets initiative (SBTi) approved this target in 2020. Our 2026 Scope 1 and 2 emissions were 36% below the 2019 baseline. This is ahead of our SBTi forecasted trajectory of 29% below baseline. The divestment of David Jones also influences this reduction.

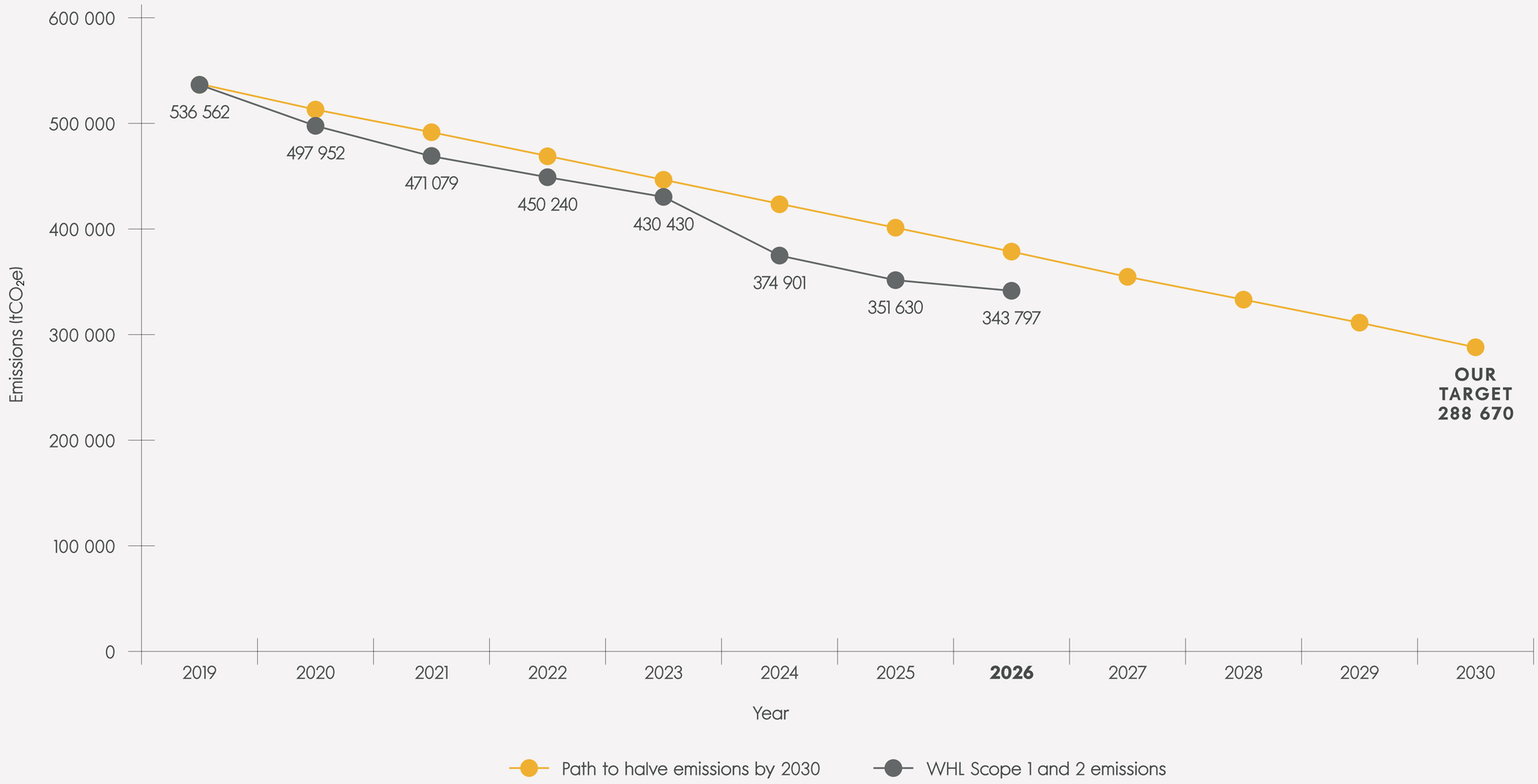
We expect that the annual rate of reduction in our Scope 1 and 2 carbon emissions will vary year by year depending on various factors. These include loadshedding in South Africa and the energy market regime in areas where we operate.

CARBON TAX

Woolworths' carbon tax for the 2025 calendar year was R99 844 (2024: R68 564, 2023: R45 633).

