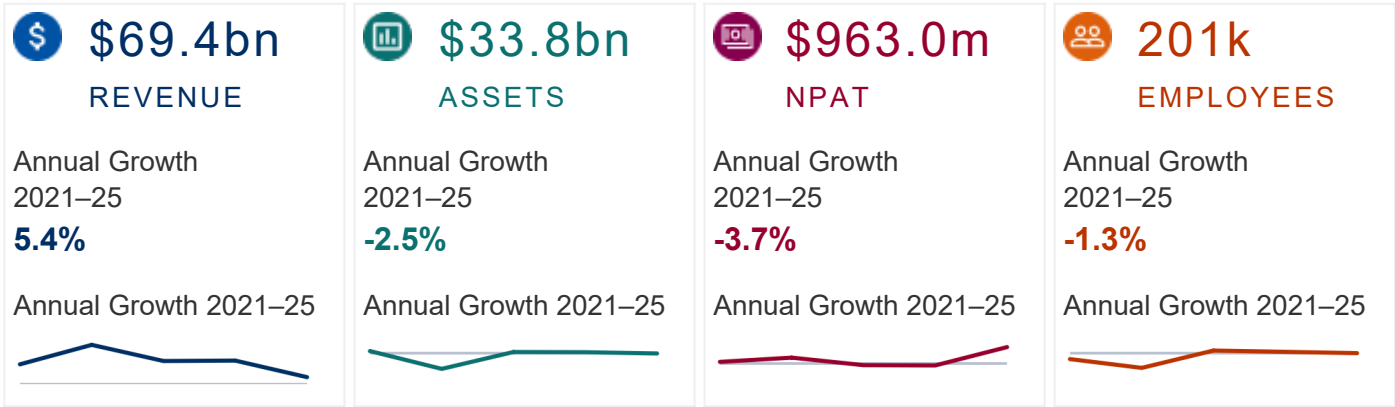


Woolworths Group Limited

29 June 2025

Company Details

Overview



Description

Woolworths is a Public Company that generates the majority of its income from the Supermarkets and Grocery Stores industry.

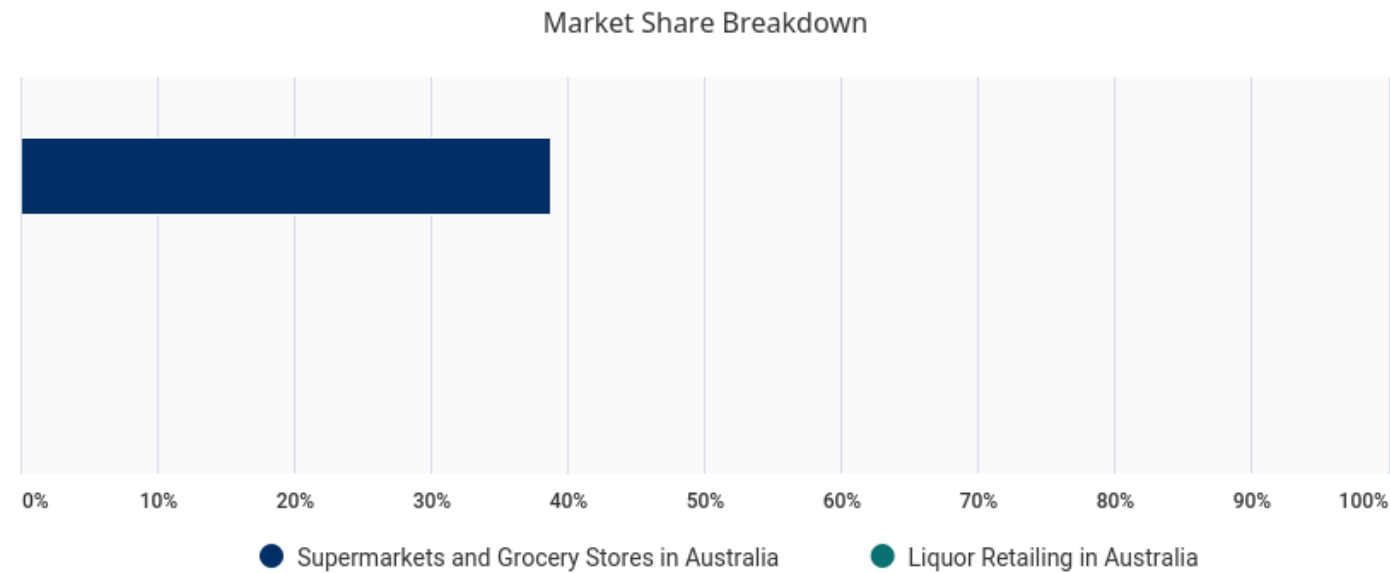
In 2025 the company generated total revenue of \$69,373,000,000 including sales and other revenue. In 2025 Woolworths had 201,000 employees including employees from all subsidiaries under the company's control.

The Chief Executive of Woolworths is Ms Amanda Bardwell whose official title is Managing Director & Chief Executive Officer. The Chairman of Woolworths is Mr Scott Perkins whose official title is Non-Executive Chairman.

Company Snapshot

REGISTERED NAME	Woolworths Group Limited
TRADING NAME	Woolworths
ASX CODE	WOW
RANK	4
ACN #	000 014 675
ABN #	88 000 014 675
TOP INDUSTRY	G4111 - Supermarkets and Grocery Stores
TYPE	Public Company
CEO	Ms Amanda Bardwell
TITLE	Managing Director & Chief Executive Officer
INCORPORATION DATE	22-Sep-1924
ADDRESS	1 Woolworths Way BELLA VISTA New South Wales Australia 2153
WEBSITE	www.woolworthsgroup.com.au
PHONE NUMBER	+61 300 908 631

Industries of Operation



Woolworths Group Limited
Source: IBISWorld

Major Player In:

Supermarkets and Grocery Stores in Australia(G4111)
Liquor Retailing in Australia(G4123)

Other Industries:

SWOT

Strengths and weaknesses take into account internal factors, and are based on Woolworths’s performance in comparison to its competitors. Opportunities and Threats focus on external influences, and are based on trends and demand in the Supermarkets and Grocery Stores industry and the Retail Trade sector.

S Strengths

Net Income Growth

791.7%

Woolworths Group Limited's profit has grown faster than the peer average. This performance signals that the company has been able to better take advantage of the operating environment.

Inventory turnover ratio

12.1

Woolworths Group Limited's inventory turnover is higher than the peer average, so the company is better at turning inventories into revenue.

W Weaknesses

Net Profit Margin

1.5%

Woolworths Group Limited's net profit margin is lower than the peer average.

Pre-Tax Margin

2.2%

Woolworths Group Limited's pre-tax margin is lower than the peer average.

