

WOOLWORTHS HOLDINGS LIMITED

ABRIDGED GOOD BUSINESS JOURNEY REPORT

2025



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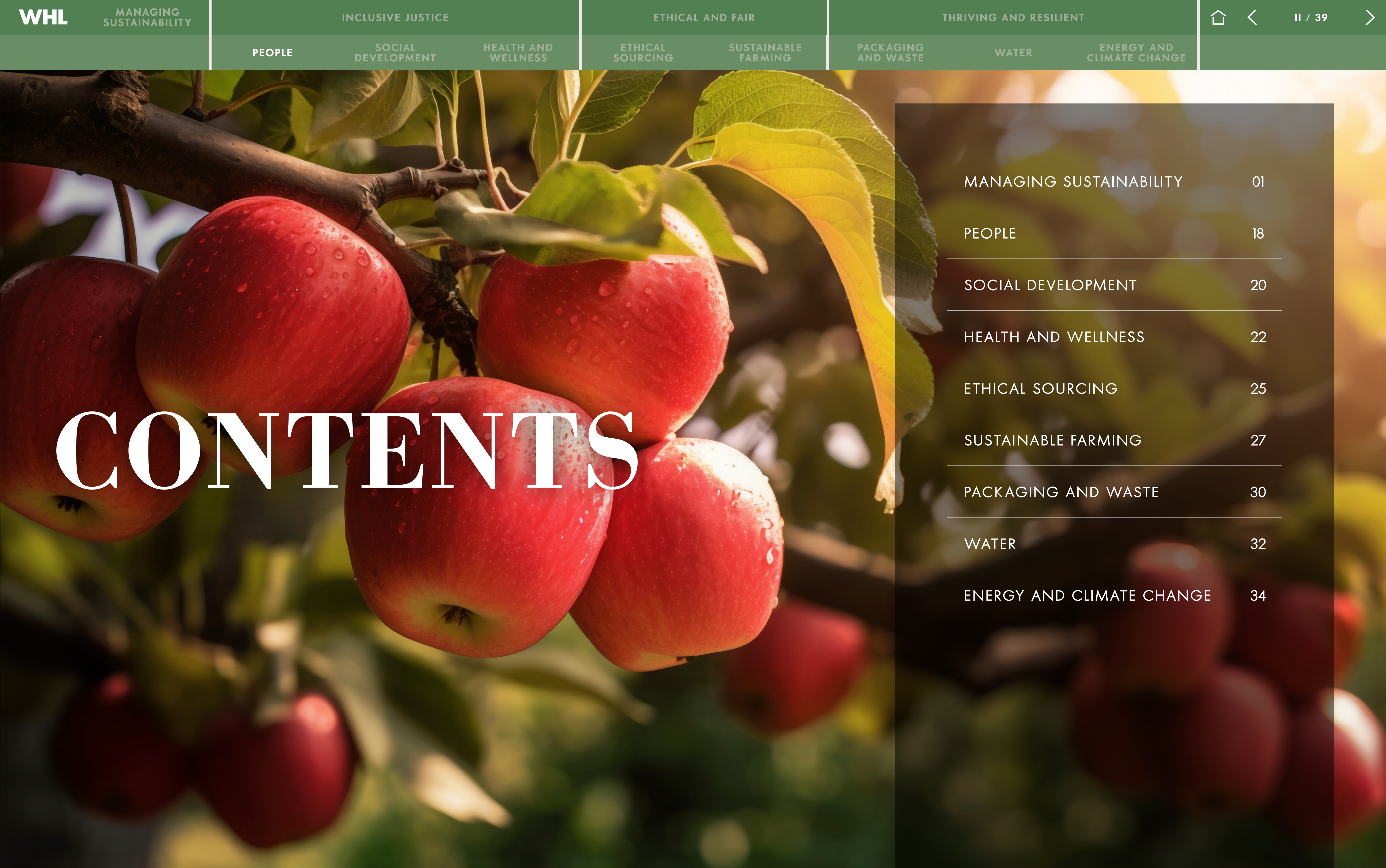
OUR INTEGRATED ANNUAL REPORTING SUITE

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 REPORT	2025 Integrated Annual Report	Provides a review of our material matters, risks and opportunities. Communicates how our strategy, governance and performance create value for our stakeholders in the short, medium, and long term. Together with the rest of the suite, this report aims to meet the information needs of investors, debt providers and all our other stakeholders.	- International Integrated Reporting Council’s International <IR> Framework - Companies Act, No 71 of 2008, as amended (Companies Act) - JSE Listings and Debt and Specialist Securities Listing Requirements - King IV™ Report on Corporate Governance for South Africa, 2016 (King IV™)* - United Nations Sustainable Development Goals (SDGs)	   
 GOVERNANCE REPORT Incorporating the Social and Ethics and Remuneration Reports	Part of the 2025 Integrated Annual Report, with extracts published separately online	Outlines our approach to governance, governance structures, processes and policies. Is of interest to a range of stakeholders, including investors, ESG rating agencies, employees, regulators, suppliers, customers and members of society.	- King IV™ - Global Reporting Initiative (GRI) Standards - Companies Act - JSE Listings and Debt and Specialist Securities Listing Requirements - Other applicable laws, regulations, and best-practice principles	  
 THIS REPORT	2025 Good Business Journey (GBJ) Report	Supports our vision to be one of the world’s most responsible retailers by addressing sustainability challenges and opportunities. Outlines how we create positive economic, societal, and environmental impacts. Is of interest to investors, our people, non-governmental organisations (INGOs), ESG rating agencies, and our customers.	- GRI - JSE Sustainability and Climate Disclosure Guidance - Task Force on Climate-related Financial Disclosures (TCFD)/IFRS S2 Climate-related Disclosures - UN SDGs - King IV™	    
 FINANCIAL REPORTS	2025 Group Annual Financial Statements (AFS) 2025 Analyst Presentation booklet and webcast	Details the Group’s financial position and performance. Is of interest to equity and debt investors, credit rating agencies, regulators, and other stakeholders. The Analyst Presentation provides a summary of our financial results and an update on our strategy and outlook.	- IFRS® Accounting Standards as issued by the International Accounting Standards Board (IASB®) (IFRS Accounting Standards) - Companies Act - JSE Listings and Debt and Specialist Securities Listing Requirements	 
 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 are intended for shareholders who want to participate in the Group’s AGM. The Notice provides the summarised Group results for the year.	- JSE Listings and Debt and Specialist Securities Listing Requirements - Companies Act - King IV™	 

REPORT ASSURANCES

Integrated Annual Report: Reviewed by directors and management but not externally assured; financial content aligned to the AFS. **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:** For more information about this report or to provide feedback, please email us at InvestorRelations@woolworths.co.za

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OUR ABRIDGED GOOD BUSINESS JOURNEY REPORT

Woolworths Holdings Limited (WHL or the Group) is pleased to present its 2025 Annual Sustainability Report for the 52 weeks ended 29 June 2025. The report provides an overview of our Good Business Journey (GBJ).

SCOPE AND BOUNDARY OF THIS REPORT

This is the abridged version of the full 2025 GBJ report. It covers Woolworths Proprietary Limited (Woolworths or WSA) and Country Road Group (CRG). The report provides an overview of our sustainability strategy, progress, and future plans. It should be read with the 2025 IAR and 2025 AFS for comprehensive information on our strategy and performance. The principles of the precautionary approach guide our governance, enterprise risk framework, and strategy. A mapping of the complete GBJ report against these reporting frameworks can be found [here](#).

REPORTING FRAMEWORK

The sustainability and reporting frameworks applied or referenced in this report include:

- GRI Standards
- JSE Sustainability and Climate Disclosure Guidance
- TCFD/IFRS S2 Climate-related Disclosures
- UN SDGs
- King IV

FORWARD-LOOKING STATEMENTS

Certain statements in this report may constitute forward-looking statements. Such statements involve risk and uncertainty because they relate to future events and circumstances that may be beyond the Group's control. Therefore, the directors advise readers to use caution when interpreting any forward-looking statements in the report.