CARBON OFFSETS

The Group has not purchased any carbon offsets.



OVERVIEW OF SCOPE 3 EMISSIONS

We have been enhancing our Scope 3 inventory since FY2023 to provide a more complete view of emissions across our value chain. This has been a complex and evolving process. Historical emissions have been restated as our understanding, data availability and methodologies have matured. The year-on-year increase in reported Scope 3 emissions should therefore be understood as a result of improved completeness, rather than an increase in the carbon intensity of our operations.

The Group will only establish a Scope 3 base year and set associated targets once the Scope 3 inventory is sufficiently complete and the annual GHG calculations are robust, consistent, and reproducible.

ABSOLUTE SCOPE 3 EMISSIONS BY COMPANY

Woolworths

5 692 964

tCO_2e

2024: **5 044 194 tCO_2e**
2023: **4 806 705 tCO_2e**

Country Road Group

232 824

tCO_2e

2024: **115 908 tCO_2e**
2023: **126 697 tCO_2e**

Supplier engagement is a key part of our Scope 3 decarbonisation approach. In line with our net zero SBTi target, we engage our top suppliers, representing 25% of total procurement spend in rand, to support the setting of supplier emissions reduction targets.

Woolworths Food continued to work with suppliers to strengthen emissions measurement, reporting and target-setting, while onboarding a further 20 suppliers into our climate programme. This has improved supplier participation, strengthened data quality and increased visibility into emissions across the value chain.

99 **Woolworths Food suppliers have committed to setting science-based targets, to date.**

BREAKDOWN OF WHL'S SCOPE 3 EMISSIONS (EXPRESSED IN tCO_2e)

	2025
SCOPE 3[1] 2024: 5 160 101 | 2023: 4 933 402	**5 925 788**
PURCHASED GOODS AND SERVICES[2] 2024: 4 568 330 | 2023: 4 358 787	**5 311 993**
CAPITAL GOODS[3] 2024: 131 527 | 2023: 97 268	**136 988**
FUEL- AND ENERGY-RELATED ACTIVITIES (T&D LOSSES)[4] 2024: 88 649 | 2023: 91 091	**84 751**
UPSTREAM TRANSPORT AND DISTRIBUTION[5] 2024: 115 149 | 2023: 110 958	**128 474**
WASTE GENERATED IN OPERATIONS[6] 2024: 2 422 | 2023: 3 299	**2 735**
BUSINESS TRAVEL[7] 2024: 7 652 | 2023: 8 086	**6 777**
EMPLOYEE COMMUTING[8] 2024: 27 678 | 2023: 26 803	**27 364**
USE OF SOLD PRODUCTS[9] 2024: 9 105 | 2023: 15 285	**17 124**
END-OF-LIFE TREATMENT OF SOLD PRODUCTS[10] 2024: 209 431 | 2023: 221 668	**209 431**
INVESTMENTS[11] 2024: 157 | 2023: 157	**151**

1. Scope 3 emissions are from the 2025 financial year. Total differs slightly due to rounding.
2. Consumables, municipal water consumption, services, purchased goods for sale. FY2023 and FY2024 emissions were restated to rectify a VAT error.
3. Purchased long-term assets (e.g. PPE). FY2023 and FY2024 emissions have been restated following an improved understanding of capex data, which identified a more appropriate emission factor for the Midrand DC upgrade.
4. Upstream fuel and electricity emissions including transmission and distribution (T&D) losses.
5. Sea, air, and road freight.
6. Head office and DC recycled waste and waste sent to landfill.
7. Air travel, car hire, accommodation, travel claims.
8. FY2023 and FY2024 emissions revised to use FTE employees instead of headcount.
9. Appliances and non-electric goods sold.
10. Waste disposal and treatment of products sold.
11. Emissions from WFS. FY2023 and FY2024 emissions restated to reflect actual instead of estimated kWh.

ENERGY EFFICIENCY

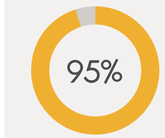
Electricity is the largest component of energy consumption across the Group.

We strive to improve our energy efficiency, mainly relating to electricity usage, in all direct operations. We have focused our efforts on our stores and distribution centres, which contribute the most to our energy footprint.

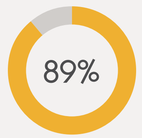
We are switching to low-carbon technology where possible. This includes increasing the sourcing of renewable energy as part of our energy mix.