O Opportunities

High & Steady Barriers to Entry

Low Volatility

Low Customer Class Concentration

Growth Life Cycle Stage

Low Imports

Low Product/Service Concentration

T Threats

Low & Steady Level of Assistance

Low Profit vs. Sector Average

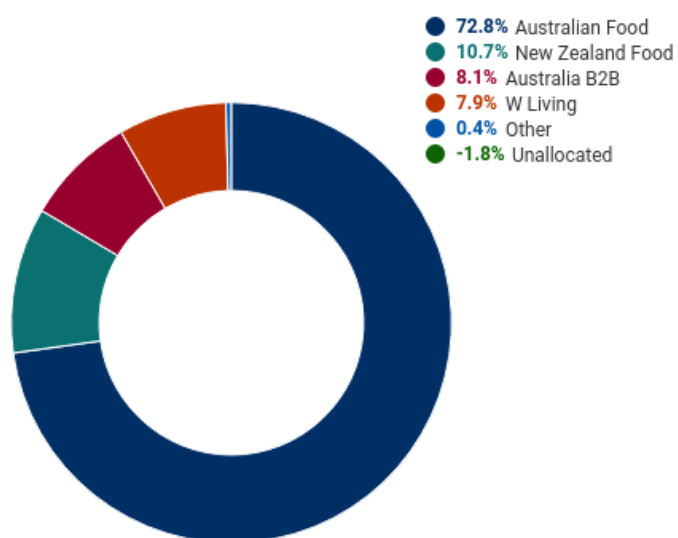
High Capital Requirements

High Competition

Low Revenue per Employee

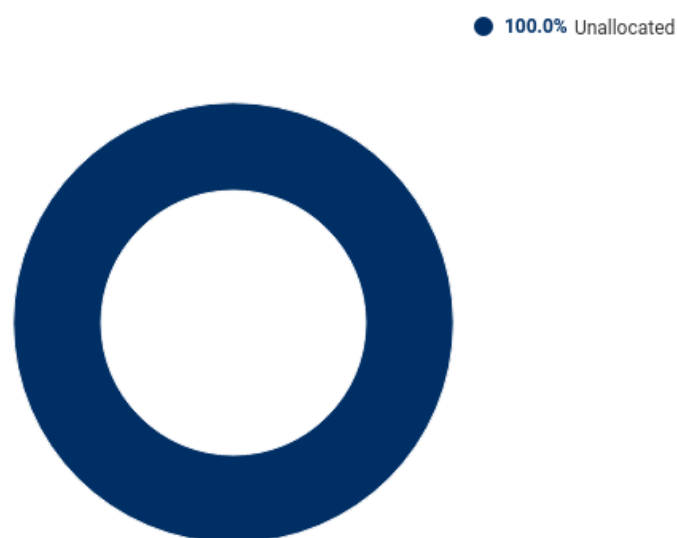
Operating Divisions

Operating Divisions - Revenue



Woolworths Group Limited
Source: IBISWorld

Operating Divisions - Assets



Woolworths Group Limited
Source: IBISWorld

Segment Name	Revenue AUD000	Profit AUD000	Assets AUD000
Australian Food	51,452,000	2,753,000	n/a
New Zealand Food	7,557,000	138,000	n/a
Australia B2B	5,743,000	137,000	n/a
W Living	5,638,000	-63,000	n/a
Other	246,000	-211,000	n/a
Unallocated	-1,263,000	-1,791,000	33,829,000
Total	69,373,000	963,000	33,829,000

Operating Divisions

Woolworths Group Limited operates as a supermarket food and everyday needs retailer. The group's main business operations are categorised into the following divisions:

- Australian Food - The company operates approximately 1,117 Woolworths and Metro branded Supermarkets.
- Australian B2B - The company procures and resells food and related products to other businesses and provides supply chain services to business customers in Australia.
- New Zealand Food - Woolworths operates approximately 184 supermarkets across New Zealand. The company is also engaged in the procurements of food and drinks as well as the provision of related service to retail customers.
- BIG W and Petstock: The company operates approximately 179 Big W stores and 235 Petstock retail stores in Australia.

The company's online platform mainly involves trading operations including data analytics and consulting services.

Key Personnel

Company Personnel

* Appointed to the Board of Directors

Chairman Scott Perkins Non-Executive Chairman *	Chief Executive Amanda Bardwell Managing Director & Chief Executive Officer *	Financial Controller Stephen Harrison Chief Financial Officer
--	--	--

Position Type	Full Name	Title	Salutation	Initials
Chairman	Scott Perkins	Non-Executive Chairman *	Mr	S R
Chief Executive	Amanda Bardwell	Managing Director & Chief Executive Officer *	Ms	A
Financial Controller	Stephen Harrison	Chief Financial Officer	Mr	S
Chief Operating Officer	Mike Tyquin	Managing Director, Cartology	Mr	M
Chief Operating Officer	Rob McCartney	Managing Director Woolworths 360	Mr	R
Chief Operating Officer	Annette Karantoni	Managing Director, Woolworths Retail	Ms	A
Chief Operating Officer	Amitabh Mall	MD, Group eComX & Chief Digital & Analytics Officer	Mr	A
Chief Operating Officer	Daniel Hake	Managing Director Big W	Mr	D
Chief Operating Officer	Sally Copland	Managing Director Woolworths New Zealand	Ms	S
Chief Operating Officer	Jaimie Lovell	Director, Reputation, Government & Industry Affairs	Ms	J
Non-Executive Director	Maxine Brenner	Non-Executive Director *	Ms	M N
Non-Executive Director	Phillip Chronican	Non-Executive Director *	Mr	P W
Non-Executive Director	Warwick Bray	Non-Executive Director *	Mr	W
Non-Executive Director	Kathee Tesija	Non-Executive Director *	Ms	K
Non-Executive Director	Jennifer Carr-Smith	Non-Executive Director *	Ms	J
Non-Executive Director	Tracey Fellows	Non-Executive Director *	Ms	T
Non-Executive Director	Ken Meyer	Non-Executive Director *	Mr	K
Company Secretary	Michelle Hall	Joint Company Secretary	Ms	M
Company Secretary	Dom Millgate	Joint Company Secretary	Mr	D
Legal Officer	Peter Atkin	Chief Legal Officer	Mr	P
Legal Officer	Carly Richards	Chief Risk Officer	Ms	C
Sales Manager	Jane Danziger	Managing Director Customer X & CTO	Ms	J
Marketing Manager	Simon Lowden	Chief Officer, Group Affairs, Communications & Sustainabilit	Mr	S
Procurement Manager	Alan Beacham	Chief Supply Chain Officer & Managing Director, Primary Conn	Mr	A
Personnel Manager	Caryn Katsikogianis	Chief People Officer	Ms	C
Computing/IT Manager	John Hunt	Chief Information & Replenishment Officer	Mr	J

Other Directorships

* Appointed to the Board of Directors

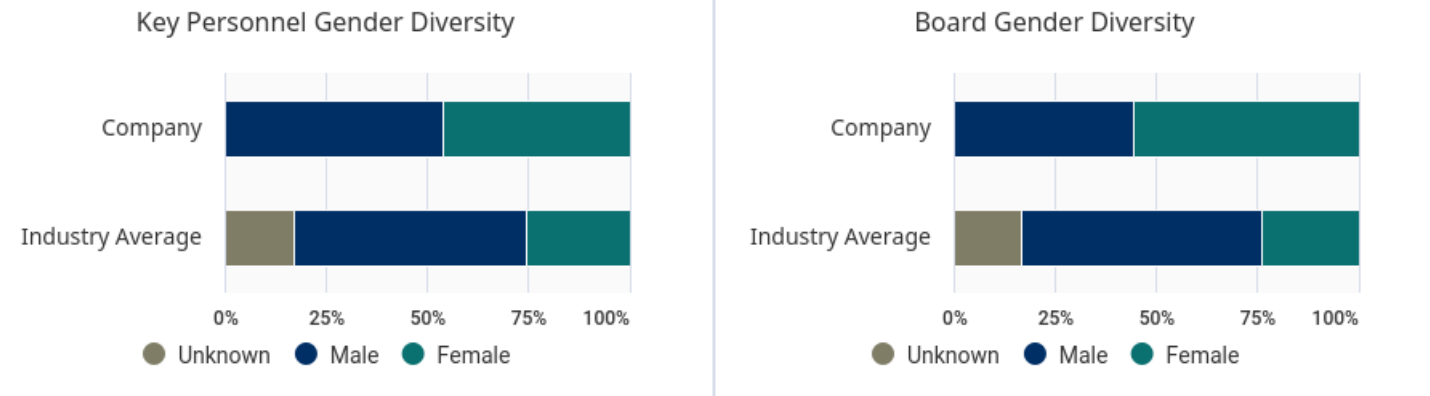
Chairman Scott Perkins	Chief Executive Alan Beacham
----------------------------------	--