APPROVAL AND ASSURANCE

The Group considers it crucial to obtain an independent opinion on our progress to maintain credibility with our stakeholders. We engaged Environmental Resources Management Southern Africa (ERM) to perform a 'Moderate' Type II level assurance engagement following the AccountAbility AA1000 Assurance Standard (AA1000AS v3) for the following information:

- AccountAbility AA1000 Principles of inclusivity, materiality, responsiveness, and impact

- Assertions of the governance and management disclosures and management approach disclosures on social development, ethical sourcing, packaging and waste, water, and energy and climate change
- Selected key performance indicators (KPIs). The basis of measurement of these KPIs can be found [here](#)

The scope of information assured by ERM is set out in its [Independent Assurance Statement](#) and also denoted with the following symbol in this report: ^{MA}

We obtain other verifications and assurances over different aspects of our GBJ through various audit, technical, and scientific experts. We document these in an Assurance Summary [appendix](#) to this report. We believe that the combination of internal management controls, risk and compliance programmes, and verification and assurance processes provides appropriate combined assurance coverage for our material focus areas.

This report was reviewed and approved by the Sustainability Committee on 29 September 2025.

NAVIGATING OUR REPORT

OUR SUSTAINABILITY REPORTING SUITE

We publish this report and accompanying appendices as a suite of reports meant to be read together. Our full suite can be found on our website.

REPORTS

- Good Business Journey Report
- Good Business Journey Abridged Report
- Climate Report (TCFD/IFRS S2)
- Key sustainability indicators

ASSURANCE

- ERM Independent Verification Statement
- Good Business Journey Assurance Criteria
- Assurance summary
- Carbon footprint verification
- B-BBEE Certificate

REPORTING FRAMEWORKS

- GRI Index
- JSE Sustainability and Climate Change Guidance Index
- Mapping of Vision 2025+ goals to UN SDGs

EXTERNAL SUBMISSIONS

- CDP submission
- Ellen MacArthur Foundation submission for the 2024 financial year

OTHER

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

GBJ FOCUS AREAS

Our GBJ enables a consistent approach to managing sustainability topics across the Group. The programme has eight key focus areas:



INCLUSIVE JUSTICE



PEOPLE



SOCIAL DEVELOPMENT



HEALTH AND WELLNESS



ETHICAL AND FAIR



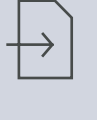
ETHICAL SOURCING



SUSTAINABLE FARMING



THRIVING AND RESILIENT



PACKAGING AND WASTE



WATER



ENERGY AND CLIMATE CHANGE

NAVIGATING OUR REPORT

This report is only available digitally. It is interactive and can be navigated using the tools shown below:



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ADOBE ACROBAT READER

2025 SUSTAINABILITY REPORTING SUITE

JOINT SOCIAL AND ETHICS AND SUSTAINABILITY COMMITTEES’ REPORT

We operate in an increasingly complex global environment marked by geopolitical and economic volatility. The undeniable effects of climate change 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 to these environmental challenges in a way that is strategic and appropriate to our business. It also enables us to respond to widening inequality by empowering people, promoting equity, and supporting thriving communities.

The GBJ is now in its 18th year. It is deeply embedded in our business model and differentiates us in the marketplace. Through our Vision 2025+ strategy, we have made tangible progress in the three pillars of our sustainability agenda: Inclusive Justice, Ethical and Fair, and Thriving and Resilient.

The Social and Ethics Committee fulfilled its statutory mandate during the year. Its primary focus was on monitoring and guiding the Group’s progress in advancing inclusive justice. This included deepening our efforts in people development, health and wellness, and social upliftment, which are central to our Inclusive Justice Initiative.

The Sustainability Committee also fulfilled its mandate. It ensured that the Group’s sustainability strategy positions us as a leader in responsible retailing, with sustainability embedded operationally. This included reviewing climate change impacts on the value chain to ensure strategic alignment, risk mitigation, and identification of sustainability opportunities. 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 are committed to our advocacy of women’s empowerment and gender equality. Last year, we stated our ambition to reach ‘Achiever’ status in the UN Women’s Empowerment Principles gender gap assessment by 2025. We are pleased that we reached this milestone and are well on the way to achieving ‘Leader’ status.

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 launch of the health insurance benefit for permanent store and supply chain employees marked a milestone in our Just Wage journey. Our employee wellness offering now integrates affordable healthcare as well as death, disability, and funeral benefits in a more accessible way.

The Community Inclusive Justice Institute NPC, established in 2024, completed a strategic review of our community education programmes. The aim was to ensure our programmes align with our educational priorities. The review also identified opportunities for enhanced impact through the Making the Difference Programme and our partnership with the National Education Collaboration Trust.

Our food security efforts include surplus food donations and the Living Soils Community Learning Farm. These contributed to 52.5 million meals and empowered young farmers with regenerative agriculture skills. The Living Soils Farm underwent a significant land expansion, tripling its output for the year.

Our stakeholder perception surveys measure various metrics across our three core roles, as a retailer, an employer, and a corporate citizen. The latest results show that stakeholders continue to trust our business across all three dimensions. The insights confirm the importance of our focus on ethical leadership, stakeholder engagement, and social impact as integral to long-term value creation.

ETHICAL AND FAIR

The Group progressed from foundational to full membership of the Ethical Trade Initiative (ETI). This underscores our commitment to fair labour practices that safeguard human rights and protect workers in our supply chain from exploitation and abuse. It also reflects our active engagement with the ETI’s corporate transparency framework, which sets out reporting requirements for company members. We aim to move beyond disclosure requirements by embedding best practice principles in our reporting and operations.

We also made strides in our efforts to ensure transparency in our supply chain. Woolworths FBH and Country Road Group previously published their tier 1 supplier lists and are now mapping their tier 2 suppliers.

As disclosed last year, our Vision Zero goal is to eliminate all pesticide residue on our food products by 2035. To this end, we developed a comprehensive roadmap and launched the first phase of the initiative. This focuses on generating data-driven insights and building industry partnerships to advance research and innovation in alternatives to synthetic pesticides.

THRIVING AND RESILIENT

We are committed to a just transition to a low-carbon economy and achieving net zero emissions by 2040. This year, the Group’s Scope 1 and 2 emissions decreased by 34% against the 2019 baseline. In addition, we are reporting on all relevant but previously unreported Scope 3 categories, making this year’s emissions disclosure our most comprehensive to date.

A highlight this year was our inclusion in the CDP’s Supplier Engagement Assessment A-List. To be included, companies must perform well on governance, Scope 3 emissions, and value chain engagement. This is a testament to our work with suppliers to reduce our environmental impact.

We aim to achieve Green Star certification for new Country Road and Trenery stores in Australia. Our Country Road: V&A Waterfront store received a 5-star Green Star rating from the Green Building Council South Africa, becoming the first Country Road store to achieve this rating outside of Australia. Trenery also received its first 5-star rating for the Trenery Brighton store in Australia. This brings the number of CRG stores with Green Star certification to 23.

We continue to reduce waste sent to landfill across our value chain. Woolworths expanded its plastic barrier bag phaseout trial to more stores, and aims to extend this to all Food stores. We are also trialling tethered caps on our juice and milk bottles to stop bottle caps from leaking into the environment and not being recycled.

LOOKING AHEAD

Having assessed the Vision 2025+ strategy in this year, the committee concluded that the strategic framework, including the current strategic pillars, remains sound and appropriate beyond 2025.

Over the coming year, we will review – and where necessary, revise – our targets to ensure they remain fit for purpose in light of current conditions, with particular emphasis on aligning them with our broader operational realities and our vision to be one of the world’s most responsible retailers.

