



**WOOLWORTHS HOLDINGS LIMITED / 2016 ANNUAL RESULTS**

# 2016/ PRESENTATION OUTLINE

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**01** / *Review of the year*

**02** / *Financial review*

**03** / *Strategy update*

**04** / *Outlook*

# 01/ REVIEW OF THE YEAR

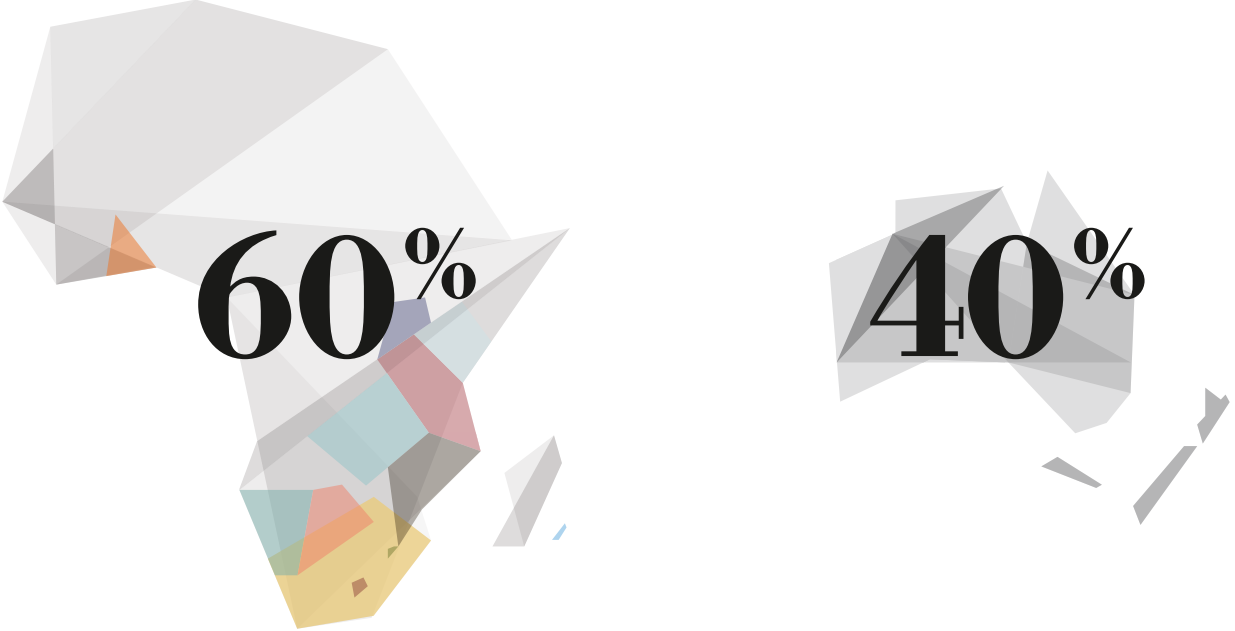
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*Ian Moir*

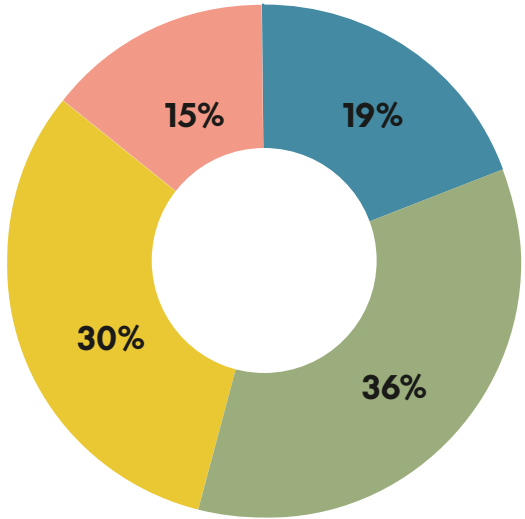


# DIVERSIFIED EARNINGS BASE

*Operating profit by geography*



*Turnover by segment*

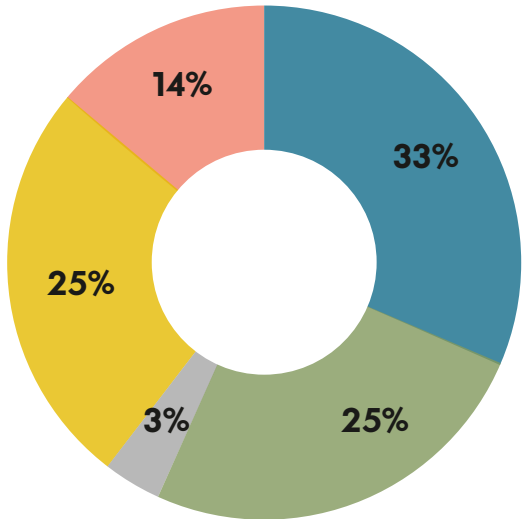


- Woolworths Clothing & GM
- Woolworths Food\*
- David Jones\*
- Country Road Group
- Woolworths Financial Services\*\*

*Operating profit by category*



*Operating profit by segment*



\* Turnover and concession sales    \*\* 50% of PAT

## REVIEW OF THE YEAR

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- Good performance in **Woolworths Clothing & GM**, despite late start to winter impacting Q4
- Another above market performance from **Woolworths Food**
- Strong performance from **Woolworths Financial Services**, although growth impacted by NCAA
- **David Jones** performing well, transformation on track
- **Country Road Group** severely impacted by late winter and range issues
- Turnover up **16.4%**
- Adjusted profit before tax up **14.7%**
- Dividend per share up **26.7%**
- Announced **A\$360 million sale of Market Street property** and **relocation of David Jones head office to Melbourne**

*Turnover up*

**16.4%**

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*Adjusted profit  
before tax up*

**14.7%**

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*Dividend per share up*

**26.7%**

## WOOLWORTHS CLOTHING & GM

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- Clothing & GM sales up **9.6%** (8.2% excluding sales in David Jones), with comparable sales up **4.4%**
  - Q4 impacted by late start to winter
- Gross profit margin increased from 47.4% to **48.3%**, benefiting from sourcing gains offsetting rand weakness
- Operating margin maintained at **16.8%**, with operating profit up **10.1%**