Origin Energy Limited

Toll Holdings Pty Limited

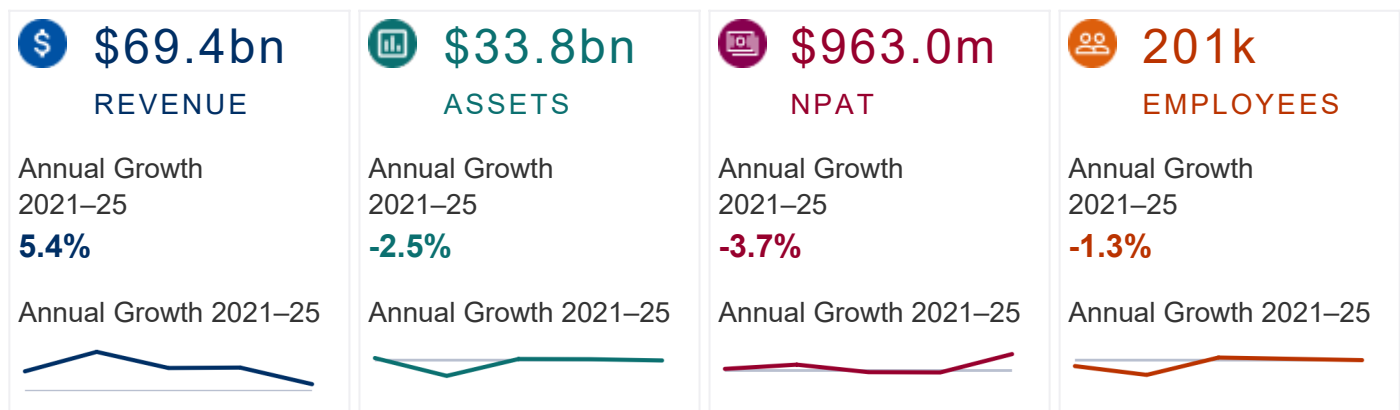
Position Type	Full Name	Company	Salutation	Initials
Chairman	Scott Perkins	Origin Energy Limited	Mr	S R
Chief Executive	Alan Beacham	Toll Holdings Pty Limited	Mr	A
Non-Executive Director	Warwick Bray	MinterEllison	Mr	W
Director	Warwick Bray	Opera Australia	Mr	W
Non-Executive Director	Warwick Bray	Spark New Zealand Limited	Mr	W
Personnel Manager	Caryn Katsikogianis	PFD Food Services Pty Ltd	Ms	C

Gender Diversity



Financials

At a glance



Profit & Loss Statement

Balance Date	29-Jun-2025	27-Jun-2024	27-Jun-2023	27-Jun-2022	27-Jun-2021
Reported Currency	AUD	AUD	AUD	AUD	AUD
Currency Units	AUD000	AUD000	AUD000	AUD000	AUD000
Revenue Items					
Sales Revenue	63,366,000	62,435,000	59,207,000	56,398,000	55,733,000
Other Revenue	6,007,000	5,808,000	5,329,000	4,699,000	124,000
Total Revenue	69,373,000	68,243,000	64,536,000	61,097,000	55,818,000
Cost of Goods Sold	50,262,000	49,370,000	47,118,000	44,878,000	39,405,000
Depreciation	2,953,000	2,778,000	2,578,000	2,361,000	2,079,000
Interest					
Interest Received	27,000	32,000	21,000	19,000	-
Interest Expenses	878,000	812,000	726,000	632,000	630,000
Profit & Loss					
Share of Profits of Associates	4,000	21,000	56,000	68,000	35,000
EBITDA	5,178,000	4,434,000	5,605,000	5,065,000	4,919,000
Income Tax Expense	421,000	759,000	693,000	534,000	604,000
Continuing Operations After Tax	953,000	117,000	1,629,000	1,557,000	1,606,000
Outside Equity Interest	-10,000	9,000	11,000	10,000	65,000
Profit Before Tax	1,374,000	876,000	2,322,000	2,091,000	2,210,000
NPAT	963,000	108,000	1,618,000	7,934,000	2,074,000
Audit					
Audit Fees	4,194	4,070	3,907	3,377	4,442
Audit Other	760	747	950	1,358	1,189
Total Audit Fees	4,954	4,817	4,857	4,735	5,631

Balance Sheet

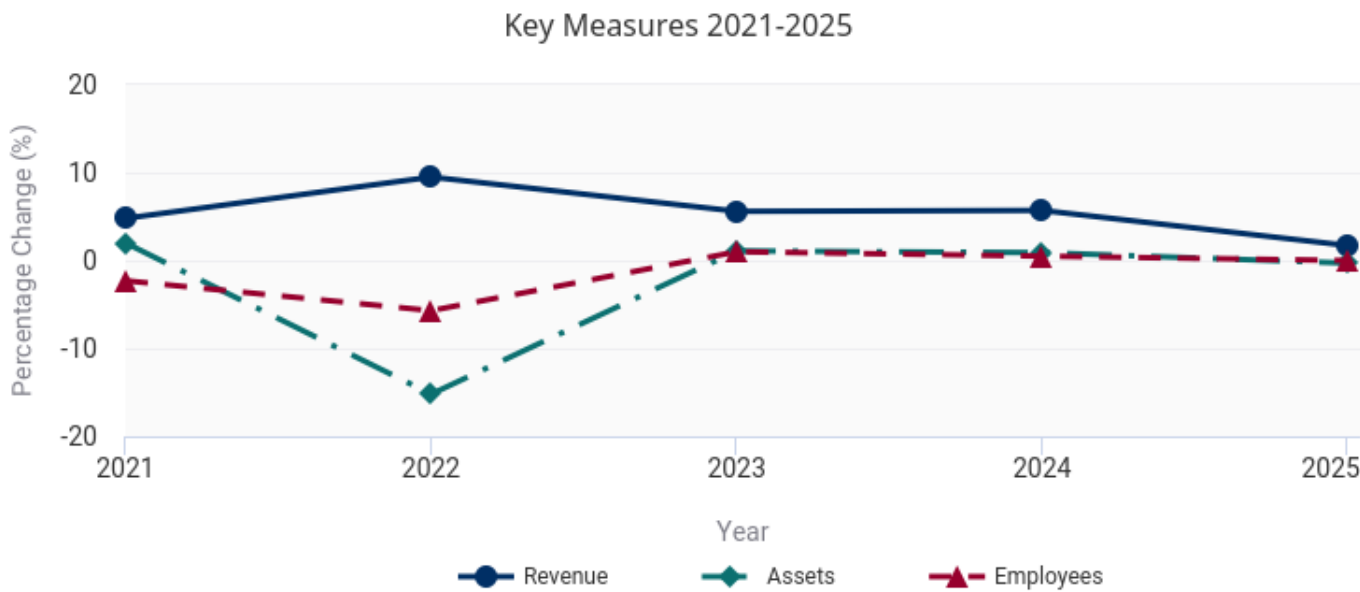
Current Assets	29-Jun-2025	27-Jun-2024	27-Jun-2023	27-Jun-2022	27-Jun-2021
Cash at Bank	1,275,000	1,298,000	1,135,000	1,032,000	1,009,000
Trade Debtors	468,000	461,000	391,000	273,000	131,000
Inventory	4,169,000	4,187,000	3,698,000	3,593,000	3,132,000
Other Current Assets	1,079,000	1,045,000	1,151,000	1,212,000	11,514,000
Total Current Assets	6,991,000	6,991,000	6,375,000	6,110,000	15,786,000
Non-Current Assets					
Receivables	-	-	-	-	133,000
Investments	-	-	-	-	135,000
Property & Plant Equipment	19,334,000	19,282,000	18,348,000	18,226,000	17,030,000
Intangible Assets	4,709,000	4,873,000	5,693,000	5,278,000	4,671,000
Other Non-Current Assets	2,795,000	2,790,000	3,232,000	3,659,000	1,481,000
Total Non-Current Assets	26,838,000	26,945,000	27,273,000	27,163,000	23,450,000
Total Assets	33,829,000	33,936,000	33,648,000	33,273,000	39,236,000
Current Liabilities					
Trade Creditors	6,016,000	5,815,000	5,621,000	5,216,000	4,832,000
Interest Bearing Debt	1,943,000	2,311,000	2,103,000	1,926,000	1,614,000
Other Current Liabilities	4,338,000	4,693,000	4,162,000	3,608,000	16,671,000
Total Current Liabilities	12,297,000	12,819,000	11,886,000	10,750,000	23,117,000
Non-Current Liabilities					
Interest Bearing Debt	15,442,000	14,411,000	13,632,000	14,837,000	13,274,000
Other Non-Current Liabilities	1,128,000	1,136,000	1,565,000	1,582,000	1,106,000
Total Non-Current Liabilities	16,570,000	15,547,000	15,197,000	16,419,000	14,380,000
Total Liabilities	28,867,000	28,366,000	27,083,000	27,169,000	37,497,000
Shareholder's Equity					
Total Equity	4,962,000	5,570,000	6,565,000	6,104,000	1,739,000