We thank our executives for their effective leadership. We thank our fellow Board members, and most importantly, our employees, for their valuable contributions to advancing our GBJ strategy.

Sincerely



Belinda Earl
Sustainability Committee
Chairman



Thembisa Skweyiya
Social and Ethics
Committee Chairman

OUR GROUP

The Group consists of two omni-channel segments, Woolworths South Africa (Woolworths or WSA) and Country Road Group (CRG). The Group is recognised for its focus on quality, innovation, and sustainable business practices. Its award-winning Good Business Journey programme drives environmental and social responsibility across the value chain.

Woolworths includes the Woolworths Food, Woolworths Fashion, Beauty and Home (FBH) businesses, and Woolworths Financial Services (WFS). WFS provides financial services to Woolworths customers and is a joint venture with Absa Group Limited.

Country Road Group is an Australian house of brands, and it includes the Country Road, Trenery, Witchery, Poltix, and Mimco brands.

Each business engages customers through dedicated loyalty programmes. These drive personalisation, acquisition, frequency and spend, and strengthen customer engagement and long-term loyalty.



WOOLWORTHS

Woolworths Food



OFFERING

A mainly Woolworths-branded range of high-quality, innovative, and sustainable food products, complemented by a curated selection of customers' most sought-after proprietary brands, enabling customers to complete their entire shop with us



BASED IN

South Africa, and trading in South Africa and a further 6 countries in Southern Africa



309 217M²

trading space across 669 store locations

65%

contribution to Group turnover and concession sales

69%

contribution to Group adjusted EBIT

6.6%

online sales contribution, with sales fulfilled from physical stores, available for scheduled, Click-and Collect or on-demand delivery

3.5M

active loyalty members, tracking 87% of revenue

Woolworths Fashion, Beauty and Home

OFFERING

Trusted, quality wardrobe essentials, edited relevant fashion, beauty and homeware, and highly selective offering of third-party brands that enhance the overall customer shopping experience



BASED IN

South Africa, and trading in South Africa and a further 10 countries in Southern Africa



421 849M²

trading space across 292 store locations

19%

contribution to Group turnover and concession sales

31%

contribution to Group adjusted EBIT

6.6%

online sales contribution, with sales fulfilled from dedicated distribution facility, available for home delivery



34 967

employees

89%

targets achieved on sustainability scorecard

COUNTRY ROAD GROUP

OFFERING

Stylish, high-quality
apparel, accessories,
footwear, and homeware



BASED IN

Australia, and trading in Australia,
New Zealand, and South Africa



101 031M²

trading space across 630 store locations

2.3M

active loyalty members, tracking 73% of sales



15%

contribution to Group turnover
and concession sales

-4.1%

contribution to Group adjusted EBIT

28.6%

online sales contribution, with sales
fulfilled from dedicated Omni-channel
Fulfilment Centre, available for scheduled
or Click-and-Collect delivery



5 201

employees

84%

targets achieved on sustainability scorecard

GOVERNANCE AND MANAGEMENT OF OUR GOOD BUSINESS JOURNEY

VISION 2025+
PILLARS COVERED

The Board is ultimately responsible for our GBJ. The Board’s Sustainability Committee and Social and Ethics Committee support the Board in this regard. The Board delegates operational responsibility for the GBJ to the WHL Chief Executive Officer and 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 performance. They report twice yearly against sustainability and corporate scorecards on the business’s GBJ performance. They are supported by teams across the business who integrate our GBJ into day-to-day operations.

These teams participate in an internal Sustainability Steering Committee that meets quarterly to share progress updates and GBJ-related trends and content. They are supported in delivering the GBJ strategy by various policies, position statements, and internal reporting systems for data and information collection and reporting.

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

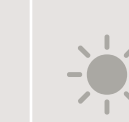
BOARD OVERSIGHT

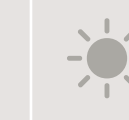
1	WHL Board			
	WHL Board Sustainability Committee			
2	WHL Board Social and Ethics Committee			

MANAGEMENT OVERSIGHT

3	ExcOs			
4	Group Sustainability Officer			
	Director of Corporate Affairs and Group People Director			

CO-ORDINATION AND IMPLEMENTATION

5	Sustainability, Corporate Affairs, and Human Resources teams			
6	Scorecards, Sustainability Steering Committee			

7	Policies and position statements			
8	Reporting systems			

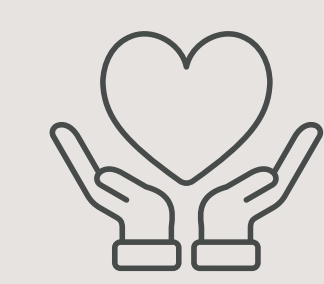
THE GOOD BUSINESS JOURNEY

The GBJ is central to the Group’s strategy and supports our vision to be one of the world’s most responsible retailers. For more information on the Group’s strategic framework, refer to the Integrated Annual Report.

The GBJ strategy for 2025 and beyond is known as Vision 2025+ and will enable 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.

Vision 2025+ has three pillars and eight focus areas. Each pillar and focus area has ambitious goals that capture the overall strategic intent of Vision 2025+. The focus areas and goals inform clearly defined strategies and management approaches. Our progress against our Vision 2025+ goals over the past five years is available on our website along with this report.

The Woolworths Holdings Limited Board (Board) concluded that Vision 2025+, its strategic pillars and underlying goals remains sound and appropriate beyond 2025.



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



PURPOSE
ADDING QUALITY TO LIFE



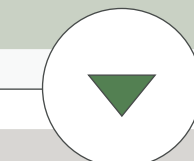
VISION
TO BE ONE OF THE WORLD’S
MOST RESPONSIBLE RETAILERS



STRATEGIC ENABLER
GOOD BUSINESS JOURNEY



VISION 2025+ PILLARS



INCLUSIVE JUSTICE

We care for our people and are committed to being a diverse and inclusive business, enhancing the wellbeing of our employees, customers, and communities



PEOPLE



SOCIAL DEVELOPMENT



HEALTH AND WELLNESS



ETHICAL AND FAIR

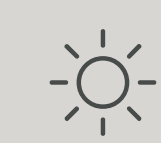
We care how our products are made, and are committed to a fully transparent, traceable, and ethical supply chain



ETHICAL SOURCING



SUSTAINABLE FARMING



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



PACKAGING AND WASTE



WATER



ENERGY AND CLIMATE CHANGE



FOR GOALS AND TARGETS PER PILLAR, REFER TO THE SECTION ON MEASURING OUR PROGRESS AGAINST VISION 2025+

UNDERLYING PRINCIPLES: TRANSPARENCY, CIRCULARITY, INNOVATION, COLLABORATION

MEASURING OUR PROGRESS AGAINST VISION 2025⁺

 INCLUSIVE JUSTICE	PROGRESS	READ MORE	 ETHICAL AND FAIR	PROGRESS	READ MORE	 THRIVING AND RESILIENT	PROGRESS	READ MORE
Achieve B-BBEE level 4 by 2025			Have a fully transparent, traceable, and ethical supply chain by 2025			All private-label products to support regenerative farming practices by 2030		
Move from ‘Improver’ to ‘Achiever’ in the UN Women’s Empowerment Principles assessment by 2025			Develop a roadmap by 2022 for achieving a living wage for all workers across our supply chain			All our packaging to be reusable or recyclable by 2022		
Complete our Just Wage journey to exceed retail and legislative minimum rates			Responsibly source all key commodities from traceable sources by 2025			Halve food loss and waste in our own operations and across our top 30 suppliers by 2030		
Implement our Employment Equity Plan for the period until 2025, and achieve compliance status			All private-label products designed to be reused, repaired, resold or recycled by 2025			Work with our suppliers and partners to create net positive water impact in water-stressed basins in our value chain by 2050		
			All private-label clothing, beauty, and home products to contain at least one renewed, reused or recycled product material input by 2030			Achieve net zero carbon impact by 2040		
						Source 100% of our energy from renewable sources by 2030		
Related UN SDGs			Related UN SDGs			Related UN SDGs		
1 NO POVERTY 4 QUALITY EDUCATION 5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES			1 NO POVERTY 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 15 LIFE ON LAND			2 ZERO HUNGER 6 CLEAN WATER AND SANITATION 7 AFFORDABLE AND CLEAN ENERGY 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION		

For more information on each goal – including the definition, why we set it, how we plan to achieve it, challenges we face, KPIs used to measure and report our performance, and baseline data – refer to the Our Goals section on the website.