Accurate, real-time data enables us to track our energy footprint and identify efficiency opportunities across our operations. Most of our facilities are equipped with online electricity meters, which support regular monitoring of electricity consumption. Woolworths transitioned to a new metering service provider during the year. This improved electricity monitoring and helped to identify incorrect billing, supporting more effective utility management.

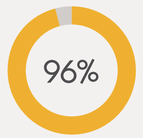
PERCENTAGE OF DIRECT OPERATIONS WITH REAL-TIME ONLINE METERING – WOOLWORTHS



FY2024



FY2025



FY2026

In Australia, automatic online metering is not available for small-market electricity sites. At these sites, we continue to rely on municipal billing data.

WHL's general letting area (GLA) for the year was 1 526 444 m² (2025: 1 519 599 m², 2024: 1 502 494 m²). Total grid electricity consumption across the business was 332 287 300 kWh (2025: 328 939 668 kWh, 2024: 326 542 585 kWh). This represents an absolute increase of 1% from the previous year (2025: 1% increase, 2024: 9% decrease).

The Group's relative grid electricity intensity per square metre of GLA was 218 kWh/m² (2025: 216 kWh/m², 2024: 217 kWh/m²).

Although the Group's total electricity consumption grows due to expansion, we aim to reduce electricity usage per square metre.

We improve energy efficiency across our facilities by retrofitting older sites with energy-efficient equipment where feasible. We incorporate energy-efficient systems into new facilities as standard. This supports improved energy productivity, and lower maintenance requirements.

Electricity usage intensity per square metre of GLA for Woolworths corporate stores (like-for-like):

276.97

kWh/m², MA

2025: **252.19 kWh/m²**
2024: **232.19 kWh/m²**



REFRIGERATION AND LIGHTING IN STORES

Refrigeration and lighting account for large portions of our energy use, particularly in stores. To help mitigate this consumption, we continuously implement the following initiatives:

INITIATIVES TO ENHANCE ENERGY EFFICIENCY IN STORES

- Closed-door refrigeration in Woolworths Food stores
- Installing natural gas refrigeration systems[1] across Woolworths Food stores
- LED lighting in stores, distribution centres, and administration buildings across the Group

Number of new or refurbished Woolworths stores that have been fitted with natural gas refrigeration:

16

76%
of new or refurbished stores

2025: 18

Number of Woolworths stores with LED lighting (% of stores):

382

(81%)

2025: 391 (83%)
2024: 264 (52%)

Woolworths cumulative spend to date installing/upgrading to LED lighting:

R237.34

million

2025: R183.93 MILLION
2024: R134.2 MILLION



Woolworths, March, 2026

COSTS AND SAVINGS FROM ENERGY EFFICIENCY INITIATIVES

Our investment in energy efficiency initiatives has led to reductions in energy consumption and measurable long-term financial gains.

WOOLWORTHS SOUTH AFRICA	2024	2025	2026
Total electricity savings (head office and stores)	R449.3 million	R516.88 million	**R580.67 million**
Recoveries from incorrect billings and tariff optimisation (stores)	R1.3 million	R4.84 million	**R614 176**
Energy saved due to energy efficiency initiatives[2]	3 715 861.75 kWh	3 062 871 kWh	**1 570 621 kWh**
Spend on renewable energy installations[3]	R8.2 million	R0	**R0**

1. We are unable to isolate the energy savings associated with natural gas refrigeration installations in our stores. However, we know they benefit the earth's protective ozone layer, as they reduce the release of ozone-depleting R22 gas into the atmosphere. Unlike synthetic refrigeration gases, natural gas has almost no impact on the ozone layer, low global warming potential, reducing its impact on climate change. The use of natural gas for refrigeration has also contributed to the gradual decrease in our absolute Scope 1 and 2 emissions over the years.
2. Savings at like-for-like stores. These are stores where there have been no format changes, no changes larger than 10% in GLA, no known metering problems, and at least 80% of electricity data was measured through the online metering system.
3. There were no investments in renewable energy installation projects in FY2025 and FY2026. Delays in external approval processes, together with the limited availability of suitable sites under our control, have slowed the pace of advancing these projects.