Other

Balance Date	29-Jun-2025	27-Jun-2024	27-Jun-2023	27-Jun-2022	27-Jun-2021
Number of Employees	201,000	201,000	200,000	198,000	210,067
Number of Shares on Issue (end of period)	1,221,595,333	1,221,588,831	1,218,702,058	1,213,902,476	1,267,652,417
Market Capitalisation (end of period) ('000)	38,040,479	38,602,207	48,419,033	43,785,462	46,624,256
Earnings per Share (basic)(cents)	78.9	8.9	133.3	649.6	165.0
Earnings per Share (diluted)(cents)	78.4	8.9	132.3	644.8	164.2
Qualified Audit Report	No	No	No	No	No
Modern Slavery Statement	Lodged	Lodged	Lodged	Lodged	Lodged
Internal Auditor	Not available				
External Auditor	Deloitte				
Enterprise Value	54,150,479	54,026,207	63,019,033	59,516,462	60,503,256
Book Value	4,962,000	5,570,000	6,565,000	6,104,000	1,739,000

Growth & Ratios

Revenue & NPAT



Financial Growth

Balance Date	29-Jun-2025	27-Jun-2024	27-Jun-2023	27-Jun-2022	27-Jun-2021	Average
Total Revenue Growth (% change)	1.7	5.7	5.6	9.5	4.8	5.4
Sales Revenue Growth (% change)	1.5	5.5	5.0	1.2	5.0	3.6
EBITDA (% change)	16.8	-20.9	10.7	3.0	22.5	5.2

NPAT (% change)	791.7	-93.3	-79.6	282.5	78.0	-3.7
Shareholders' Funds (% change)	-10.9	-15.2	7.6	251.0	-80.7	-11.3
Total Assets (% change)	-0.3	0.9	1.1	-15.2	2.0	-2.5
Employees (% change)	0.0	0.5	1.0	-5.7	-2.3	-1.3

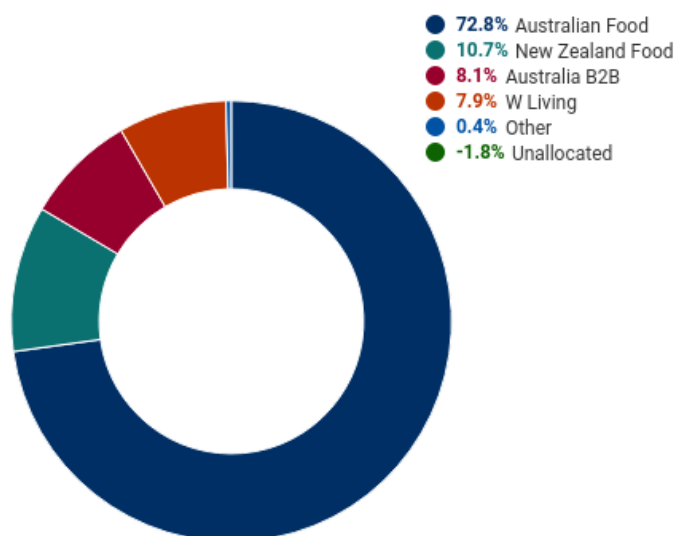
Financial Ratios

Balance Date	29-Jun-2025	27-Jun-2024	27-Jun-2023	27-Jun-2022	27-Jun-2021
Return on Revenue (ROR) (%)	1.4	0.2	2.5	13.0	3.7
Return on Shareholders' Funds (ROSF) (%)	19.4	1.9	24.7	130.0	119.3
Return on Assets (ROA) (%)	2.9	0.3	4.8	23.9	5.3
Pre-Tax Margin (%)	2.2	1.4	3.9	3.7	4.0
Net Profit Margin (%)	1.5	0.2	2.7	14.1	3.7
Revenue per Employee (\$'000 per person)	345.1	339.5	322.7	308.6	265.7
NPAT per Employee (\$'000 per person)	4.8	0.5	8.1	40.1	9.9
Effective Tax Rate (%)	30.6	86.6	29.8	25.5	27.3
Gearing (%)	85.3	83.6	80.5	81.7	95.6
Interest Cover (X)	2.6	2.1	4.2	4.3	4.5
Current Ratio (X)	0.6	0.6	0.5	0.6	0.7

Operating Segments

Operating Divisions

Operating Divisions - Revenue



Woolworths Group Limited
Source: IBISWorld

Operating Divisions - Assets



Woolworths Group Limited
Source: IBISWorld

Segment Name	Revenue AUD000	Profit AUD000	Assets AUD000
Australian Food	51,452,000	2,753,000	n/a
New Zealand Food	7,557,000	138,000	n/a
Australia B2B	5,743,000	137,000	n/a
W Living	5,638,000	-63,000	n/a
Other	246,000	-211,000	n/a
Unallocated	-1,263,000	-1,791,000	33,829,000
Total	69,373,000	963,000	33,829,000

Operating Divisions

Woolworths Group Limited operates as a supermarket food and everyday needs retailer. The group's main business operations are categorised into the following divisions:

- Australian Food - The company operates approximately 1,117 Woolworths and Metro branded Supermarkets.
- Australian B2B - The company procures and resells food and related products to other businesses and provides supply chain services to business customers in Australia.
- New Zealand Food - Woolworths operates approximately 184 supermarkets across New Zealand. The company is also engaged in the procurements of food and drinks as well as the provision of related service to retail customers.
- BIG W and Petstock: The company operates approximately 179 Big W stores and 235 Petstock retail stores in Australia.

The company's online platform mainly involves trading operations including data analytics and consulting services.

Industries by Operating Segment



*This chart displays the performance of each industry a segment is deemed to operate in
Source: IBISWorld, Woolworths Group Limited

Australia B2B

Report	Historical Growth Rates 2021/22 - 2025/26	Forecast Growth Rates 2026/27 - 2030/31
G4111 - Supermarkets and Grocery Stores in Australia	-0.4%	1.5%

Australian Food

Report	Historical Growth Rates 2021/22 - 2025/26	Forecast Growth Rates 2026/27 - 2030/31
G4111 - Supermarkets and Grocery Stores in Australia	-0.4%	1.5%

New Zealand Food

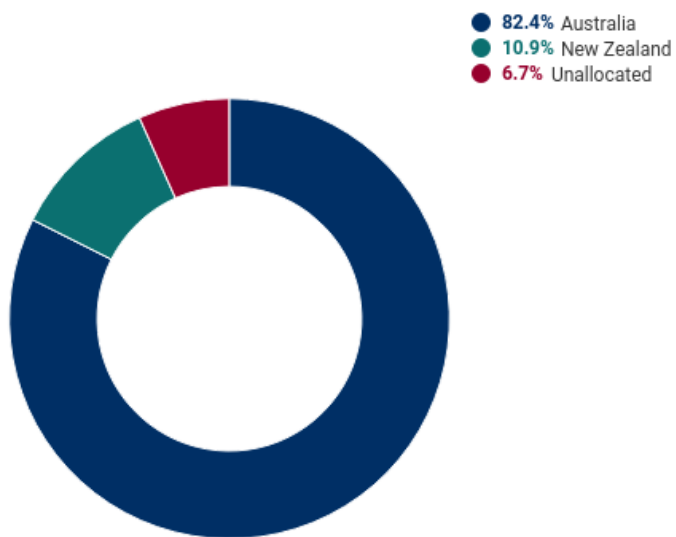
Report	Historical Growth Rates 2021/22 - 2025/26	Forecast Growth Rates 2026/27 - 2030/31
G4111 - Supermarkets and Grocery Stores in Australia	-0.4%	1.5%

W Living

Report	Historical Growth Rates 2021/22 - 2025/26	Forecast Growth Rates 2026/27 - 2030/31
G4111 - Supermarkets and Grocery Stores in Australia	-0.4%	1.5%

Geographic Locations

Geographic Locations - Revenue



Woolworths Group Limited
Source: IBISWorld

Geographic Locations - Assets



Woolworths Group Limited
Source: IBISWorld

Segment Name	Revenue AUD000	Profit AUD000	Assets AUD000
Australia	57,195,000	2,890,000	n/a
New Zealand	7,557,000	137,000	n/a
Unallocated	4,621,000	-2,064,000	33,829,000
Total	69,373,000	963,000	33,829,000