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

INCLUSIVE JUSTICE



Woolworths introduced compulsory health insurance for store and distribution centre staff. This is a first for the retail industry.



Woolworths scored 64% in the UN Women's Empowerment Principles gender gap assessment, exceeding our 50% target and earning 'Achiever' status.



The global Top Employers Institute certified Woolworths as a Top Employer for 2025. Additionally, we were named first runner-up at the 2024 GradStar Students' Choice Awards.



Woolworths and the Desmond & Leah Tutu Legacy Foundation launched the Re-imagine Freedom series to spark a national dialogue on marginalisation and strengthen the diversity intelligence of our top leaders.



After a successful launch, Woolworths implemented the second round of our young entrepreneur programme, Youth Makers.



Woolworths launched our IJI Masterplan, which will enable us to achieve our inclusive justice aim across all our spheres of influence.



Woolworths has established a R200 million mandate to support the growth of qualifying black-owned MSMEs through the Enterprise Inclusive Justice Institute.

ETHICAL AND FAIR



The Group graduated from foundation phase to full membership of the ETI.



Woolworths Food began the first phase of the Vision Zero programme, which aims to help suppliers find ways of controlling pests and diseases without using pesticides.



Woolworths expanded its responsible sourcing by including tree nuts such as almonds, cashews, and hazelnuts in our targeted key commodities.



CRG updated our living wage benchmarks to better assess wage gaps among our tier 1 suppliers.



89.9%^{MA} of Woolworths Food's private-label products have at least two sustainability attributes.



Woolworths Food together with WWF-SA implemented four projects to improve fishing practices and reduce environmental impacts.

THRIVING AND RESILIENT



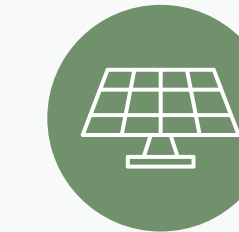
CRG received its first Green Star certification in South Africa, achieving 5 stars for its upgraded V&A Waterfront store.



Following the launch of its first AxlePower refrigeration trailer, Woolworths added 11 more units to its fleet.



WHL was included in CDP's Supplier Engagement Assessment A-list for the 2024 disclosure cycle.



We expanded our solar capacity at head office to 507 kWp, which will enable the campus to generate approximately 730 000 kWh of renewable energy annually.



We signed our first wheeling agreement with a service provider, and are expecting the first tranche of this energy in the next year.



Country Road concluded its first three projects and announced the next four recipients for the Climate Fund.



CRG partnered with RMIT University to advance research on circular design guidelines.



Woolworths FBH transitioned from a recycling to a reuse model for its hangers, improving circularity.

OUR VALUE CHAIN

WHL is a multi-national food, fashion, beauty, and home retailer with a multi-tiered and geographically dispersed supply chain. Our sustainability impacts cut across the entire value chain, from raw material production to customers and communities.

VALUE CHAIN ELEMENTS AND STAKEHOLDERS	 RAW MATERIALS, PROCESSING, AND MANUFACTURING Suppliers (farmers, manufacturers, etc)	 DIRECT OPERATIONS - Employees - Government, regulators and lawmakers	 CUSTOMERS AND COMMUNITIES - Customers - Social and environmental partners (NGOs) - Government, regulators and lawmakers
IMPACTS AND MANAGEMENT	We support employment, including for local and small and medium businesses, through our supply chain. However, we need to ensure that the conditions under which those workers are employed and remunerated are ethical and fair, and that their human rights are respected. We also need to work with our suppliers to address potential negative environmental impacts arising from raw material production, processing, and product manufacturing. These include impacts on water quality and availability, biodiversity, deforestation, climate change, pollution, waste, and animal welfare. HOW WE ACHIEVE THIS: - Sustainable farming and fishing - Ethical sourcing - Enterprise and supplier development	In our direct operations, we create jobs, contribute to skills development, and promote workforce inclusivity and diversity. The Group’s culture and working environment aim to positively impact the health, safety, and wellbeing of our employees. We need to address potential negative impacts from our direct operations. These include impacts on water quality and availability, carbon emissions, pollution, and waste. HOW WE ACHIEVE THIS: - Water- and energy-efficiency initiatives - Waste reduction initiatives - Health and wellness initiatives	We aim to positively impact the health and wellbeing of our customers through our store experience, product safety procedures, and wide product offering. We give back to our local communities and empower our customers to do the same through social development programmes and cause-related products. We need to mitigate the impacts of our product and packaging waste on customers and local communities. HOW WE ACHIEVE THIS: - Driving packaging innovation - Recycling facilities in-store - Surplus food and clothing donations to organisations
IMPACT MAGNITUDE	HIGH	MODERATE	LOW
RELATED GBJ FOCUS AREAS ¹			

¹ Read more about our impacts and how we manage them in the individual focus area chapters in this report.

RISK AND MATERIALITY

We identify and assess our sustainability risks and material issues annually. Vision 2025 and 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 develop risk registers for key business areas to ensure we document all identified risks, weighted and prioritised according to the agreed risk assessment method, and 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 Integrated Annual Report.



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, and a desktop review of peer sustainability reports, media and news articles, global collective commitments, and global sustainability and reporting tools and indices. This is supplemented by formal external stakeholder engagement every three to five years.

We performed a materiality refresh exercise this year. This was done through internal stakeholder engagement, engagement with selected external stakeholders, and a desktop review.

As part of our annual review, material sustainability-related matters were tabled during the February 2025 Sustainability Committee. 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:

- 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
- Fostering gender equality, diversity, inclusivity, and equity in the workplace, including addressing remuneration gaps and paying fair wages

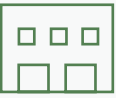
While not classified as a sustainability-related material matter, the growing demands of sustainability reporting and evolving legislative requirements have been identified as emerging areas of focus, and we continue to monitor them closely.