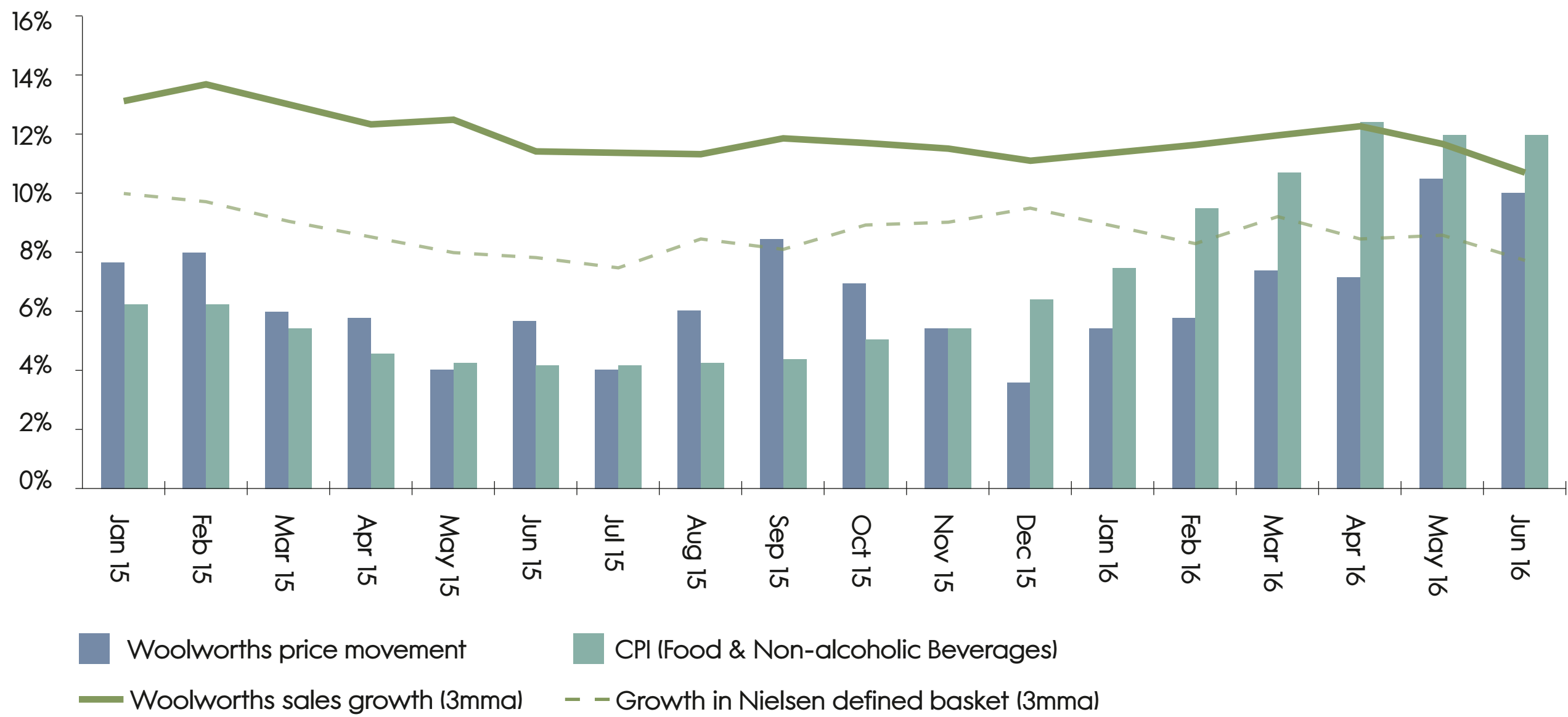
## WOOLWORTHS FOOD

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- Another strong performance well ahead of the market, with total sales up **11.9%** and comparable sales up **5.7%**
- Growth ahead of the market every month since September 2011
- Gross profit margin down slightly from 25.7% to **25.5%**, with investment in price in key categories in H2
- Operating margin increased from 7.1% to **7.3%** due to good cost control and efficiencies
- Operating profit up **15.6%**



Woolworths vs market growth (3mma)





# DAVID JONES

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- 52-week sales growth of **8.4%**, with comparable sales up **7.0%**, well above market
- Gross profit margin impacted by late winter markdown; lower intake margin on A\$ weakness and inclusion of clearance month of July in FY2016
- Online sales up 35.2% to 3.6% of sales
- Profit of A\$170 million (A\$202 million including profit earned by WSA and CRG)



# COUNTRY ROAD GROUP

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- Total turnover up **5.5%**; comparable sales down **3.9%**
- Space increase 6.3% (weighted: 10.4%)
- Gross profit margin down from 60.9% to **59.4%**
  - Higher markdowns caused by range issues, late winter and high levels of promotional activity in the market
- Operating margin reduced from 11.7% to **9.7%**, with operating profit down **12.6%**



# 02/ FINANCIAL REVIEW

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*Reeza Isaacs*



# FINANCIAL OVERVIEW

## Group turnover and concession sales up

**16.4%**  
*to R72.1 billion*

*Adjusted profit  
before tax up*

**14.7%**  
*to R6.0 billion*

## HEPS – Diluted up

**23.3%**  
*to 452.5 cps*

***HEPS – Adjusted Diluted up***

**8.9%**  
*to 453.4 cps*

*Total dividend  
per share up*

**26.7%**  
*to 313.0 cps*

***ROE***

# 25.6%

# GROUP INCOME STATEMENT

	Jun 2016 Rm	Jun 2015 Rm	% change	
Woolworths Clothing & GM	2 306	2 095	10.1	
Woolworths Food	1 826	1 580	15.6	
WFS (50% of PAT)	248	221	12.2	
<b>Woolworths</b>	<b>4 380</b>	<b>3 896</b>	<b>12.4</b>	Good Clothing & GM performance despite late winter; another strong contribution from Food and WFS
David Jones	1 839	1 532	20.0	Up 5.6% in A\$ terms; non-comparable July month included
Country Road Group	1 035	1 058	(2.2)	
<b>Profit before interest and tax</b>	<b>7 254</b>	<b>6 486</b>	<b>11.8</b>	A challenging year; 12.6% down in A\$ terms
Net finance and other costs	(1 208)	(1 216)	(0.7)	
<b>Adjusted profit before tax</b>	<b>6 046</b>	<b>5 270</b>	<b>14.7</b>	
Adjustments	(13)	(838)	(98.4)	High abnormals last year due to DJ and CRG related transaction costs
<b>Profit before tax</b>	<b>6 033</b>	<b>4 432</b>	<b>36.1</b>	
Tax	(1 680)	(1 312)	28.0	
<b>Profit after tax</b>	<b>4 353</b>	<b>3 120</b>	<b>39.5</b>	
Effective tax rate	27.8%	29.6%		Prior year impacted by non-deductible costs

# WOOLWORTHS CLOTHING & GM

## INCOME STATEMENT

	Jun 2016 Rm	Jun 2015 Rm	% change	
<b>Turnover</b>	13 701	12 499	9.6	4.4% in comp stores with price movement of 6.2%. Includes 50% of private label in DJ
Cost of sales	7 085	6 574	7.8	
<b>Gross profit</b>	6 616	5 925	11.7	Sourcing gains offsetting rand weakness; positive impact from rest of Africa
Other revenue	27	19	42.1	
Expenses	4 338	3 850	12.7	Impacted by store expansion, rest of Africa annualisation and private label launch costs; comp store cost growth of 3.2%
Store costs	2 904	2 544	14.2	
Other operating costs	1 434	1 306	9.8	
<b>Adjusted operating profit</b>	2 305	2 094	10.1	
Gross profit margin – on turnover	48.3%	47.4%		
Operating profit margin – on turnover	16.8%	16.8%		



# WOOLWORTHS FOOD

## INCOME STATEMENT

	Jun 2016 Rm	Jun 2015 Rm	% change	
<b>Turnover and concession sales</b>	25 504	22 796	11.9	Comp store sales up 5.7% with price movement of 6.7%
Concession sales	(548)	(444)	23.4	
<b>Turnover – own buy</b>	24 956	22 352	11.6	
Cost of sales	18 586	16 598	12.0	
<b>Gross profit – own buy</b>	6 370	5 754	10.7	Impacted by price investment and lower sweet sales, offset by more profitable promotions and supply chain efficiencies
Concession and other revenue	115	93	23.7	
Expenses	4 660	4 268	9.2	
Store costs	3 215	2 898	10.9	Impacted by 9.3% new space; comp store cost growth of 3.4%
Other operating costs	1 445	1 370	5.5	
<b>Adjusted operating profit</b>	1 825	1 579	15.6	
Gross profit margin – on turnover	25.5%	25.7%		
Operating profit margin – on turnover	7.3%	7.1%		