Geographic Locations - Ratios

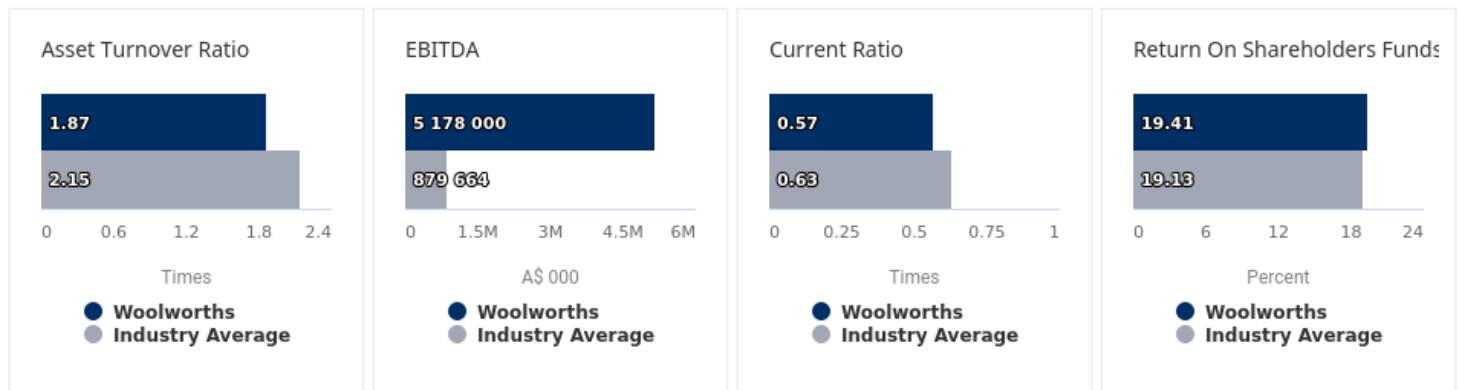
Location	Profit as Revenue %	Profit as Assets %
Australia	5.1%	n/a
New Zealand	1.8%	n/a
Unallocated	-44.7%	-6.1%
Company	1.4%	2.9%

Key Ratios

Segment Name	Profit as Revenue %	Profit as Assets %
Australian Food	5.4%	n/a
New Zealand Food	1.8%	n/a
Australia B2B	2.4%	n/a
W Living	-1.1%	n/a
Other	-85.8%	n/a
Unallocated	141.8%	-5.3%
Company	1.4%	2.9%

Competitor Benchmarking

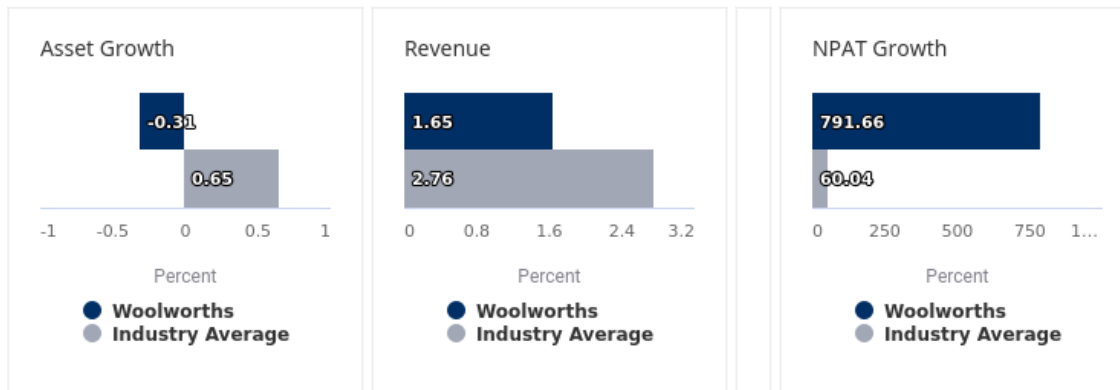
Financial Ratios



Ratios	Industry Average *	Woolworths 29-Jun-2025	Compared to Industry	Unit
Asset Turnover Ratio	2.15	1.87	Lower ▼	Times
Cash Ratio	0.14	0.10	Lower ▼	Times
Creditors T/O	39.35	43.69	Higher ▲	Days
Current Ratio	0.63	0.57	Lower ▼	Times
Days Stock Held	30.50	30.28	Lower ▼	Days
Debtors T/O	2.32	2.46	Higher ▲	Days
Dividend Payout Ratio	N/C	N/C	Lower ▼	Percent
Dividend Per Share	N/C	N/C	Lower ▼	A\$
Earnings Per Share	0.64	0.79	Higher ▲	A\$
EBITDA	879,663.64	5,178,000.00	Higher ▲	A\$ 000
Effective Tax Rate	29.09	30.64	Higher ▲	Percent
Gearing	79.38	85.33	Higher ▲	Percent
Interest Cover	3.36	2.56	Lower ▼	Times
Inventory Turnover Ratio	11.97	12.06	Higher ▲	Times
Net Assets Per Share	3.36	4.06	Higher ▲	A\$
Net Profit Margin	1.84	1.51	Lower ▼	Percent
NPAT/Employee	7.00	4.79	Lower ▼	A\$ 000
PPE Turnover Ratio	3.99	3.59	Lower ▼	Times
Pre-Tax Margin	2.58	2.17	Lower ▼	Percent
Quick Ratio	0.25	0.23	Lower ▼	Times
Return on Shareholders Funds	19.13	19.41	Higher ▲	Percent
Return on Total Assets	3.94	2.85	Lower ▼	Percent
Revenue/Employee	401.72	345.14	Lower ▼	A\$ 000

***Industry Average** refers to the average of all companies in the AU & NZ Enterprise Profiles database that are identified as primarily operating in the Supermarkets and Grocery Stores industry.

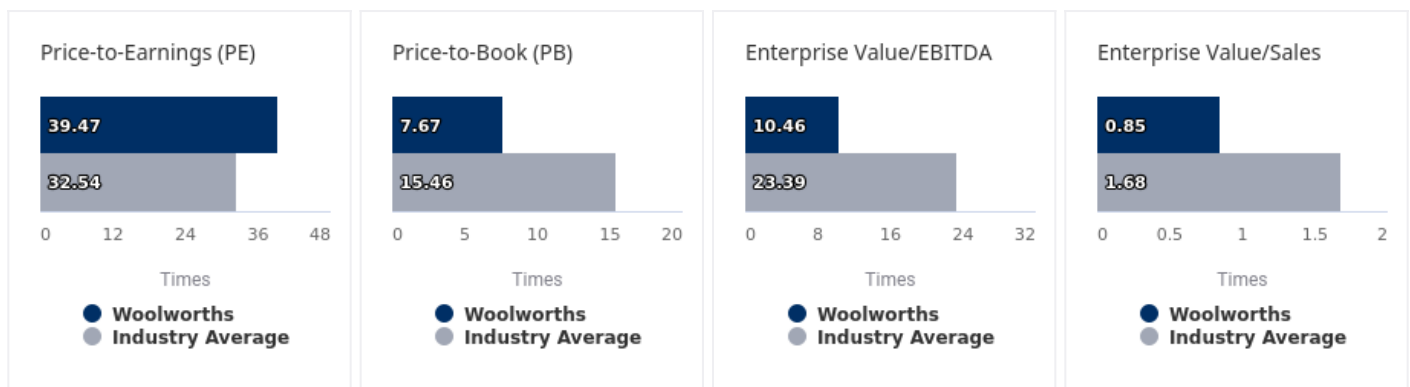
Growth Ratios



Ratios	Industry Average *	Woolworths 29-Jun-2025	Compared to Industry	Unit
Asset Growth	0.65	-0.31	Lower ▼	Percent
Dividend Growth Rate	N/C	N/C	Lower ▼	Percent
Employees Growth	0.39	0.00	Lower ▼	Percent
NPAT Growth	60.04	791.66	Higher ▲	Percent
Revenue Growth	2.76	1.65	Lower ▼	Percent

***Industry Average** refers to the average of all companies in the AU & NZ Enterprise Profiles database that are identified as primarily operating in the Supermarkets and Grocery Stores industry.