LOW-CARBON TRANSITION

Woolworths supports a carbon transition pathway that ensures we become a resilient business as we achieve our net zero ambition. To us, resilience means:

1. We proactively identify the risks and opportunities that climate change poses for our business
2. Our climate mitigation and adaptation strategy is agile enough to withstand unforeseen shocks
3. We reduce our reliance on fossil fuels as we transition towards a low-carbon business

Reducing our overall carbon emissions is a strategic priority in this transition. We actively monitor developments in this space, focusing on emerging and affordable technologies as they become available.

RENEWABLE ENERGY

Renewable energy increases our resilience to climate change and helps reduce our reliance on fossil fuel-based energy. We continue to increase the proportion of renewable energy in the Group's energy mix through solar PV installations across Woolworths sites. These sites include admin buildings, distribution centres, and stores, as well as CRG's Omni-channel Fulfilment Centre (OFC).

Where electricity procurement is under CRG's control, renewable electricity is sourced directly through energy contracts. For landlord-controlled sites, CRG purchases Renewable Energy Certificates (RECs), including from GreenPower, separately. These RECs support the generation of renewable electricity and contribute to broader grid decarbonisation efforts.

This year, CRG reached

100%

renewable electricity for its stores in Australia and New Zealand.

Our first wheeling agreement was signed last year. Consequently, we began sourcing renewable electricity through virtual wheeling arrangements for an initial three Woolworths sites. The programme will be expanded to five additional sites.

(EXPRESSED IN KWH)	2024	2025	2026
RENEWABLE ENERGY GENERATED AND CONSUMED – WHL	**2 024 123**	**2 443 669**	**1 931 358**
Woolworths	1 938 588	2 154 958	**1 748 497**
Country Road Group[1]	85 535	288 711	**182 861**
RENEWABLE ENERGY PURCHASED – WHL	**7 261 132**	**7 455 298**	**10 158 254**
Woolworths[2]	471 110	483 132	**1 837 316**
Country Road Group[3]	6 790 021	6 972 166	**8 320 938**
PERCENTAGE OF ELECTRICITY SOURCED FROM RENEWABLE SOURCES – WHL	**3%**	**3%**	**3.5%**
Woolworths	1%	1%	**1%**
Country Road Group	2%	2%	**2.5%**
NUMBER OF SOLAR PV ENERGY INSTALLATIONS – WHL	**8**	**9**	**9**
Woolworths	7	8	**8**
Country Road Group	1	1	**1**

Various external factors influence the expansion of renewable energy across our operations. These include landlord approvals, electricity network constraints, and the evolving renewable energy market in South Africa. These factors can affect the pace at which renewable energy solutions are implemented across the Group.

We continue to pursue opportunities to increase renewable energy generation and procurement across our operations.

Key initiatives include:

- Expanding solar PV capacity at owned sites
- Progressing municipal approvals to extend solar PV installations at our Midrand distribution centre
- Extending our virtual wheeling programme to five additional sites

1. In 2025, the OFC generated 342 735 kWh, of which 54 025 kWh was exported to the grid. In 2026, the OFC generated 223 827 kWh, of which 40 966 kWh was exported to the grid.
2. Woolworths purchases renewable electricity through virtual wheeling arrangements and solar PPAs at selected sites. Renewable electricity is sourced either from an independent power producer through the national grid or from landlord-owned solar PV installations.
3. CRG purchases GreenPower, an Australian government-managed electricity retail product that supports renewable energy generation. The electricity retailer surrenders equivalent energy attribute certificates to GreenPower on CRG's behalf.

GREEN BUILDINGS

The Group pursues independent green building certification for selected stores and distribution centres through Green Star rating systems in Australia and South Africa.

Woolworths' internal green stores model categorises stores as platinum, gold or silver based on their green design features. The model guides the integration of energy-efficient technologies and supports the development of stores that are more resilient and future-fit.

CRG provides sustainable building training to Country Road and Trenery shopfitting teams before work begins, to support the rollout of Green Star-certified stores. In-store teams are briefed on each store's sustainability features before opening. A user guide is provided to support staff induction and ongoing understanding of Green Star attributes. We further supported awareness through a Green Star "lunch-and-learn" session for support centre and retail teams, focused on sustainable fitouts and the Green Star Certification Programme.

CRG'S GREEN STAR CERTIFICATION PROGRAMME – FITOUTS FOR A SUSTAINABLE FUTURE

CRG recognises that store fitouts represent a significant opportunity to reduce environmental impact and support more sustainable retail operations.

CRG collaborated with the Green Building Council of Australia to help develop the new Green Star Fitouts rating tool, including categories focused on circularity and embodied carbon. Building on this work, we established a certification pathway under the new standard and developed scorecard templates across all our brands to support future implementation.