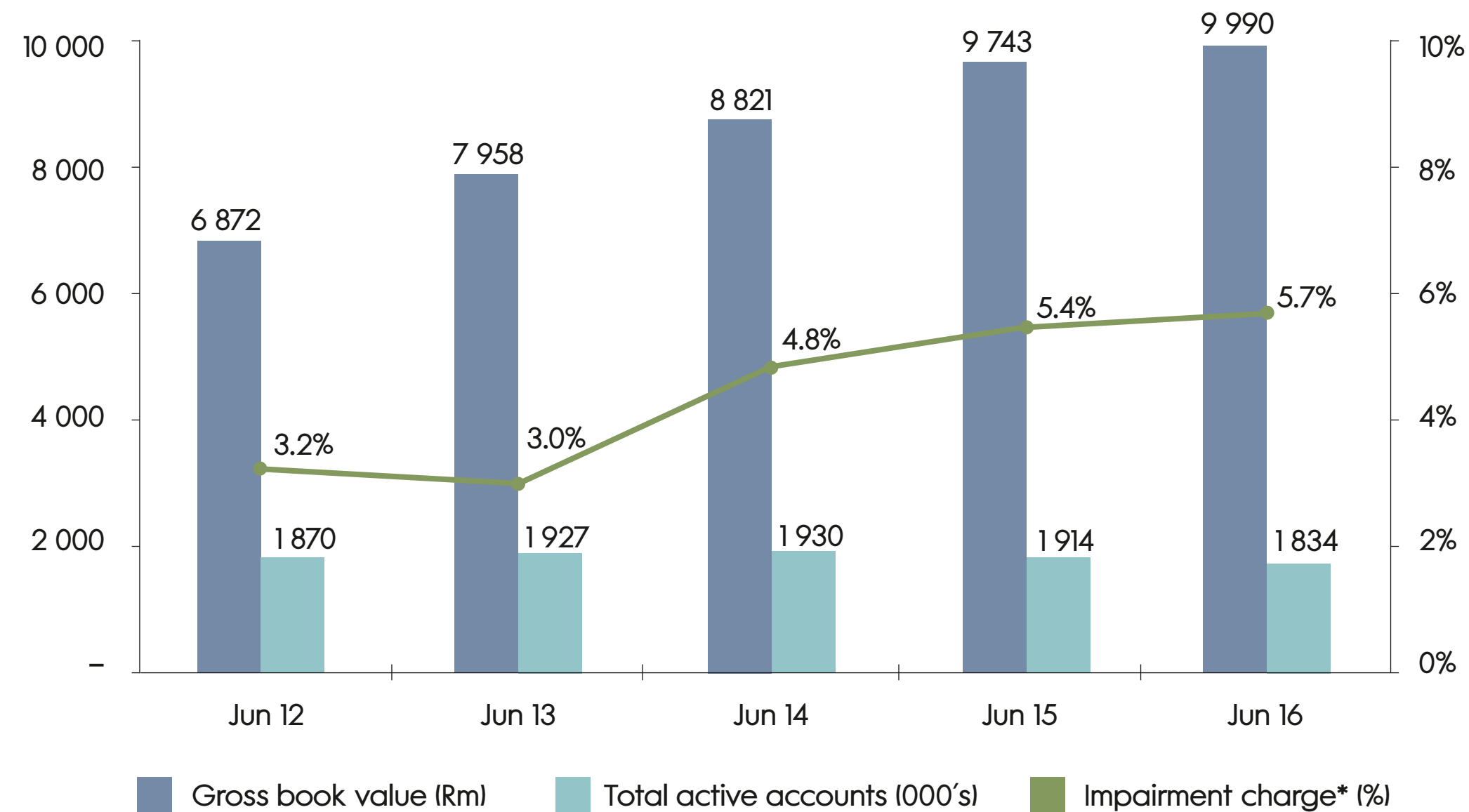
# WOOLWORTHS FINANCIAL SERVICES

## INCOME STATEMENT

Consolidated <i>pro-forma</i> income statement	Jun 2016 Rm	% to book	Jun 2015 Rm	% to book	% change	
Interest income	1 993	20.0	1 718	18.6	16.0	
Interest paid	580	5.8	497	5.4	16.7	
<b>Net interest income</b>	1 413	14.2	1 221	13.2	15.7	• Portfolio book growth as well as rate increases
Impairment charge	570	5.7	503	5.4	13.3	•
<b>Risk-adjusted margin</b>	843	8.4	718	7.8	17.4	• Improvement in portfolio book shape offset by increase in debt counselling inflows
Non-interest revenue	746	7.5	672	7.3	11.0	
Operating costs	902	9.0	777	8.4	16.1	•
<b>Profit before tax</b>	687	6.9	613	6.6	12.1	• VWRewards and NCAA implementation costs, partially offset by operational efficiencies
Average financial services assets	9 980		9 232		8.1	• Closing book up 2.5% – NCAA impact
Return on equity	26.9%		26.6%			

# WOOLWORTHS FINANCIAL SERVICES

## BOOK PERFORMANCE



\* Includes collection costs

# DAVID JONES

## INCOME STATEMENT

	12 months Jun 2016 A\$m	11 months* Jun 2015 A\$m	
<b>Turnover and concession sales</b>	2 192	1 885	Sales growth of 8.4% on a 52-week basis, with comp stores up 7.0%
Concession sales	(758)	(609)	
<b>Turnover – own buy</b>	1 434	1 276	
Cost of sales	782	670	
<b>Gross profit – own buy</b>	652	606	
Concession and other revenue	179	141	Change in concession/own buy mix and service model; expansion of CRG
<b>Gross profit</b>	831	747	
Expenses	674	603	Store cost growth lower than sales growth; includes costs of transformation initiatives and private label launch
Store costs	564	506	
Other operating costs	110	97	
<b>Department store operating profit</b>	157	144	
Financial services operating profit	18	17	
<b>Operating profit before charges</b>	175	161	
Restructure costs	(5)	–	A\$202 million including profit earned in other segments from the David Jones channel
<b>Adjusted operating profit</b>	170	161	
Gross profit margin	37.9%	39.6%	Impacted by late winter markdown; lower intake margin on A\$ weakness and inclusion of July in FY2016
Operating profit margin**	7.2%	7.6%	

\* From acquisition date of 1 August 2014

\*\* Department store operating profit as a percentage of turnover and concession sales

# COUNTRY ROAD GROUP

## INCOME STATEMENT

	Jun 2016 A\$m	Jun 2015 A\$m	% change	
<b>Turnover</b>	1 005	952	5.5	• Comparable stores 3.9% lower
Cost of sales	408	372	9.7	
<b>Gross profit</b>	597	580	2.9	• Impacted by declining A\$ but mainly due to higher markdowns
Other revenue	4	4	–	
Expenses	504	473	6.6	
Store costs	369	340	8.5	• Impact of new space (weighted: 10.4%)
Other operating costs	135	133	1.5	
<b>Adjusted operating profit</b>	97	111	(12.6)	
Gross profit margin – on turnover	59.4%	60.9%		
Operating profit margin – on turnover	9.7%	11.7%		

# NET FINANCE AND OTHER COSTS

	Capital	Rate**	Jun 2016 Rm	Jun 2015 Rm
ZAR senior debt*	R10bn	9.29%	900	806
AUD senior debt*	A\$516m	4.31%	239	220
Short-term facilities			47	218
Equity bridge			–	134
<b>Net finance costs</b>			1 186	1 378
Less: Non-recurring finance costs			–	(164)
Other costs			22	2
<b>Net finance and other costs</b>			1 208	1 216