Valuation Ratios



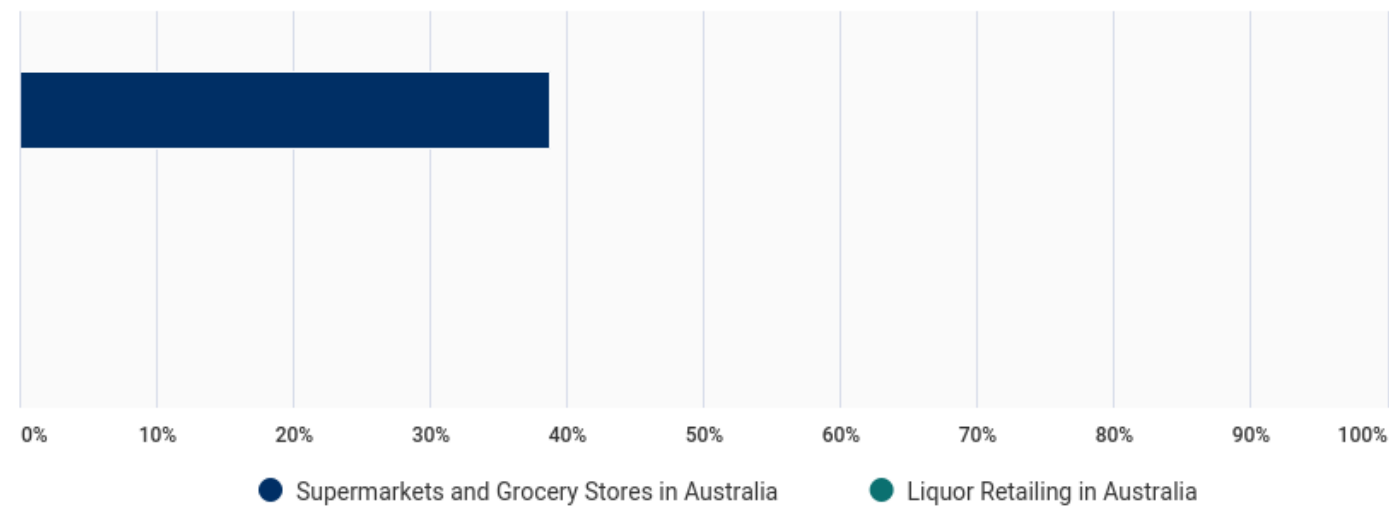
Ratios	Industry Average *	Woolworths 29-Jun-2025	Compared to Industry	Unit
Price-to-Earnings (PE)	32.54	39.47	Higher ▲	Times
Price-to-Book (PB)	15.46	7.67	Lower ▼	Times
Enterprise Value/EBITDA	23.39	10.46	Lower ▼	Times
Enterprise Value/Sales	1.68	0.85	Lower ▼	Times

***Industry Average** refers to the average of all companies in the AU & NZ Enterprise Profiles database that are identified as primarily operating in the Supermarkets and Grocery Stores industry.

Industries of Operation

Overview

Market Share Breakdown



Woolworths Group Limited
Source: IBISWorld

Major Player In:

Supermarkets and Grocery Stores in Australia(G4111)
Liquor Retailing in Australia(G4123)

Other Industries:

G4111 Supermarkets and Grocery Stores in Australia

Industry Overview

Industry Size 2025-2026 \$144,301m	Number of Enterprises in Industry 2432	Industry Concentration Level HIGH	Industry Turnover Growth Rate 2025-2026 0.4
--	---	--	--

Woolworths Group Limited is one of Australia's largest retailers. Founded in 1924, the company primarily operates in supermarket and department store retailing via its Woolworths and Big W brands in Australia, and in supermarket retailing in New Zealand via its Countdown brand, which has recently been rebranded back to Woolworths. The company is heavily associated with Coles, its main competitor in the highly scrutinised Australian supermarket environment.

More investment in big data is helping Woolworths understand shopping habits

- Woolworths introduced WooliesX, an internal agency dedicated to digital, data and customer insights, in July 2017.
- In May 2021, the company acquired a majority 75.0% stake in data analytics firm Quantum for \$223.0 million and used the newly acquired firm to build a new business unit known as WiQ (Woolies iQ).
- Woolworths is investing in big data so that it can make sound strategic decisions regarding pricing and advertising campaigns.

Supply concerns have threatened Woolworths' shelf stocking stability

- Over 1,800 warehouse workers, represented by the United Workers Union (UWU), went on strike in November 2024, seeking better pay and conditions.

ng better pay and working conditions for Woolworths' distribution centres.

- The supply crunch hit east coast stores particularly hard, with a Woolworths spokesperson estimating around \$50 million in lost revenue. Many stores were confronted with empty shelves as the holiday period fast approached.
- After almost three weeks, Woolworths and UWW reached an agreement. In December, workers voted to accept the newest offer, which includes wage rises that outpace inflation and the removal of algorithm-based output tracking and automated punishments, among other things.
- Woolworths has also contended with egg shortages. Its commitment to phase out caged egg sales by 2025 left the company vulnerable to egg supply shortfalls as bird flu spread throughout Australia's hen population.

Woolworths has altered its operating structure to consolidate its smaller revenue streams

- Woolworths has developed a new segment, W Living. This umbrella segment encompasses procurement services used by the company's various subsidiary brands, including pharmaceutical retailer HealthyLife, pet food retailer Petstock and Big W.
- Big W has closed many of its distribution centres – like those in Monarto, SA, and Warwick, QLD – to reduce operating costs and pivot towards third-party providers, while opting for alternative distribution channels for its retail arm.
- Woolworths has set aside over \$600.0 million for the development of automated regional distribution centres for its supermarkets. The company has engaged in outward expansion, opening more regional stores to access more markets.
- In 2025, Woolworths announced the closure of its MyDeal marketplace, highlighting the strategic shift in capital allocation away from non-core business ventures and towards core activities like distribution centres.

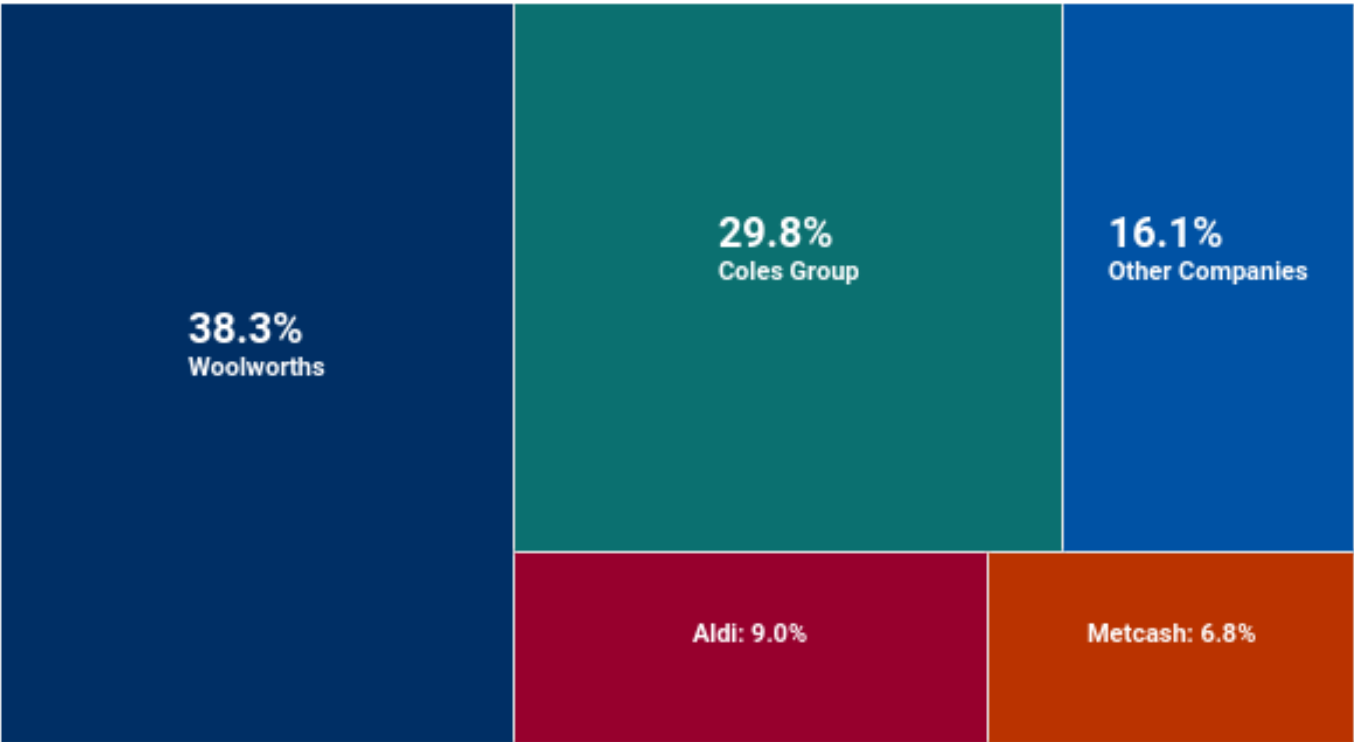
Woolworths lifts profit through efficiency, but inflation risks cloud the outlook