Additional store certifications are in progress. New CRG stores opening in Australia will target Green Star Fitouts certification from 2027, where lease arrangements and project scope allow.

We will expand the programme beyond Australia by extending the Green Star Interiors pathway to South Africa and evaluating future implementation opportunities in New Zealand.

GREEN STAR RATINGS	2023	2024	2025	2026
WOOLWORTHS	–	Head office building ★★★★	–	–
COUNTRY ROAD GROUP (CR: Country Road TR: Trenery)	CR Booragoon ★★★★★ CR Brighton ★★★★★ CR Carindale ★★★★★ CR Charlestown ★★★★★ CR Doncaster ★★★★★ CR Erina ★★★★★ CR Frankston ★★★★★	CR Ballarat ★★★★★★ CR Camberwell ★★★★★ CR Castle Hill ★★★★★ CR Highpoint ★★★★★★ CR Karrinyup ★★★★★ CR Newmarket ★★★★★ CR Penrith ★★★★★ CR St Ives ★★★★★ CR Townsville ★★★★★	CR Marion ★★★★★ CR V&A Waterfront ★★★★★ TR Brighton ★★★★★	CR Brisbane ★★★★★ CR Burnside ★★★★★ CR Eastland ★★★★★ CR Home Albert Park ★★★★★ CR Unley ★★★★★ TR V&A Waterfront ★★★★★



COUNTRY ROAD CHATSWOOD – GREEN BUILDING COUNCIL OF AUSTRALIA

ENERGY-EFFICIENT LOGISTICS

Efficient logistics are an important part of reducing the environmental impact of our operations.
We collaborate with our logistics partners to improve operational efficiency across our supply chain by optimising delivery vehicle usage, collecting stock directly from suppliers using store delivery vehicles and using reverse logistics to reduce empty return trips.

DASH has become a key delivery channel within our online fulfilment network. We use geospatial tools and data-driven decision-making to optimise the network as customer demand patterns evolve. These tools help determine which fulfilment stores should serve specific delivery areas and inform future DASH store deployment.

We established a GHG emissions baseline for the DASH channel which will be used to measure future performance and support ongoing emissions reduction initiatives. We will launch our first electric motorcycle pilot in FY2027 to evaluate their suitability for last-mile deliveries.

LOGISTICS EFFICIENCY INITIATIVES

42 Electric vehicles in our standard delivery channel

21 AxlePower[1] refrigeration trailers in our fleet

We optimise efficiency of our logistics through:

- Reverse logistics
- Collecting stock directly from suppliers using the same vehicles that service our stores
- Co-loading Food and FBH products
- Using a geospatial toolset to determine which fulfilment stores should serve which customers

1. AxlePower is an advanced system that transforms road transport trailers into a source of clean and efficient electricity. A specially adapted axle converts kinetic energy into electricity for powering the refrigeration unit. This provides tractor-independent, 100% electric cooling for trailers. It uses free power and results in zero trailer carbon emissions.



INDUSTRY COLLABORATION

The transition to a low-carbon future requires collective effort. Therefore, we are committed to partnering with organisations that share our vision, where feasible.

COUNTRY ROAD CLIMATE FUND

Country Road launched its Climate Fund in 2022, committing grant funding over three years to projects that mitigate climate change. The fund supports projects that build climate resilience across four focus areas:

1. **BIODIVERSITY** – Protecting and restoring nature
2. **FIRST NATION** – Supporting Aboriginal and Torres Strait Islander-led projects and partnerships
3. **INNOVATION** – Driving industry change
3. **CIRCULARITY** – Reimagining the textile lifecycle

The third and final funding cycle of the Climate Fund concluded during the year. Trust for Nature and Mimal Women Rangers (through The Karrkad Kanjdji Trust) successfully completed their funded projects and delivered positive outcomes against their objectives.

Mimal Women Rangers expanded its land management capabilities through the acquisition of an electric vehicle. Trust for Nature progressed conservation activities with participating landholders. Country Road is proud of the impact achieved through these partnerships, and the successful completion of these initiatives marks the conclusion of the Climate Fund.

The table below summarises the progress to date of our 2026 recipients.

PROGRESS ON 2026 PROJECTS

TRUST FOR NATURE

OBJECTIVES

Partner with woolgrowers to permanently protect and improve native grasslands through conservation covenants, benefiting threatened species such as the Plains-wanderer, delivered through management plans, on-ground works, landholder engagement events and First Nations engagement.