\* Includes amortised costs

\*\* Partially hedged all-in rate including amortisation of upfront costs

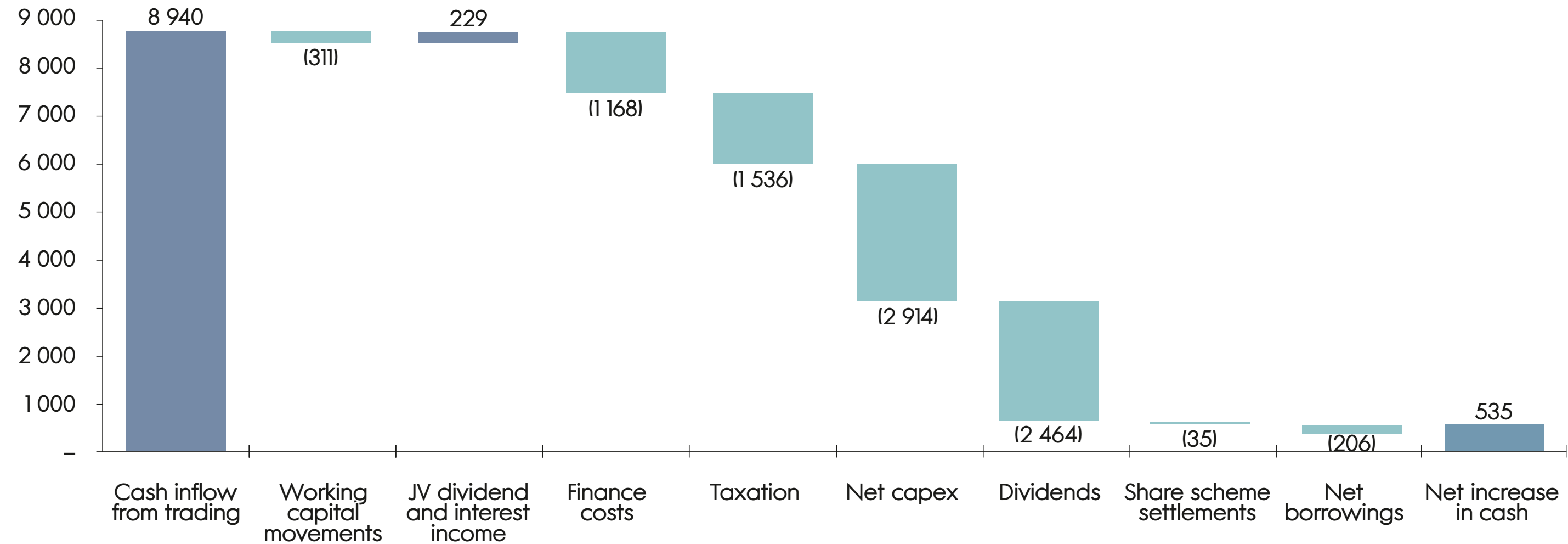


# GROUP BALANCE SHEET

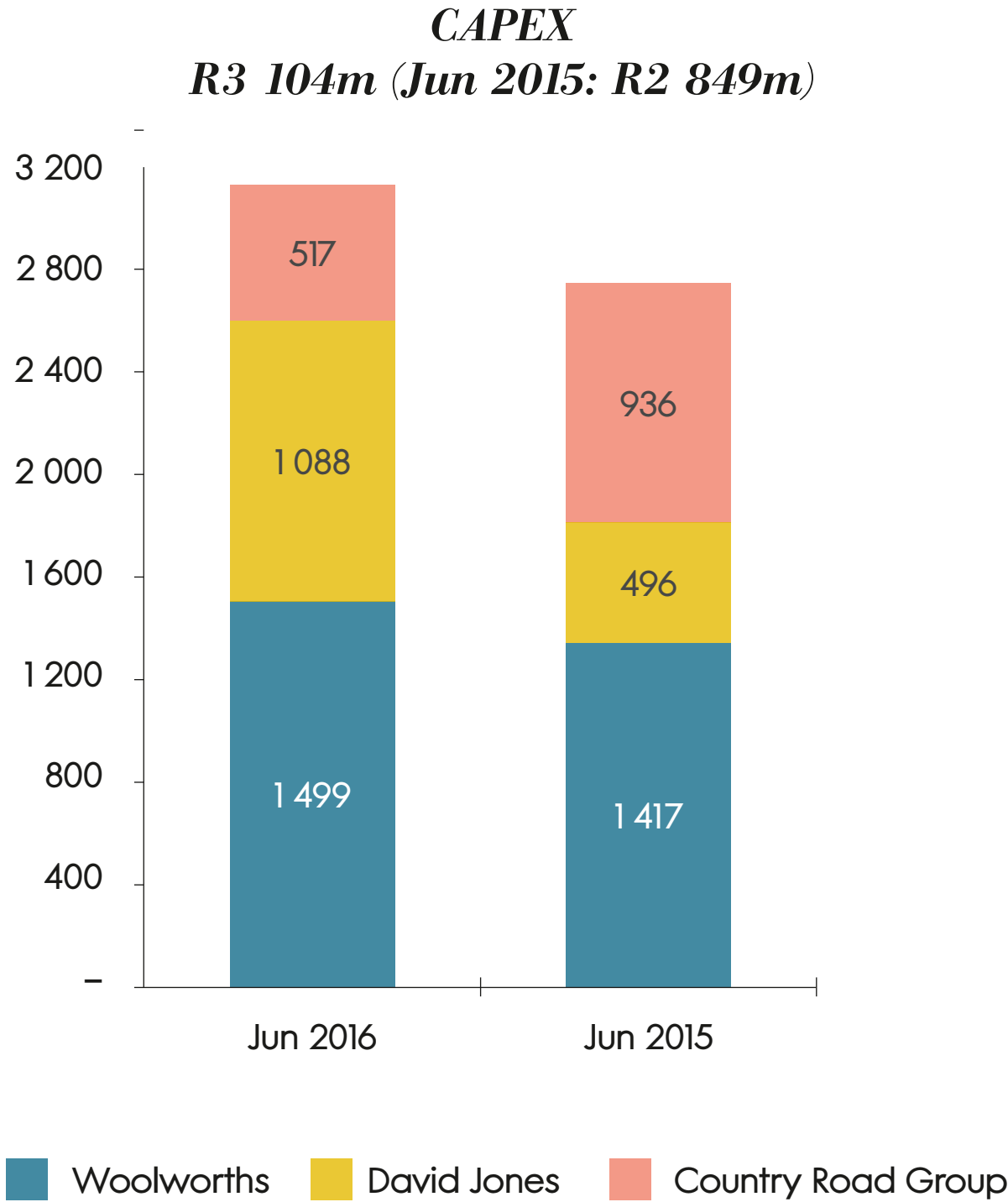
	Jun 2016 Rm	Jun 2015 Rm	% change	Constant currency % change	
<b>Assets</b>					
Property, plant and equipment and investment properties	17 451	14 538	20.0	4.0	New stores and project costs
Intangible assets	18 965	15 700	20.8	3.4	
Investments in JVs and associate	978	894	9.4	9.4	Impacted by space growth, inflation, private label and lower sell through in CRG
Inventories	7 117	5 881	21.0	10.0	
Accounts receivable, tax, deferred tax and loans	3 354	3 551	(5.5)	(14.8)	
Cash	1 525	891	71.2	60.4	Net gearing in constant currency has improved
<b>Total assets</b>	<b>49 390</b>	<b>41 455</b>	<b>19.1</b>	<b>4.4</b>	
<b>Equity and liabilities</b>					
Shareholders' funds	19 853	14 297	38.9	12.5	
Borrowings	15 918	15 118	5.3	(1.4)	
Other non-current liabilities and deferred tax	2 856	3 150	(9.3)	(20.1)	
Accounts payable, provisions and tax	10 763	8 890	21.1	9.6	
<b>Total equity and liabilities</b>	<b>49 390</b>	<b>41 455</b>	<b>19.1</b>	<b>4.4</b>	