- In the first half of 2025-26, Woolworths' Australian Food sales rose 3.6% to \$27.6 billion, with EBIT climbing 9.9% to \$1.5 billion. Average prices excluding tobacco fell 0.3% in the first quarter and 0.5% in the second quarter, indicating that this growth wasn't driven by price increases.
- Profit appears to have improved because Woolworths ran the business more efficiently. Costs fell as a share of sales, while online, rewards and services provided additional support. Even so, the 9.9% EBIT growth overstates the underlying improvement, as the prior period was weakened by industrial action and both periods included temporary supply chain costs. On a like-for-like basis, EBIT growth was 3.5%.
- Woolworths entered the second half of 2025-26 with stronger momentum, with Food Retail sales up 5.8% in the first seven weeks. The main risk is a prolonged conflict in Iran. Higher fuel, freight and power costs would lift Woolworths' store, delivery and supply chain costs, potentially squeezing margins or forcing deeper price investment. The RBA has warned that an extended conflict could push inflation higher and weaken growth.

Woolworths' brand has taken a hit amid pricing and conduct inquiries

- The ACCC's 2024-25 inquiry into supermarkets examined pricing, competition, promotions, loyalty programs, supplier bargaining and barriers to entry. According to the inquiry, the market remains concentrated, and the two chains – Coles and Woolworths – still face limited pressure to compete aggressively on price.
- According to the ACCC, the inquiry didn't clear Woolworths of price gouging either. Instead, it found margins at Coles, Woolworths and Aldi had increased from 2019-20 to 2023-24. It also recommended 20 reforms covering pricing transparency, promotions, loyalty programs and supplier treatment. The mandatory Food and Grocery Code began on 1 April 2025, with further pricing reforms still being developed.
- Over the coming years, tighter rules may lift compliance costs and modestly curb margin expansion. Even so, competition from other players like Aldi and Amazon is unlikely to fully offset the scale, reach and bargaining power of major chains like Woolworths.

G4111 Supermarkets and Grocery Stores in Australia - Companies and their Market Share



Source: IBISWorld, Supermarkets and Grocery Stores in Australia

Related Companies (2026)

Competitors	Revenue (\$m)	Market Share (%)
Woolworths	55,892,200,000	38.73296
Coles Group	42,500,400,000	29.45252
Aldi	14,420,400,000	9.99325
Metcash	9,491,400,000	6.57748
Costco Wholesale	6,183,000,000	4.28478
Amazon Australia	276,100,000	0.19134
Foodworks Supermarket	164,400,000	0.11393

G4123 Liquor Retailing in Australia

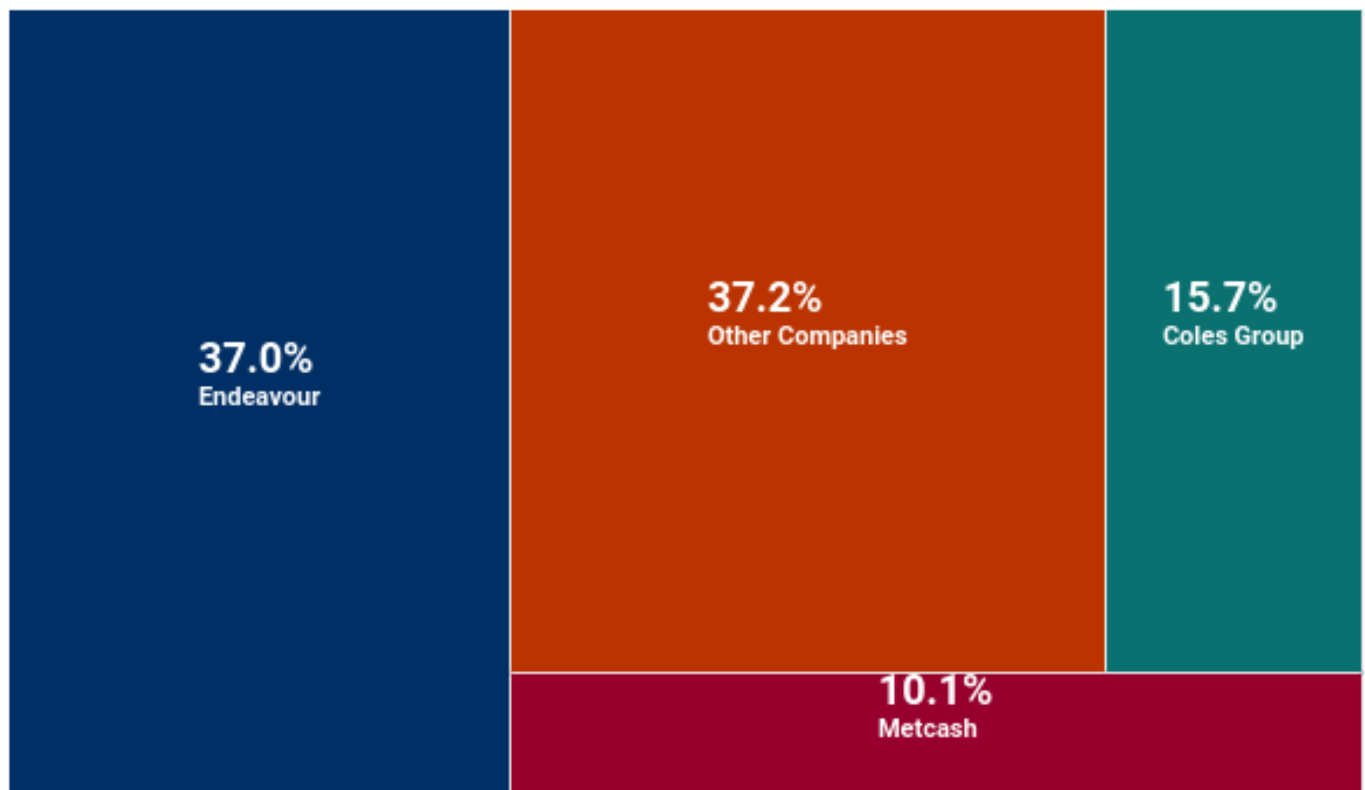
Industry Overview

Industry Size 2024-2025 \$18,089m	Number of Enterprises in Industry 2432	Industry Concentration Level MODERATE	Industry Turnover Growth Rate 2024-2025 -3.0
---	---	--	---

Woolworths Group Limited is one of Australia's largest retailers. Founded in 1924, the company primarily operates in supermarket and department store retailing via its Woolworths and Big W brands in Australia, and in supermarket retailing in New Zealand via its Countdown brand, which has recently been rebranded back to Woolworths. The company is heavily associated with Coles, its main

competitor in the highly scrutinised Australian supermarket environment.