OUTCOMES

On-ground works were completed across all properties except Sandhill Lake, where fencing and weed control continue due to timing and weather. A landholder event was held at Patho Plains and Walk on Country days were delivered with Barapa Limited, a First Nations business from Kerang.

IMPACT

- 1 000 ha of privately held native grassland brought under active conservation management, with a further 3 144 ha of Trust-owned reserve grassland improved via reallocated funds
- Landholder trust and knowledge-sharing strengthened, securing new funding to extend engagement and Plains-wanderer monitoring across the Northern Plains from July 2026

LEGACY OUTCOMES

- Fencing and fox-baiting infrastructure delivers long-term grazing and biosecurity benefits
- Management plans give landholders a durable stewardship framework
- The relationship with Barapa Limited lays groundwork for the business to identify and register cultural heritage on Trust for Nature's reserves

MIMAL WOMEN RANGERS

OBJECTIVES

Strengthen cultural continuity and community wellbeing across the Mimal Indigenous Protected Area (Arnhem Land) through traditional arts and weaving, while reducing diesel reliance and building a sustained trading relationship with Djilpin Arts Centre.

OUTCOMES

A hybrid electric/petrol project vehicle was purchased and delivered to Darwin, supporting 308.5 hours of local staff employment and six completed harvesting trips across the year. Two weaving workshops and a jewellery-making workshop were delivered, alongside women-led consultations that identified two unmanaged sacred sites for protection, with a fine-scale burning trip completed to one of these sites this year.

IMPACT

- Intergenerational transfer of weaving, dyeing, toolmaking and fire knowledge, alongside strengthened economic pathways for women artists
- Increased community wellbeing, complementing Mimal's own Happy Yarning wellbeing programme, and contributing to a broader regional cultural revitalisation effort shared at a regional Elders gathering

LEGACY OUTCOMES

- The vehicle underpins an ongoing transport and sales pathway to Djilpin Arts
- This year's fine-scale burning trip lays the groundwork for protecting sacred sites on a recurring seasonal basis, with work on the two remaining priority sites planned as ranger and traditional owner availability allows
- Integration with Happy Yarning embeds art-based cultural wellbeing activity into a standing community programme

STORE ENERGY EFFICIENCY ASSESSMENTS

Building on its participation in the National Australian Built Environment Rating System (NABERS)[1] Accelerate Programme, CRG completed energy efficiency baselining across its stores in Australia and New Zealand during the year. Energy efficiency ratings were received for approximately 80% of stores. This provided valuable performance insights and established a baseline for future improvements. These findings will inform future business cases for capital investment in energy efficiency upgrades across its stores.

ALLIANCE FOR CLIMATE ACTION SOUTH AFRICA

Woolworths is a signatory to the Alliance for Climate Action South Africa. This network brings together organisations, government, and research institutions to support South Africa's transition to a net carbon-neutral economy by 2050.

Through the alliance, members are encouraged to:
- Develop plans for achieving net zero emissions by 2050
- Translate these plans into action
- Collaborate on climate initiatives
- Support an economy-wide transition to net zero carbon
- Encourage other organisations to participate

CDP SUPPLIER ENGAGEMENT ASSESSMENT

We were included in the CDP's Supplier Engagement Assessment A-List for the second year in a row. This assessment is based on companies' performance on governance, targets, Scope 3 emissions, and value chain engagement.

SOUTH AFRICAN ENERGY POLICY

Woolworths participated in the South African Energy Policy Recommendation initiative, led by the National Business Initiative and the Climate Group's RE100 campaign. This is the first comprehensive effort to address the issues around adopting and expanding renewable energy in South Africa. The resulting document offers practical recommendations to the government and other policymakers.

1. NABERS is a national built environment rating system that focuses on the day-to-day operations of a building, rather than design. A building is rated out of 6 stars for its performance against similar buildings.

CDP SUPPLIER ENGAGEMENT ASSESSMENT 2025

Woolworths, March, 2026

To find out more about what we're doing, visit

WOOLWORTHSHOLDINGS.CO.ZA

For company-specific information, visit

woolworths.co.za

countryroadgroup.com.au

Country Road | Mimco | Trenery | Politix | Witchery

We appreciate any feedback on our Good Business Journey Report. Please contact GoodBusinessJourney@woolworths.co.za