# CASH GENERATION FOR 12 MONTHS TO JUNE 2016

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# CAPITAL EXPENDITURE



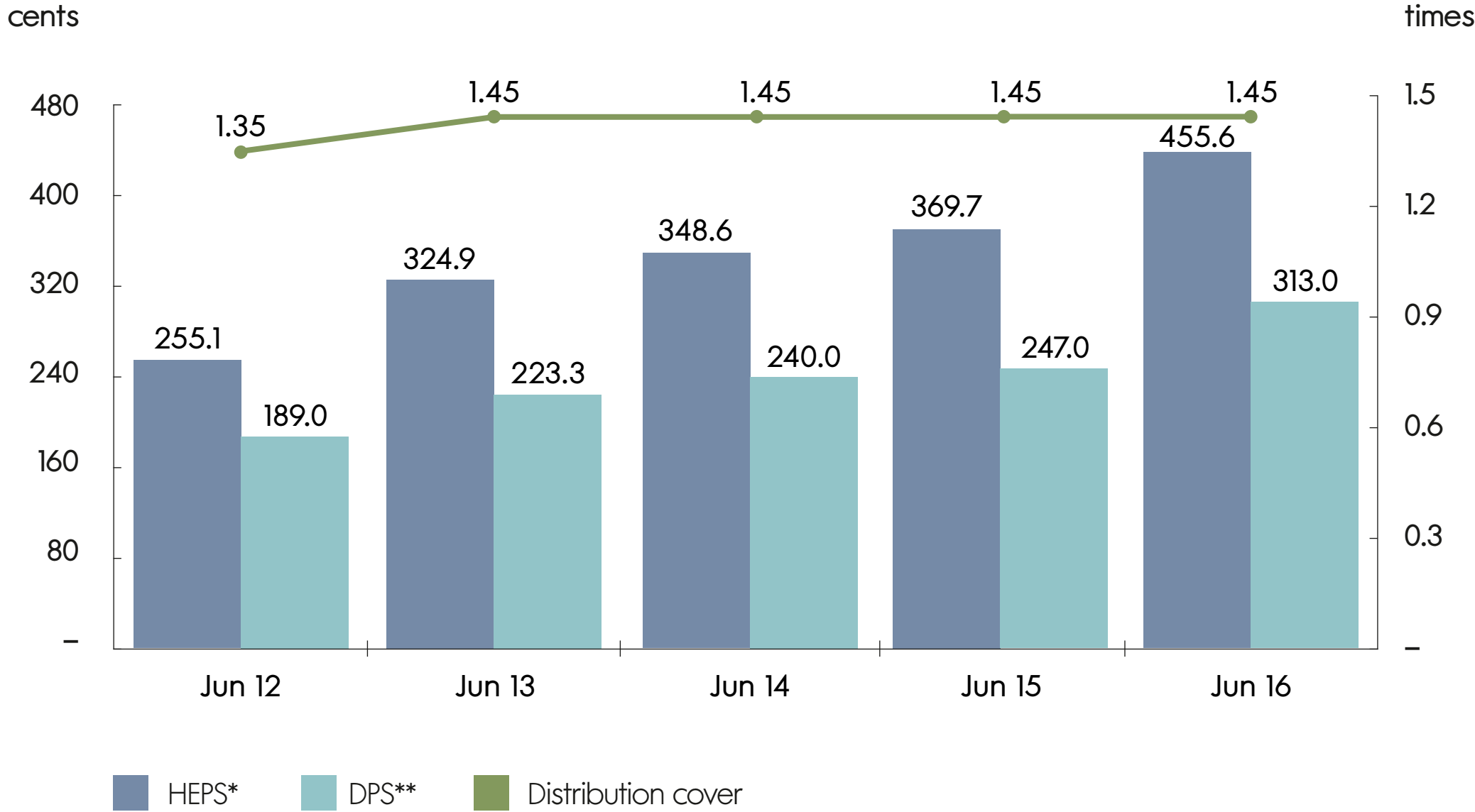
# DEPRECIATION

	Jun 2016 Rm	Jun 2015 Rm	% change
Woolworths	848	772	9.8
David Jones	642	529	21.4
Country Road Group	335	225	48.9
<b>Total Group</b>	<b>1 825</b>	<b>1 526</b>	<b>19.6</b>

# CAPEX FOR FY2017

Woolworths	R2.1bn
David Jones	A\$121m
Country Road Group	A\$46m

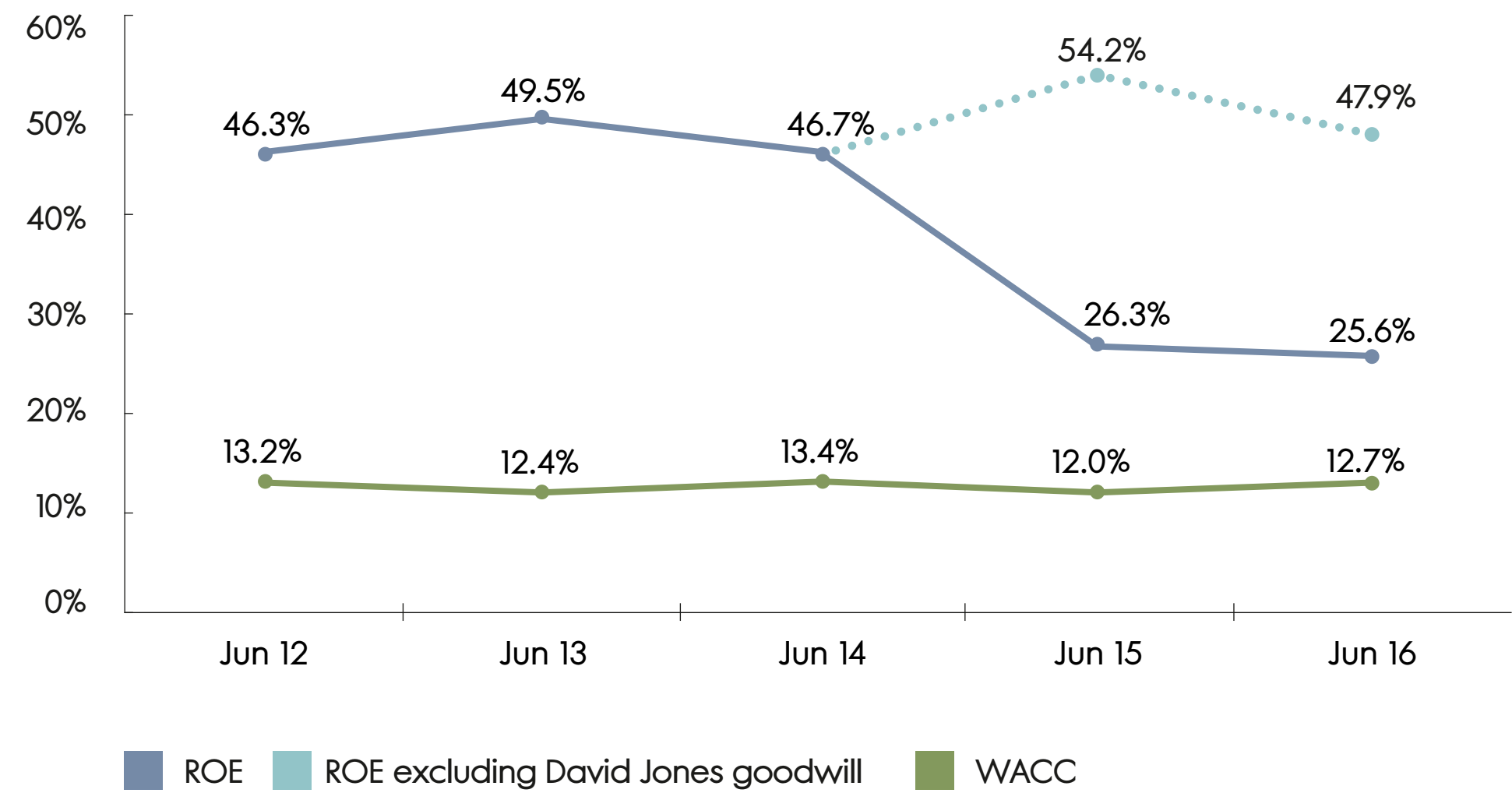
# EARNINGS AND DISTRIBUTION



**DAVID JONES  
ACQUISITION  
IS EARNINGS  
NEUTRAL IN  
FY2016**

\* HEPS based on weighted average number of shares  
\*\* DPS based on closing number of shares

# RETURN ON EQUITY



# 03/ STRATEGY UPDATE

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*Ian Moir*





# STRATEGY UPDATE

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- **Group Focus**

- Stronger, more profitable customer relationships
- Towards connected retail
- Drive synergies and efficiencies
- Embed the Good Business Journey throughout the business

- **Woolworths**

- **Country Road Group**

- **David Jones**

More detail on company strategies is available in the Strategy Appendix



# WOOLWORTHS

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- Continue our obsession with **quality**
- Embed **connected retail experience** for customers
  - Leverage single view of customer
  - Continue to innovate **WR**ewards programme and integrate with WFS product offer
  - Improve online customer journey, including opening of Clothing & GM “dark store”
  - Tier and scale Mall of Africa and Waterstone concept stores
- Make Woolworths **more affordable**
  - Improve value perception by investing in price, particularly in Food