RISK AND MATERIALITY CONTINUED

	CLIMATE CHANGE	WATER	BIODIVERSITY LOSS	PACKAGING, WASTE, AND THE CIRCULAR ECONOMY	RESPONSIBLE SOURCING, TRANSPARENCY, AND TRACEABILITY
MATERIAL MATTERS	Climate change will have far-reaching impacts across our value chain, presenting physical and transition risks. To ensure our long-term sustainability, we must adapt to climate change and mitigate its effects while working towards a just transition.	Much of our supply chain, customer base, and direct operations are in areas where water quality and availability are at risk. We need to address water challenges in these areas to ensure continuity of our operations and product supply. We must conserve and protect this precious resource for our customers and communities.	Globally, nature is declining and species are becoming extinct at unprecedented rates. This biodiversity loss is a critical risk to our business, the health and wellness of our customers and employees, and the economy as a whole.	The world has finite resources. We must transition from a linear take-make-waste approach to a circular economy approach to business. To do this, we must fundamentally rethink how we design, use, and reuse products, plastics, and other packaging.	Multi-tiered and geographically dispersed supply chains like ours can have significant negative impacts. We need to operate in a way that respects human rights, and protects the environment and welfare of animals.
RISKS	• Threat to supply, quality, and availability of raw materials • Supply chain and logistics disruptions • Failure to engage suppliers to reduce value chain emissions • Food insecurity and food price inflation • Failing governmental and municipal infrastructure • Business disruption due to energy interruptions and/or extreme weather events • Lack of availability and increased cost of electricity and/or low-emission technology • Reduced customer demand for unsustainable products • Failure to develop a climate transition plan	• Food insecurity and food price inflation • Contamination of water resources through pollution • Changing weather patterns resulting in regional droughts • Threat to supply, quality, and availability of raw materials • Failing governmental and municipal infrastructure • Failure to comply with water regulations • Reduced customer demand for unsustainable products	• Threat to supply, quality and availability of raw materials • Food insecurity and food price inflation • Reduced customer demand for unsustainable products	• Lack of widely available recycling infrastructure and technology • Lack of cost-effective and recyclable substrates and fibre alternatives • Food waste sent to landfill due to inappropriate packaging • Reduced customer demand for unsustainable products • Increased customer demand for packaging reduction and take-back options • Increased regulations and cost of compliance with laws and regulations • Threat to supply of non-renewable raw materials	• Failure to address working conditions in the value chain: minimum wage violations, human rights abuses such as modern slavery, forced labour, child labour • Poor animal welfare practices • Inability to obtain relevant product certification • Failure to validate sustainability claims, resulting in reputational damage • Failure to ensure traceability of our products

RISK AND MATERIALITY CONTINUED

	CLIMATE CHANGE	WATER	BIODIVERSITY LOSS	PACKAGING, WASTE, AND THE CIRCULAR ECONOMY	RESPONSIBLE SOURCING, TRANSPARENCY, AND TRACEABILITY
MITIGATIONS	- Implement energy-efficiency initiatives in direct operations - Install renewable energy - Implement energy-efficient logistics and roll out electric vehicles	- Implement water-efficiency initiatives in direct operations - Implement a detox strategy to remove harmful chemicals in clothing manufacturing - Be involved in water stewardship projects in key sourcing regions - Install water tanks and handwashing stations at various schools	- Implement and support sustainable and/or regenerative farming and fishing programmes - Use alternative fibres	- Implement waste reduction and circular economy initiatives, e.g. phase out non-recyclable single-use plastic, use recycled or renewed content in products, and donate surplus products - Implement circular fashion models, such as rental and resale - Provide customer take-back facilities at stores	- Source commodities through recognised international responsible sourcing programmes and certification schemes - Mandatory compliance by suppliers with our policies and position statements, monitored through regular audits - Living wage roadmap and modern slavery reporting
CROSS-CUTTING MITIGATIONS	Implement the Factory for the Future Programme with Woolworths suppliers Work to ensure each private-label product has a sustainability attribute Ongoing training of staff and suppliers on sustainability-related topics Proactive engagement with governments, regulators, and industry Membership of sustainability-related global organisations				
PORTION OF THE VALUE CHAIN IMPACTED	 Raw materials, processing, and manufacturing  Direct operations  Customers and communities				 Raw materials, processing, and manufacturing
RELATED VISION 2025+ PILLARS	 Thriving and Resilient	 Thriving and Resilient	 Thriving and Resilient	 Thriving and Resilient	 Ethical and Fair
RELATED FOCUS AREAS	 	 	   	   	  

For more information on the material matters of the Group refer to the material matters section of the Integrated Annual Report.

GBJ STAKEHOLDER ENGAGEMENT

We engage continually 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 Integrated Annual Report.

OUR STAKEHOLDERS	THEIR NEEDS, EXPECTATIONS AND CONCERNS	HOW WE CREATE VALUE	ENGAGEMENTS IN THE YEAR	REFERENCES
We engage our customers to embed customer insights into decision-making and ensure product relevance, value, and trust.	- Ethical sourcing - Reduced packaging - Sustainable farming	- Ensuring that we grow food in a sustainable way, and that products are responsibly sourced, and readily available - Providing opportunities to support schools and other charities through our MyDifference programme	- Engaged with customers in stores, on social media and via the GBJ mailbox 1.1 million customers supported the MyDifference programme - Sponsored and participated in The Good Life Show 2024	Customer involvement Plant-forward diets
We engage and empower our employees as key enablers of strategy and influential brand ambassadors.	- Fair pay and job security - Career development - Inclusion and wellbeing - Awareness and training	- Paying our employees a ‘Just Wage’ - Investing in employee training and development - Promoting diversity, inclusion, social justice, and equality, enabled by our Inclusive Justice Initiative - Providing opportunities for workplace giving and volunteering	- Talent review forums at individual entity and business unit level - Engaged with top leaders to enhance diversity and inclusion in the Group - Engaged with people with disabilities employees to identify opportunities to improve retention - Exco chats between Woolworths employees and Exco members - Employee community engagement - Wellness Week at the Woolworths head office - Employee Assistance Programme	Talent development and retention Diversity, equity and inclusion Employee engagement Employee community involvement Employee health and wellbeing
We engage our social and environmental partners to contribute to social and economic development and build goodwill within the communities we serve.	- Economic empowerment - Leadership on social issues - Environmental accountability	- Local investment - B-BBEE compliance - Sustainability and education programmes	- Various engagements with NGO partners - Engaged with Living Soils graduates	Social development Living Soils Community Learning Farm
We engage our suppliers to maintain strong, ethical, and mutually beneficial supply chain relationships.	- Fair and ethical sourcing - Business growth support - Sustainable farming	- Enterprise and Supplier Development Programme - Helping suppliers to contribute to their communities and the environment through sustainable fishing and farming programmes, and responsible sourcing of key commodities	- Supplier training - Animal welfare training - Supplier mapping	Transparency and traceability Living wage Sustainable farming and fishing Improving animal welfare standards

STAKEHOLDER ENGAGEMENT CONTINUED

OUR STAKEHOLDERS	THEIR NEEDS, EXPECTATIONS AND CONCERNS	HOW WE CREATE VALUE	ENGAGEMENTS IN THE YEAR	REFERENCES
We engage our investment community to ensure transparent reporting, sound governance, and sustained financial performance.	• Management of economic, social, and environmental risks • Transparent and comprehensive reporting	• Sustainability-linked financial strategy	• Roadshows and investor briefings • AGM interactions	 Woolworths AGM minutes, November 2025
We engage industry organisations to shape industry standards, share knowledge, and collective sector goals.	• Best practice input • Sector-wide transformation	• Thought leadership and collaboration • Non-competitive partnerships	• Industry engagement • Participation in sustainability networks • CRG participated in the Green Building Council Australia advisory panel for evaluating store fitouts	 Our Good Food Journey  Responsible Sourcing  Fishing for the Future  Industry collaboration  Low-carbon transition  Packaging and waste
We engage government, regulators, and lawmakers to contribute to national goals make constructive policy inputs and ensure compliance.	• Inclusive growth • Local procurement	• Commitment to transformation, particularly for the previously disadvantaged • Advocacy on pressing regulatory issues • Using our core competencies to help solve societal problems such as food insecurity	• Government and regulatory engagement • Policy alignment in operations • Engagements with electricity supply authorities on regulatory approval processes	 Social development  Responsible marketing and advertising  Vision zero packaging waste to landfill  Low-carbon transition
We engage academic institutions to support research, talent development, and knowledge sharing.	• Academic collaboration • Sustainability insight sharing	• Hosting research trials and pilots • Participating in business-academic platforms	• Experiential learning programmes • Research partnerships	 Education  Living Soils Community Learning Farm  Farming for the Future  Talent development and retention
We engage the media to shape public perception, share key messages, and increase transparency.	• Consumer and sustainability education • Brand trust	• Providing accurate, timely updates on business and sustainability initiatives	• Regular media features • Public relations engagements • Sustainability themed posts on social media platforms	 Woolworths LinkedIn  Our Latest News  GBJ Booklet 2024

INCLUSIVE JUSTICE

We care for our people and are committed to being a diverse and inclusive business, enhancing the wellbeing of our employees, customers, and communities.