# WOOLWORTHS

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- Lead in **relevant, quality fashion**
  - Attract younger, more modern, black customers while maintaining our older, very loyal more classic customer
- Move from private label to **private brand** Clothing & GM business
  - Introduce premium David Jones Collection and tween brand
- Own **innovation**
- Drive **cross-shop**
- Optimise **availability**
  - Invest in supply chain, systems and processes
- Build brand in **rest of Africa**

# COUNTRY ROAD GROUP

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- **Improve core business** performance of Country Road
  - New Managing Director, Head of Planning and Head of Design appointed
  - New systems and processes leading to faster speed to market and enhanced in-season trading
- Increase **focus on design** in Country Road and Witchery womenswear
- Introduce more **trans-seasonal merchandise** to account for changing weather patterns



# COUNTRY ROAD GROUP

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- Leverage **Group sourcing** to maximise margin
- Enhanced **loyalty programme** across CRG brands
- Continue to lead **online performance**, with sales target of 20% by 2020
- Drive efficiencies in the Melbourne-based Omni-channel Fulfilment Centre



- **Transformation initiatives on track** to deliver synergy benefits
- Leverage **single view of customer** enabled by Customer Relationship Management (CRM) programme
- Continue to strengthen and grow appropriate **private label offering** (DJ and WSA brands) and **CRG concession brands**
- Implement **new value chain merchandise systems**
- Upgrade the **website platform** to enhance online performance to >10% sales of total sales and transform profitability
- Optimise **store portfolio** with new stores and formats and drive profitability with space planning and format strategy principles



# DAVID JONES FOOD

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- Clear opportunity in Australian market for a **premium food offer** under the David Jones brand
- **Leveraging Woolworths SA's** capability, skills and experience
- **Initial focus on food service** (café, food "to go") whilst fresh produce and prepared meal catalogues are built
- **Build supply chain** with existing WSA supplier base

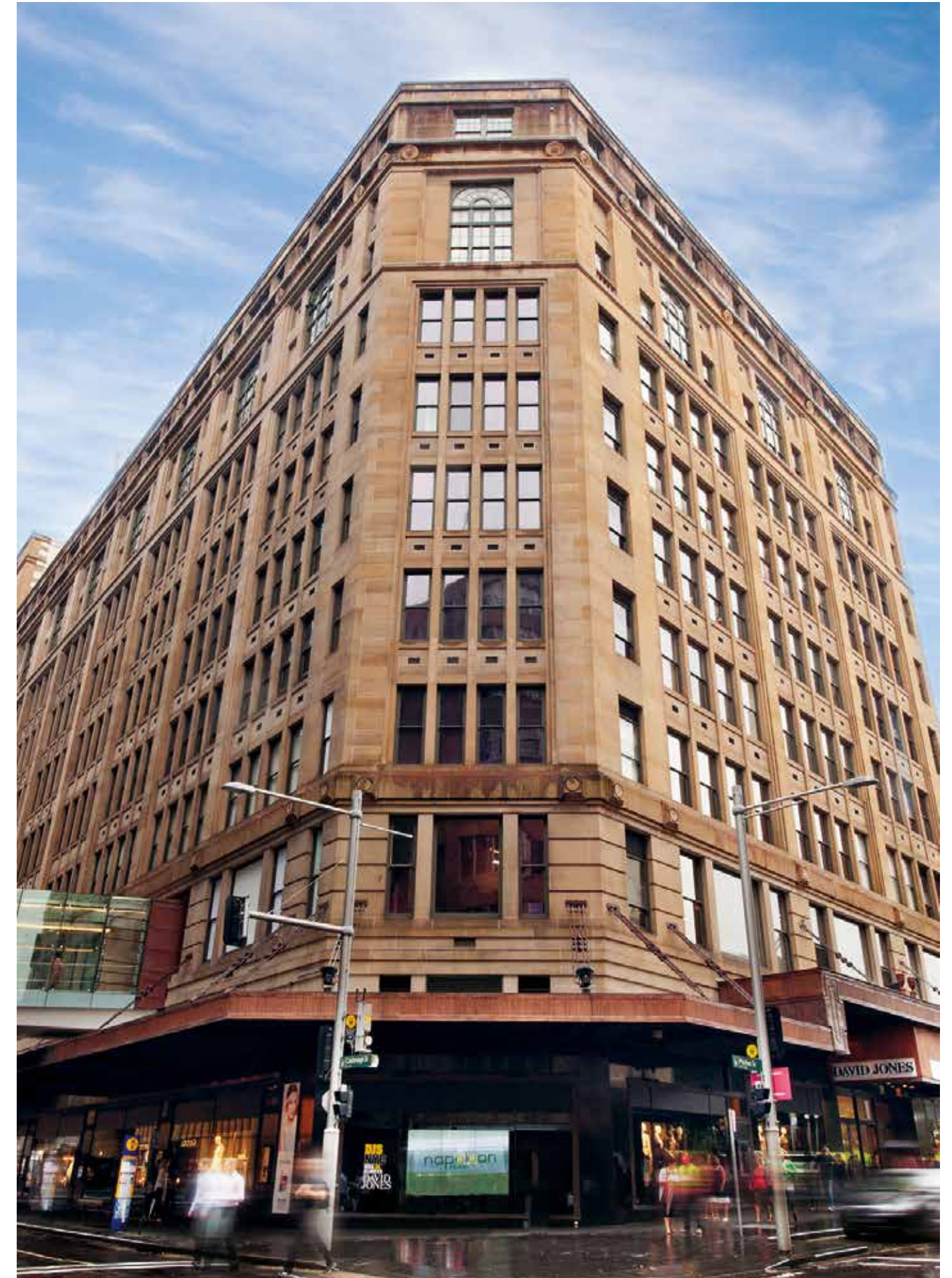




# ELIZABETH STREET REDEVELOPMENT

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- **Market Street building sold** for A\$360 million
- Up to A\$200 million to be invested in Elizabeth Street in FY2018 and FY2019 to create a world-class **39 000m<sup>2</sup> department store** on 11 levels
- Offering the **best of fashion and food** in the southern hemisphere
- **Three year lease-back** of the Market Street building at market related yield
- Disruption to trade during redevelopment expected, minimised by a coordinated approach and **better utilisation of space**



## AUSTRALASIAN HEAD OFFICE

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- David Jones head office to be relocated to Melbourne and **consolidated onto a new campus** with Country Road Group
- Phase 1: DJ to relocate to Melbourne by mid 2018;  
Phase 2: CRG to move by end 2018
- **Employee support** to be provided for relocation, retention and retrenchment
- All costs relating to move and refurbishment covered by incentives from Victorian government and landlord contributions
- Co-location will **deliver synergies and productivity benefits**



# FINANCIAL EFFECTS OF DAVID JONES INITIATIVES

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## **David Jones Food**

- Capital investment: A\$75m – A\$100m over 3 years
- Expected A\$5 – 10m deficits in FY2017 and FY2018, achieving profitability from FY2019

## **Market Street sale**

- Proceeds on sale of A\$360m will reduce gearing ahead of investment from Q4 FY2017
- Sale will incur CGT and costs; asset write-offs in FY2017 will be excluded from adjusted earnings
- Interest reduction of A\$7m in FY2017
- Rent of A\$16m in FY2017

# FINANCIAL EFFECTS OF DAVID JONES INITIATIVES

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## **Elizabeth Street redevelopment**

- Capital investment will be up to A\$200m: FY2017: A\$50m; FY2018: A\$100m; FY2019: A\$50m
- Disruption to trade in FY2018 and FY2019

## **Australasian head office**

- All costs of relocation and new office fit-out to be covered by Victorian Government incentives and landlord contributions; however -A\$15m EBIT in FY2018 due to timing of receipts
- Benefits of >A\$10m p.a. from FY2019

# 04/ OUTLOOK

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*Ian Moir*



# SOUTH AFRICA

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- Domestic headwinds expected to continue
- Some relief from positivity post local elections, recent improvement in rand and end of drought
- Pressure on SA consumer persists, although upper LSM consumer remains resilient
- First eight weeks of trading have improved from Q4 in Clothing & GM with good sell-throughs of new range; Food sales softened slightly in line with market
- Clothing & GM price movement 11% – 13% in H1; below 10% in H2
- Food inflation likely to be 10% – 11% in H1; below 10% in H2
- WFS book growth and impairments expected to be in line with FY2016



# AUSTRALIA

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- Continued GDP growth despite impact of weaker commodity prices and China's economic slowdown
- Consumer confidence has improved since the election
- Lower footfall across the market as we exit unprecedented levels of discounting and promotional activity caused by late winter
- First eight weeks of trading in David Jones have been in line with its comparative market despite anniversary strong prior year growth
- First eight weeks in Country Road have been flat on last year; focus on executing turnaround

# MEDIUM-TERM TARGETS

	Achieved in FY2016	Medium- term target FY2019
OPERATING PROFIT MARGIN		
<b>WOOLWORTHS</b> CLOTHING & GM	16.8%	18%
<b>WOOLWORTHS</b> FOOD	7.3%	7%
DAVID JONES*	7.2%	10%
COUNTRY ROAD GROUP	9.7%	12%
RETURN ON EQUITY		
<b>WOOLWORTHS</b> FINANCIAL SERVICES	26.9%	22%

\* Department store operating profit as a percentage of turnover and concession sales

# STRATEGY APPENDIX

# GROUP FOCUS

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# 1

BUILD STRONGER,  
MORE PROFITABLE  
CUSTOMER  
RELATIONSHIPS



Customer insights and data will drive and inform all our business decisions which will shift us from being a customer centric business to a customer driven Group.

## Group focuses

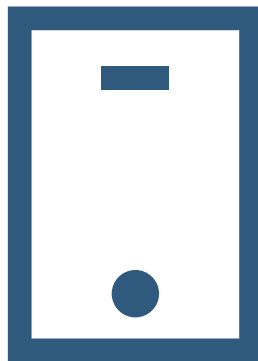
- Deepen **customer understanding**, particularly in David Jones
- Lead the market in **customer experience and loyalty**
- Build a **single view of the customer**, leveraging **personalised, real-time** customer engagement
- Drive a **common, Group-level roadmap**
- Embed customer insights and analytics as a **core competency**

# GROUP FOCUS

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TOWARDS  
CONNECTED  
RETAIL



We are creating a relevant, personalised connected retail experience for customers across all retail channels.

## Group focuses

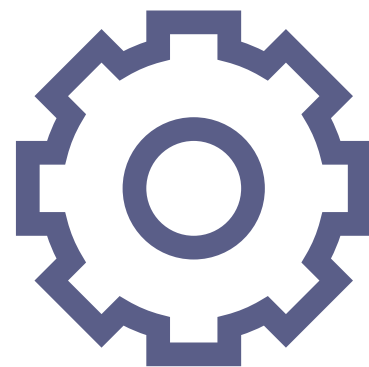
- Increased focus on the customer and integrated, customer-focused technology to move from a channel to **connected retail experience**
- **Digitally transform stores**, improving connectivity to enable staff and customers to engage differently
- Increased focus on **mobile commerce**
- Investigate potential for **single e-commerce platform** across the Group

# GROUP FOCUS

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# 3

DRIVE SYNERGIES  
AND EFFICIENCIES



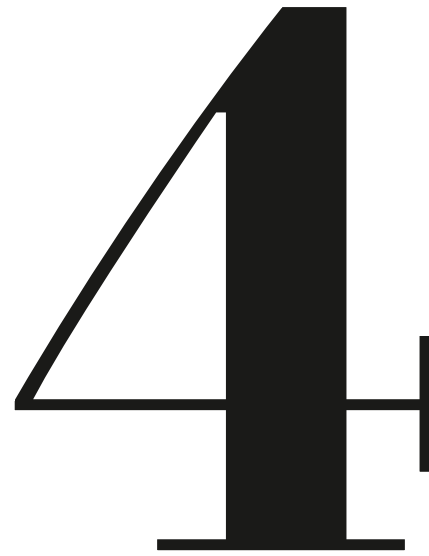
Through closer integration throughout our business and by leveraging our southern hemisphere scale, we will drive efficiencies and add to profitability.

## Group focuses

- Leverage **Group sourcing**
- **Closer collaboration** between companies, focusing on Group shared services
- Leverage **real estate** in Australia
- Leverage and invest in **distribution capacity and capabilities** to support growth
- Embed a **mindset of continuous improvement** in productivity and ongoing cost optimisation

# GROUP FOCUS

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EMBED  
SUSTAINABILITY  
THROUGHOUT  
THE BUSINESS



We are driving a consistent, Group-wide **Good Business Journey** strategy.

## Group focus area

- Ethical **trade**
- Sustainable **farming and sourcing** of raw materials
- Scarce **water** resources
- **Energy** efficiency and security
- Reducing **waste** across our business and helping customers do the same
- Contributing to **social development**
- **Transformation** of business and supply chain
- **Health and wellness** for customers and colleagues



# WOOLWORTHS

# WOOLWORTHS

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- **Build stronger, more profitable customer relationships**
  - Deliver a single view of the customer
  - Continue to innovate our **W**Rewards programmes and offer compelling benefits
  - Drive cross shop between Clothing & GM and Food and within the product areas
- **Towards connected retail**
  - Embedding connected retail experience for customers and employees
  - Improving online customer journey through personalisation and introducing new services, new channels, enhanced picking/fulfilment
  - Opening “dark store” for Clothing & GM to increase availability, visibility and national reach
  - Continued investment in South African stores and building of brand in other African countries



# WOOLWORTHS

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- **Be a leading fashion retailer in the southern hemisphere**
  - Attract younger, more modern, black customers while maintaining our older, very loyal, more classic customer
  - Lead the market in relevant, quality fashion and innovation
  - Offer more segmented, branded directed customer experience, including introducing premium David Jones Collection and tween brand
  - Strengthen value perceptions
  - Tier and scale Mall of Africa experience across stores
- **Become a big food business with a difference**
  - Continued focus on quality
  - Continue to build our range to drive complete shop
  - Improve our value perception by investing in price
  - Maintain our food authority credentials





# WOOLWORTHS

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- **Transform the WFS customer experience**
  - Being customer and retail focused
  - Putting mobile first
- **Drive synergies and efficiencies**
  - Commit to strategic partnerships
  - Scale our supply chain, IT infrastructure and sourcing
  - Offer modern, compelling, connected employment experience



# DAVID JONES

# DAVID JONES

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- **Build stronger, more profitable customer relationships**
  - Leverage single view of customer enabled by Customer Relationship Management programme
  - Leverage Group expertise to deliver relevant, integrated loyalty and financial services programme
- **Towards connected retail**
  - Upgrade the website platform to enhance the online performance to > 10% sales of total sales and transform profitability
  - Optimise store portfolio with new stores and formats e.g. Wellington, Barangaroo
  - Drive space productivity and profit with space planning and format strategy principles
  - Improve in-store service by rolling out Operation Brilliance, providing staff with specialised brand and product skills and transforming visual merchandise



# DAVID JONES

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- **Be a leading fashion retailer in the southern hemisphere**
  - Become more customer centric
  - Optimise brand assortment
  - Build appropriate private label offering, including introduction of premium David Jones Collection
  - Optimise CRG concession brands
  - Implement new value chain merchandise systems
- **Drive synergies and efficiencies**
  - Rental benefits from regional bargaining power
  - Upgrade systems and IT platform
  - Centralise supply chain, logistics and support services
  - Leverage Group sourcing