Focus areas in this pillar

PEOPLE	18
SOCIAL DEVELOPMENT	20
HEALTH AND WELLNESS	22

Related UN SDGs

1

NO
POVERTY



4

QUALITY
EDUCATION



5

GENDER
EQUALITY



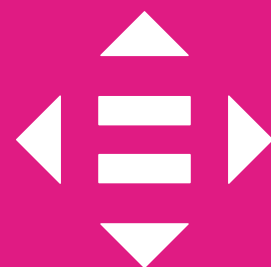
8

DECENT WORK AND
ECONOMIC GROWTH



10

REDUCED
INEQUALITIES





PEOPLE

WHY IS THIS FOCUS AREA IMPORTANT?

We are driven by our purpose of adding quality to life. In striving to achieve this, we embrace the diverse strengths of our people, focus on their development, and empower them to do their best. We are committed to creating an inclusive culture where everybody feels they belong.

In this focus area

STRATEGY & MANAGEMENT APPROACH	🌐
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OVERVIEW

PERFORMANCE SUMMARY

Woolworths scored 64% in the UNWEP Gender Gap Assessment, exceeding our 50% target and earning ‘Achiever’ status

HEADCOUNT

WHL

40 168

2024: 38 623 | 2023: 38 732



Woolworths

34 967

2024: 33 020 | 2023: 32 675



Country Road Group

5 201

2024: 5 603 | 2023: 6 057



PEOPLE WITH DISABILITIES

Total

699

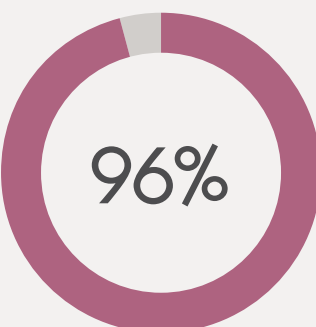
2024: 529 | 2023: 490

Black

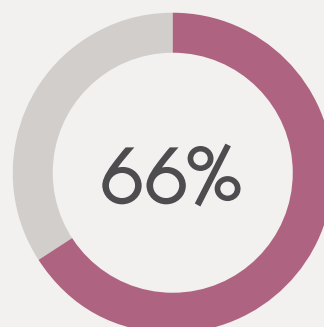
94%

2024: 92% | 2023: 92%

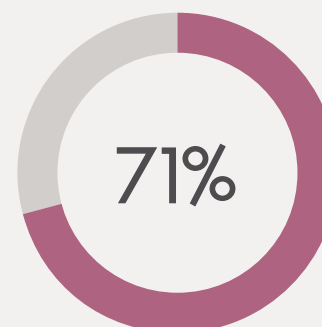
EMPLOYMENT EQUITY EMPLOYEES IN WOOLWORTHS



Permanent



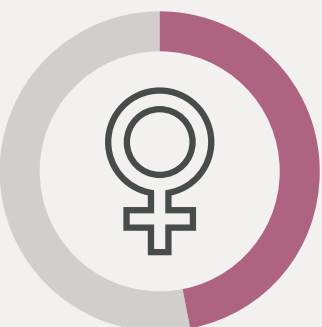
Women



Middle to top
management

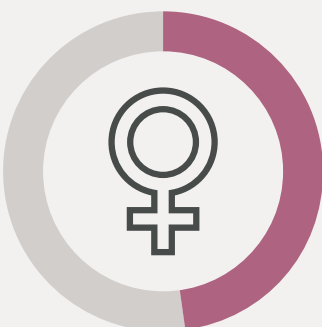
WOMEN IN TOP AND SENIOR MANAGEMENT

Woolworths



47%

Country Road Group



48%

GENDER REPRESENTATION

Woolworths



Female

66%



Male

34%

Country Road Group



Female

89%



Male

11%

Woolworths is recognised as a Level 4 B-BBEE contributor

HIGHLIGHTS

- CRG published its revised and enhanced Respect@Work policies, procedures and guides
- Woolworths conducted accessibility audits at our head office campus to enhance inclusion for employees living with disabilities

LOWLIGHTS

- Internal hiring constraints and the scarcity of employment equity talent in key business areas continue to challenge Woolworths’ employment equity goals

LOOKING AHEAD

- We will continue to address gaps in our policies and practices regarding women’s rights
- We will explore ways to expand corporate employment opportunities for people with disabilities that emphasise job flexibility and support

SOCIAL DEVELOPMENT

WHY IS THIS FOCUS AREA IMPORTANT?

As a responsible corporate citizen, and in line with our commitment to Inclusive Justice, we strive to play a meaningful role in addressing the economic and societal needs and challenges of our communities.

We can only grow and sustain long-term profit in an equitable and inclusive economy with a skilled, educated, thriving, and healthy community.

In this focus area

STRATEGY & MANAGEMENT APPROACH



OVERVIEW

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OVERVIEW

HIGHLIGHTS

- Implemented a capacity development programme aimed at reducing preventable injuries among children
- The Living Soils Community Learning Farm underwent a significant land expansion, tripling its output for the year
- After a successful launch, Woolworths has implemented the second round of our young entrepreneur programme, Youth Makers

LOWLIGHTS

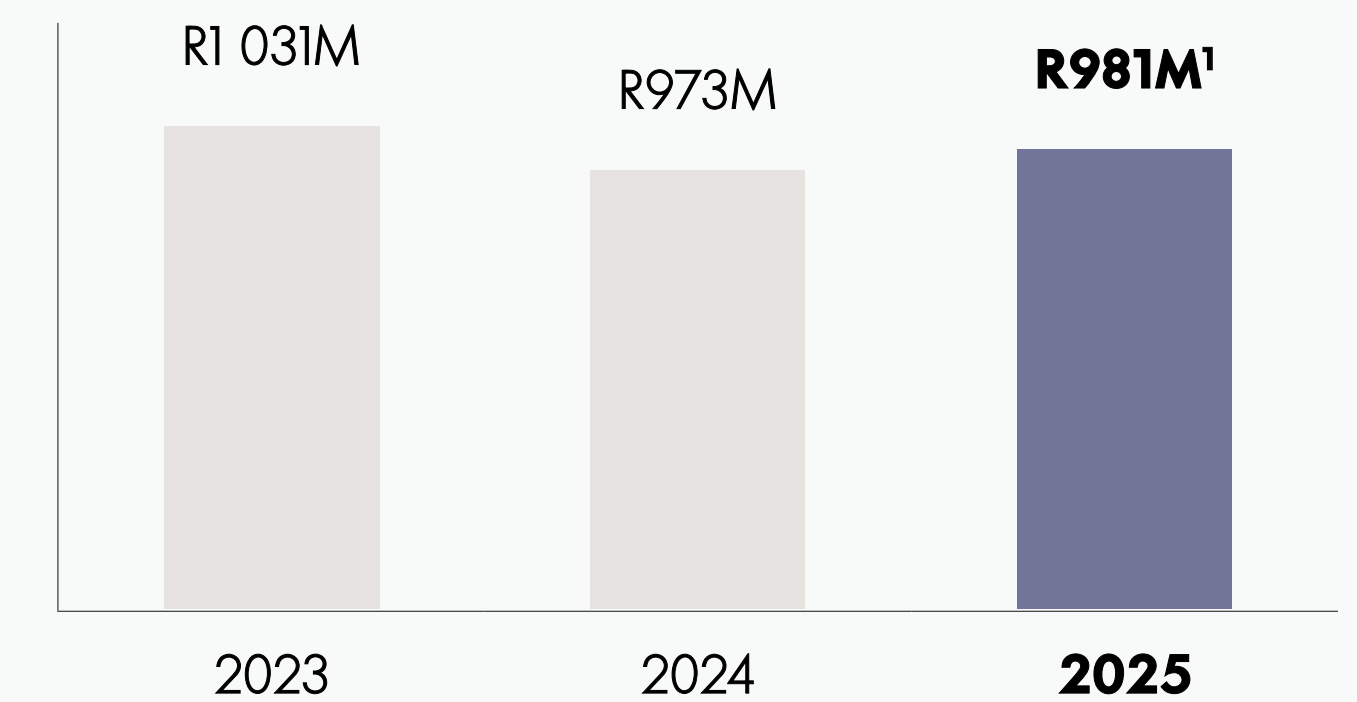
- Adverse weather conditions and unreliable water supply disrupted crop production for Living Soils and #ZeroHunger partners

LOOKING AHEAD

- We applied to zero-rate the Making The Difference (MTD) platform. This will enable access to the platform for learners in underserved communities
- We will investigate solutions to enhance crop resilience at the Living Soils farm



TOTAL GROUP COMMUNITY IMPACT CONTRIBUTION



**R94
Million**

DONATED BY MYDIFFERENCE



A\$55 144

**donated by Politix to the
Movember campaign**

2024: **A\$173 000** | 2023: **A\$120 000**

1 The FY2025 amount excludes CRG.



HEALTH & WELLNESS

WHY IS THIS FOCUS AREA IMPORTANT?

We need to create a supportive working environment that enables employees to thrive. A strong focus on employee wellbeing is also integral to our People Value Proposition. As a food retailer, we should inspire our customers to make healthy choices by providing a wide range of healthy food options.

In this focus area

STRATEGY & MANAGEMENT APPROACH	🌐
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OVERVIEW

HIGHLIGHTS

- We introduced health insurance for store and distribution centre staff that grants them greater access to general practitioners, hospitals and acute and chronic care as part of our Beyond Just Wage initiative
- Woolworths Food launched a range of dairy-free cheeses made from macadamia nuts, improving the nutrient profile of our products
- We expanded our Employee Assistance Programme to include our learnership students

LOOKING AHEAD

- We will continue to expand the number of products in our PlantLove range to support sustainable nutrition for customers
- We will adhere to the South African Department of Health's regulations relating to the advertising of foodstuffs once they are finalised

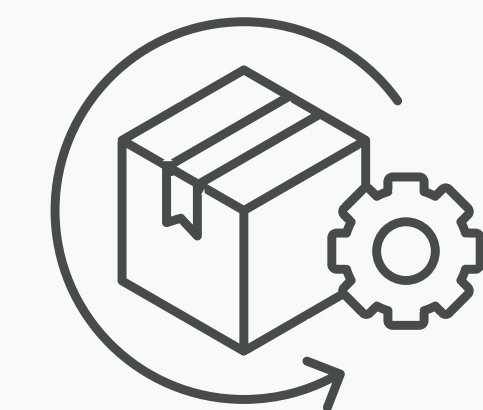


R124M

in revenue generated from
our PlantLove range



*There were no
product recalls for the
Group this year*



ETHICAL AND FAIR

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

Focus areas in this pillar

ETHICAL SOURCING	25
SUSTAINABLE FARMING	27

Related UN SDGs

1

NO
POVERTY



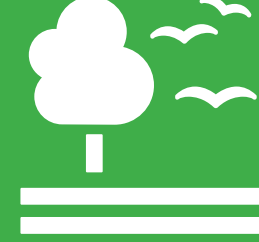
12

RESPONSIBLE
CONSUMPTION
AND PRODUCTION



15

LIFE
ON LAND





ETHICAL SOURCING

WHY IS THIS FOCUS AREA IMPORTANT?

The diverse and often complex supply chains involved in producing our products can have significant human rights and environmental risks and impacts. Our ethical sourcing programmes enable us to mitigate these risks and impacts where necessary and positively influence them where possible.

In this focus area

STRATEGY & MANAGEMENT APPROACH	
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PERFORMANCE SUMMARY

VISION 2025+ GOAL HAVE A FULLY TRANSPARENT, TRACEABLE, AND ETHICAL SUPPLY CHAIN BY 2025		VISION 2025+ GOAL DEVELOP A ROADMAP BY 2022 FOR ACHIEVING A LIVING WAGE FOR ALL WORKERS ACROSS OUR SUPPLY CHAIN		VISION 2025+ GOAL RESPONSIBLY SOURCE ALL KEY COMMODITIES FROM TRACEABLE SOURCES BY 2025	
BASELINE	CRG: tier 1 supplier list published ¹ Woolworths: no supplier lists published	BASELINE	no roadmap in place	% of commodities responsibly sourced	refer to details in the responsible sourcing section
2022	Woolworths FBH tier 1 supplier list mapped and published ²	2023	roadmap developed		
2023–2024	Woolworths FBH tier 2 supplier list mapping	2024	roadmap in place	PROGRESS	
2025	Woolworths FBH and CRG tier 2 supplier list mapping	2025	Woolworths FBH: Baseline established for suppliers paying more than minimum wage CRG: Benchmarks updated to assess wage gaps among suppliers	% of commodities responsibly sourced and traceable	refer to details in the responsible sourcing section
PROGRESS		PROGRESS		PROGRESS	

HIGHLIGHTS

- The Group progressed from foundational to full membership of the Ethical Trade Initiative
- We expanded our responsibly sourced food commodities to include nuts
- We updated our living wage benchmarks to better assess wage gaps for CRG’s tier 1 finished goods factories

LOWLIGHTS

- Continued volatility in the cost of key commodities hindered progress in meeting our responsible sourcing commitments

LOOKING AHEAD

- CRG will explore tech-enabled solutions to improve visibility and analysis of our supply chain beyond tier 1
- We will continue working on commodity roadmaps for traceability to facilitate publication of the Group’s full supply chain in future

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

1 Coverage of tier 1 suppliers of CRG: 100%.
2 Coverage of tier 1 suppliers of Woolworths FBH: 56%.



SUSTAINABLE FARMING

WHY IS THIS FOCUS AREA IMPORTANT?

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.

In this focus area

STRATEGY & MANAGEMENT APPROACH



OVERVIEW

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PERFORMANCE SUMMARY

VISION 2025+ GOAL

ALL PRIVATE LABEL PRODUCTS WILL SUPPORT REGENERATIVE FARMING PRACTICES BY 2030

WOOLWORTHS FOOD

BASELINE	(2019): 52% ¹
2023	79%
2024	100% of private label produce and horticulture lines on the Farming for the Future Programme
2025	72% for full produce (including horticulture), 97% for long life dairy, 50% for fresh milk, and 97% for wine ²
PROGRESS	

WOOLWORTHS FBH AND CRG

BASELINE	still to be determined
2022–2025	researching regenerative farming programmes
PROGRESS	



The Biodiversity Project has restored

102.6 hectares

of farmland and planted 14.4 km of riverbank since inception

HIGHLIGHTS

- We developed a roadmap for our Vision Zero Programme and started work on the first phase
- We expanded our Biodiversity Project to include a new cotton farming family

LOWLIGHTS

- Weather conditions disrupted some Biodiversity Project activities

LOOKING AHEAD

- We will finalise a Farming for the Future standard for our directly sourced coffee
- We will expand the Biodiversity Project to a new region next year, with new farming families identified
- Woolworths will update its Animal Welfare Policy to reflect the ‘Five Domains’ model of animal welfare

1

Covers produce, horticulture, vegetables and wine.

2

Percentage has decreased due to the inclusion of prepared lines to the basket.

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

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.

Focus areas in this pillar

PACKAGING AND WASTE	30
WATER	32
ENERGY AND CLIMATE CHANGE	34

Related UN SDGs

2 ZERO HUNGER

6 CLEAN WATER AND SANITATION

7 AFFORDABLE AND CLEAN ENERGY

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION



PACKAGING AND WASTE

WHY IS THIS FOCUS AREA IMPORTANT?