# COUNTRY ROAD GROUP

# COUNTRY ROAD GROUP

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- **Build stronger, more profitable customer relationships**
  - Optimise current brand loyalty programmes
  - Improve functionality of CRM platform
  - Drive cross shopping between brands
- **Towards connected retail**
  - Continue to lead online performance, with sales target of 20% online sales by 2020
  - Invest in innovative digital development focused on mobile and personalisation
  - Optimise channel mix and profitability
  - Drive profitability in David Jones and South Africa



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- **Be a leading fashion retailer in the southern hemisphere**
  - Increase focus on design in Country Road and Witchery womenswear
  - Introduce more trans-seasonal merchandise to account for changing weather patterns
  - Improve core business performance of Country Road
    - New Managing Director, Head of Planning and Head of Design appointed
    - Launch of “Simple Things” campaign, celebrating the essence of the brand by combining iconic pieces with strong vision of modern, diverse, Australian style
- **Drive synergies and efficiencies**
  - Develop value chain optimisation programme
  - Leverage Group sourcing
  - Drive efficiencies in the Melbourne-based Omni-channel Fulfilment Centre
  - Build our people talent pools through strong employee value proposition

# ADDITIONAL INFO

# TRADING SPACE

	Jun 2016 000m <sup>2</sup>	Jun 2015 000m <sup>2</sup>	% change	Projected Jun 2017 000m <sup>2</sup>	% change	Projected Jun 2018 000m <sup>2</sup>	% change	Projected Jun 2019 000m <sup>2</sup>	% change
<b>Woolworths Clothing &amp; GM</b>	<b>459</b>	<b>440</b>	<b>4.3</b>	<b>472</b>	<b>2.8</b>	<b>494</b>	<b>4.7</b>	<b>509</b>	<b>3.0</b>
South Africa	418	397	5.3	428	2.4	448	4.7	462	3.1
Rest of Africa	41	43	(4.7)	44	7.3	46	4.5	47	2.2
<b>Woolworths Food</b>	<b>224</b>	<b>205</b>	<b>9.3</b>	<b>242</b>	<b>8.0</b>	<b>256</b>	<b>5.8</b>	<b>269</b>	<b>5.1</b>
South Africa	217	198	9.6	234	7.8	248	6.0	261	5.2
Engen	2	2	–	3	50.0	3	–	3	–
Rest of Africa	5	5	–	5	–	5	–	5	–
<b>David Jones</b>	<b>471</b>	<b>455</b>	<b>3.5</b>	<b>462</b>	<b>(1.9)</b>	<b>481</b>	<b>4.1</b>	<b>495</b>	<b>2.9</b>
<b>Country Road Group*</b>	<b>118</b>	<b>111</b>	<b>6.3</b>	<b>120</b>	<b>1.7</b>	<b>122</b>	<b>1.7</b>	<b>124</b>	<b>1.6</b>
Australasia	102	98	4.1	104	2.0	105	1.0	106	1.0
South Africa	16	13	23.1	16	–	17	6.3	18	5.9

\* Includes 22 540m<sup>2</sup> CRG brand concessions in David Jones stores



# STORE LOCATIONS

	Jun 2016	Jun 2015	Growth	Projected Jun 2017	Growth	Projected Jun 2018	Growth	Projected Jun 2019	Growth
<b>Woolworths Clothing &amp; GM</b>	<b>285</b>	<b>279</b>	<b>6</b>	<b>288</b>	<b>3</b>	<b>297</b>	<b>9</b>	<b>301</b>	<b>4</b>
South Africa	220	214	6	219	(1)	226	7	228	2
Rest of Africa	65	65	–	69	4	71	2	73	2
<b>Woolworths Food</b>	<b>410</b>	<b>397</b>	<b>13</b>	<b>426</b>	<b>16</b>	<b>445</b>	<b>19</b>	<b>458</b>	<b>13</b>
South Africa*	321	311	10	329	8	341	12	345	4
Engen	68	62	6	75	7	81	6	89	8
Rest of Africa	21	24	(3)	22	1	23	1	24	1
<b>David Jones</b>	<b>40</b>	<b>38</b>	<b>2</b>	<b>43</b>	<b>3</b>	<b>47</b>	<b>4</b>	<b>49</b>	<b>2</b>
<b>Country Road Group**</b>	<b>660</b>	<b>623</b>	<b>37</b>	<b>677</b>	<b>17</b>	<b>686</b>	<b>9</b>	<b>695</b>	<b>9</b>
Australasia	568	545	23	585	17	591	6	597	6
South Africa	92	78	14	92	–	95	3	98	3

\* Of which 164 are standalone Food stores

\*\* Includes 161 CRG brand concessions in David Jones stores. CRG brand concessions may extend over multiple pads

CONTRIBUTION TO WOOLWORTHS SALES

% of sales spent on Woolworths cards	Jun 2016	Jun 2015
Clothing & GM	22.5%	23.2%
Food	10.3%	11.0%
<b>Aggregate Woolworths card contribution</b>	14.7%	15.5%
Credit card	1.6%	1.3%
<b>Aggregate Woolworths and credit card contribution</b>	16.2%	16.8%

# DAVID JONES

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## INCOME STATEMENT (IN RANDS)

	12 months Jun 2016 Rm	11 months Jun 2015 Rm
<b>Turnover and concession sales</b>	<b>23 218</b>	<b>17 918</b>
Concession sales	(8 033)	(5 788)
<b>Turnover – own buy</b>	<b>15 185</b>	<b>12 130</b>
Cost of sales	8 283	6 357
<b>Gross profit – own buy</b>	<b>6 902</b>	<b>5 773</b>
Concession and other revenue	1 902	1 337
<b>Gross profit</b>	<b>8 804</b>	<b>7 110</b>
Expenses	7 157	5 734
Store costs	5 952	4 804
Other operating costs	1 205	930
<b>Department store operating profit</b>	<b>1 647</b>	<b>1 376</b>
Financial services operating profit	192	156
<b>Adjusted operating profit</b>	<b>1 839</b>	<b>1 532</b>

# DAVID JONES

## BALANCE SHEET

	Jun 2016 A\$m	Jun 2015 A\$m	% change
<b>Assets</b>			
Property, plant and equipment	1 067	1 043	2.3
Goodwill and brands	1 344	1 344	–
Intangible assets	32	13	>100
Inventories	208	199	4.5
Accounts receivable, tax and deferred tax	155	143	8.4
Cash	29	20	45.0
<b>Total assets</b>	<b>2 835</b>	<b>2 762</b>	<b>2.6</b>
Non-current and current non-interest bearing liabilities	(598)	(555)	7.7
<b>Capital employed</b>	<b>2 237</b>	<b>2 207</b>	<b>1.4</b>
Year-end exchange rate (R/A\$)	11.2	9.3	

# COUNTRY ROAD GROUP

## INCOME STATEMENT (IN RANDS)

	Jun 2016 Rm	Jun 2015 Rm	% change
<b>Turnover</b>	<b>10 647</b>	<b>9 081</b>	<b>17.2</b>
Cost of sales	4 334	3 544	22.3
<b>Gross profit</b>	<b>6 313</b>	<b>5 537</b>	<b>14.0</b>
Other revenue	39	34	14.7
Expenses	5 317	4 513	17.8
Store costs	3 896	3 243	20.1
Other operating costs	1 421	1 270	11.9
<b>Adjusted operating profit</b>	<b>1 035</b>	<b>1 058</b>	<b>(2.2)</b>

# COUNTRY ROAD GROUP

## BALANCE SHEET

	Jun 2016 A\$m	Jun 2015 A\$m	% change
<b>Assets</b>			
Property, plant and equipment	158	159	(0.6)
Intangible assets	161	146	10.3
Inventories	133	118	12.7
Accounts receivable, tax and deferred tax	75	67	11.9
Cash	22	12	83.3
<b>Total assets</b>	<b>549</b>	<b>502</b>	<b>9.4</b>
Non-current and current non-interest bearing liabilities	(178)	(177)	0.6
<b>Capital employed</b>	<b>371</b>	<b>325</b>	<b>14.2</b>
Year-end exchange rate (R/A\$)	11.2	9.3	

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