A large amount of product and packaging produced globally ends up in landfill, is incinerated, or leaks back into the environment. This wastes natural resources and causes pollution.

To avoid these negative impacts, we aim to reduce waste sent to landfills across our value chain and minimise the use of non-renewable resources. We drive a market for recycled materials by using them in our operations, packaging, and products. We also encourage recycling, reuse, repair and repurposing of our products and packaging.

In this focus area

STRATEGY & MANAGEMENT APPROACH



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PERFORMANCE SUMMARY

VISION 2025+ GOAL ALL OUR PACKAGING WILL BE REUSABLE OR RECYCLABLE BY 2022		VISION 2025+ GOAL HALVE FOOD LOSS AND WASTE IN OUR OPERATIONS AND ACROSS OUR TOP 30 SUPPLIERS BY 2030	
BASELINE	Not established prior to reporting	BASELINE	2022 (2.3% food waste to landfill)
2023	WSA Food: 98%, WSA FBH: 50%	2023	2.7% food waste to landfill
2024	WSA Food: 98.7%, WSA FBH: 93.8%	2024	3.2% food waste to landfill
2025	WSA Food: 98%, WSA FBH: 93%	2025	3.2% food waste to landfill
PROGRESS	●●●○	PROGRESS	●●●○
VISION 2025+ GOAL ALL OUR PRIVATE LABEL PRODUCTS DESIGNED TO BE REUSED, REPAIRED, RESOLD OR RECYCLED BY 2025		VISION 2025+ GOAL ALL OUR PRIVATE LABEL CLOTHING, BEAUTY, AND HOME PRODUCTS WILL CONTAIN AT LEAST ONE RENEWED, REUSED OR RECYCLED MATERIAL INPUT BY 2030	
BASELINE	Still to be determined	BASELINE	Still to be determined
2023	Work underway	2023	Work underway
2024	Work underway	2024	Work underway
2025	Work continues	2025	Work continues
PROGRESS	●●○○	PROGRESS	●●○○

HIGHLIGHTS

- CRG partnered with RMIT University on circularity research
- Woolworths replaced the non-recyclable PETG¹ sleeves on our mayonnaise jars to improve recycling rates
- Woolworths developed packing manuals to help suppliers reduce product damage and resultant waste in distribution centres and transit to stores
- Woolworths FBH transitioned from a recycling to a reuse model for its hangers, minimising waste and improving circularity

LOWLIGHTS

- Waste volumes at distribution centres increased due to baling capacity constraints and the closure of our composting service provider
- Challenges to achieving 100% recyclability due to certain packaging materials that remain non-recyclable globally

LOOKING AHEAD

- We are exploring the feasibility of a packaging recovery process for Woolworths Dash paper bags as part of the delivery process. This will give customers an easy way to recycle the bags
- CRG will incorporate considerations from the Australian Packaging Covenant Organisation’s 2030 Strategy, including its proposed extended producer responsibility (EPR) scheme
- CRG will explore opportunities to engage more deeply with circularity initiatives, including circularity platforms, principles and design considerations

¹ Polyethylene terephthalate glycol, a plastic used in food, beverage and medical packaging.

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



WATER

WHY IS THIS FOCUS AREA IMPORTANT?

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.

In this focus area

STRATEGY & MANAGEMENT APPROACH



OVERVIEW

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OVERVIEW

PERFORMANCE SUMMARY

VISION 2025+ GOAL

WORK WITH OUR SUPPLIERS AND PARTNERS TO CREATE A NET POSITIVE WATER IMPACT IN WATER-STRESSED BASINS IN OUR VALUE CHAIN BY 2050

Progress ●●●○

Percentage of direct operations with online water meters

67%

2024: **74%** | 2023: **81%**

Percentage of progress by Woolworths private label FBH suppliers in eliminating hazardous chemicals

94%^{1, MA}

2024: **94%** | 2023: **97%**

¹ These certifications only cover soft materials in fashion and home.



HIGHLIGHTS

- The Woolies Water Fund installed two water systems at the Living Soils Community Learning Farm

LOWLIGHTS

- Installing water meters in our African operations remains a challenge due to high installation and maintenance costs
- Recycled water usage at some distribution centres experienced interruptions due to various technical difficulties in the first quarter of the year

LOOKING AHEAD

- We will ensure business continuity by implementing emergency backup water tanks in new stores and retrofitting in existing stores over the next few years
- The Woolies Water Fund will focus its efforts on areas with high water security risks in the coming year

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

ENERGY & CLIMATE CHANGE

WHY IS THIS FOCUS AREA IMPORTANT?

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.

In this focus area

STRATEGY & MANAGEMENT APPROACH



OVERVIEW

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OVERVIEW

PERFORMANCE SUMMARY

VISION 2025+ GOAL

ACHIEVE NET ZERO CARBON IMPACT BY 2040

Achieve net zero carbon Scope 1 and 2 emissions by 2040, with a 50% reduction by 2030. Work with our top suppliers, representing 25% of total procurement spend in rand, to set their own reduction targets.

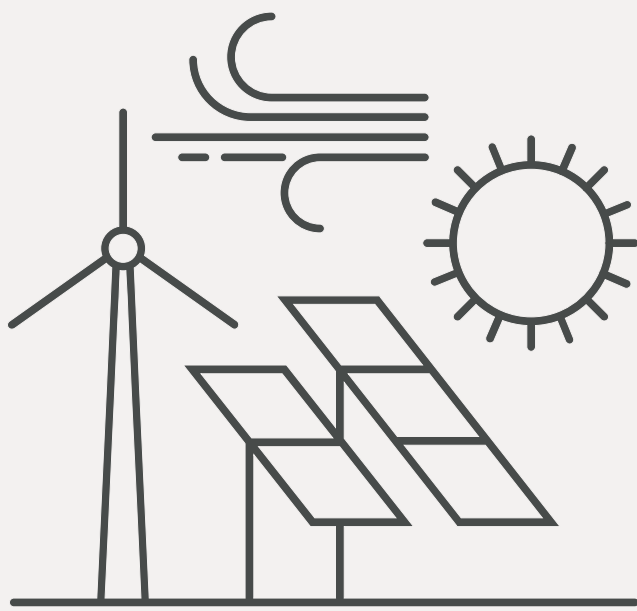
Reduction in Scope 1 and 2 emissions:¹

BASELINE	Scope 1 and 2 emissions: 536 562 tCO ₂ e (2019)
2023	20% 3 Woolworths Food suppliers have committed to setting their science-based targets
2024	30% 23 Woolworths Food suppliers have committed to setting their science-based targets
2025	34% 39 Woolworths Food suppliers have committed to setting their science-based targets
PROGRESS	●●●●○

VISION 2025+ GOAL

SOURCE 100% OF OUR ENERGY FROM RENEWABLE SOURCES BY 2030

2023	6%
2024	3%
2025	3%
PROGRESS	●●○○○



¹ Reduction is calculated against the baseline

HIGHLIGHTS

- Country Road received its first Green Star certification in South Africa
- Woolworths introduced 11 more AxlePower refrigeration trucks
- Country Road announced four new recipients for its Climate Fund

LOWLIGHTS

- Complexity and time delays related to supply authority approval processes for large-scale renewable energy systems

LOOKING AHEAD

- We aim to introduce more fully electric vehicles to our fleet
- We will continue engaging with landlords to source renewable energy
- We will maximise self-generation of electricity wherever we own properties or control roof space
- CRG will participate in the UN Global Compact’s Climate Ambition Accelerator programme

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

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

WOOLWORTHSHOLDINGS.CO.ZA

For company-specific information, visit



woolworths.co.za



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