G4123 Liquor Retailing in Australia - Companies and their Market Share



Source: IBISWorld, Liquor Retailing in Australia

Related Companies (2025)

Competitors	Revenue (\$m)	Market Share (%)
Woolworths	55,892,200,000	38.73296
Coles Group	42,500,400,000	29.45252
Aldi	14,420,400,000	9.99325
Metcash	9,491,400,000	6.57748
Costco Wholesale	6,183,000,000	4.28478
Amazon Australia	276,100,000	0.19134
Foodworks Supermarket	164,400,000	0.11393

Shareholders

Substantial Shareholders

Shareholder Name	% Held	Country of Incorporation
State Street Corporate	8.2%	USA
BlackRock Group	6.4%	USA
Vanguard Group	5.0%	USA

Largest Shareholders

TOP 20

Percentage Held by Top 20 Shareholders

61.5% Held

Shareholder Name	% Held	Country of Incorporation
Percentage Held by Top 20 Shareholders	61.5%	Not Available

Subsidiaries

Associated companies

ASSOCIATED COMPANIES FutureFeed Pty Ltd 12.4% Held	ASSOCIATED COMPANIES NP Fulfilment Group Pty Limited 40.0% Held	ASSOCIATED COMPANIES Quantium Telstra Pty Ltd 49.9% Held
Name		Country of Incorporation
FutureFeed Pty Ltd		Australia
NP Fulfilment Group Pty Limited		Australia
Quantium Telstra Pty Ltd		Australia

Holding company

HOLDING COMPANY Woolworths Group Limited 100.0% Held	
Name	Country of Incorporation
Woolworths Group Limited	Australia

Joint ventures

JOINT VENTURES 173 Burke Rd JV Pty Ltd 50.1% Held	JOINT VENTURES W23 Global Fund LP 20.0% Held	JOINT VENTURES W23 Global GP LLP 20.0% Held
Name		Country of Incorporation
173 Burke Rd JV Pty Ltd		Australia
W23 Global Fund LP		United Kingdom
W23 Global GP LLP		United Kingdom

Subsidiaries

Woolworths Group Limited



Woolworths Group Limited
Source: IBISWorld

OF SUBSIDIARIES
259

Name	Country of Incorporation
150 Barwon Pty Ltd	Australia
1581 Botany Road Botany Pty Ltd	Australia
159 Penshurst St Pty Ltd	Australia
240 Oxford St Pty Ltd	Australia
294 Bondi Road Pty Ltd	Australia
ACN 628 341 980 Pty Ltd	Australia
Advantage Supermarkets Pty Ltd	Australia
Advantage Supermarkets WA Pty Ltd	Australia
Agribrands Pty Ltd	Australia
Alpine Peaks No 5 Pty Ltd	Australia
Amazed.com Pty Ltd	Australia
Andmist Pty Limited	Australia
Appert Pty Limited	Australia
Australian Grocery Wholesalers Pty Ltd	Australia
Australian Safeway Stores Pty Ltd	Australia
Barjok Pty Ltd	Australia
Bergam Pty Limited	Australia
Best Friends Finco Pty Ltd	Australia
Best Friends IP Pty Ltd	Australia
Best Friends OpCo Pty Ltd	Australia
Best Friends Pets Holdings Pty Limited	Australia
Best Friends Retail Pty Ltd	Australia

Name	Country of Incorporation
Best Friends Securityco Pty Ltd	Australia
Best Friends Support Services Pty Ltd	Australia
BIG W HK Procurement Pty Limited	Hong Kong
Birdzone Pty Ltd	Australia
Bondi Properties Pty Limited	Australia
Calvartan Pty Limited	Australia
Cartology NZ Limited	New Zealand
Cartology Pty Limited	Australia
Cenijade Pty Ltd	Australia
Drumstar Pty Ltd	Australia
DSE Investments Inc	USA
Duke Living Pty Ltd	Australia
E-Com (Aus) Pty Ltd	Australia
Equine Holdings Pty Ltd	Australia
Establo Limited	New Zealand
Fabcot Pty Ltd	Australia
Fishboyz Pty Limited	Australia
Food Company HK Procurement Pty Limited	Hong Kong
GDL Rx No1 Limited	New Zealand
GDL Rx No10 Limited	New Zealand
GDL Rx No2 Limited	New Zealand
GDL Rx No3 Limited	New Zealand
GDL Rx No4 Limited	New Zealand
GDL Rx No5 Limited	New Zealand
GDL Rx No6 Limited	New Zealand
GDL Rx No7 Limited	New Zealand
GDL Rx No8 Limited	New Zealand
GDL Rx No9 Limited	New Zealand
Gembond Pty Limited	Australia
General Distributors Limited	New Zealand
Genuine Range Pty Ltd	Australia
Gobble Gobble Pty Ltd	Australia
Grand Horizons Pty Ltd	Australia
GreenGrocer.com.au Pty Ltd	Australia
Hart Retail Group Pty Ltd	Australia
Health Outcomes Australia Pty Limited	Australia
HealthyLife Company Pty Limited	Australia
Healthylife Direct Pty Limited	Australia
HP Distribution Pty Limited	Australia
Jahaps Pty Ltd ATF JAHAPS Unit Trust	Australia
Josona Pty Ltd	Australia
Kennedy Corporation Holdings NZ Limited	New Zealand
Kent St Maryborough Pty Ltd	Australia
Leasehold Investments Pty Ltd	Australia
Macro Wholefoods Company Pty Ltd	Australia
Market Blueprint Pty Limited	Australia
Masters Installation Pty Limited	Australia

Name	Country of Incorporation
Milkrun Delivery Pty Limited	Australia
Milkrun Operations Pty Ltd	Australia
MyDeal.com.au Pty Limited	Australia
Nalos Pty Ltd	Australia
New Zealand Wine Cellars Limited	New Zealand
Nightingale Dusk Pty Ltd	Australia
Nineteen North Star Pty Ltd	Australia
OurVet Pty Ltd	Australia
PEH (NZ IP) Pty Ltd	Australia
Pet Culture Group Pty Limited	Australia
Pet Imports Pty Ltd	Australia
Pet Market (Australia) Pty Ltd	Australia
Pet Post (Australia) Pty Ltd	Australia
Pet Source Pty. Ltd	Australia
Pet Wise Investments Pty Ltd	Australia
PETbiz Pty Ltd	Australia
Peters Pure Animal Foods Pty Ltd	Australia
Petmarket NZ Limited	New Zealand
Petspiration Group Pty Ltd	Australia
Petspiration Insurance Pty Ltd	Australia
Petspiration Pty Ltd	Australia
Petstock (Altona North) Pty Ltd	Australia
PETstock (Ashmore) Pty Ltd	Australia
Petstock (Balcatta) Pty Ltd	Australia
PETstock (Ballarat) Pty Ltd	Australia
PETstock (Bathurst) Pty Ltd	Australia
Petstock (Belmont WA) Pty Ltd	Australia
PETstock (Bendigo) Pty Ltd	Australia
PETstock (Braeside) Pty Ltd	Australia
Petstock (Brighton) Pty Ltd	Australia
PETstock (Caboolture) Pty Ltd	Australia
Petstock (Cannonvale) Pty Ltd	Australia
PETstock (Capalaba) Pty Ltd	Australia
PETstock (Chelsea) Pty Ltd	Australia
Petstock (Coffs Harbour) Pty Ltd	Australia
Petstock (Craigieburn) Pty Ltd	Australia
Petstock (Darwin) Pty Ltd	Australia
PETstock (Dural) Pty Ltd	Australia
PETstock (Erina) Pty Ltd	Australia
PETstock (Essendon) Pty Ltd	Australia
PETstock (Geelong) Pty Ltd	Australia
Petstock (Hervey Bay) Pty Ltd	Australia
Petstock (Hoppers Crossing) Pty Ltd	Australia
PETstock (Indooroopilly) Pty Ltd	Australia
PETstock (Kawana Waters) Pty Ltd	Australia
Petstock (Kilmore) Pty Ltd	Australia
Petstock (Kingsford) Pty Ltd	Australia

Name	Country of Incorporation
PETstock (Mitcham) Pty Ltd	Australia
PETstock (Morrington) Pty Ltd	Australia
PETstock (MP) Pty Ltd	Australia
Petstock (Noosa) Pty Ltd	Australia
Petstock (Rouse Hill) Pty Ltd	Australia
PETstock (Services) Pty Ltd	Australia
Petstock (Shepparton) Pty Ltd	Australia
Petstock (Sunbury) Pty Ltd	Australia
PETstock (Sunshine) Pty Ltd	Australia
Petstock (Swan Valley) Pty Ltd	Australia
PETstock (Tamworth) Pty Ltd	Australia
Petstock (Taylors Lakes) Pty Ltd	Australia
Petstock (Townsville) Pty Ltd	Australia
PETstock (Vermont) Pty Ltd	Australia
Petstock (West Gosford) Pty Ltd	Australia
Petstock ACT Pty Ltd	Australia
Petstock Baldivis Pty Ltd	Australia
Petstock Bunbury Pty Ltd	Australia
Petstock Foundation Limited	Australia
Petstock Holdings Pty Ltd	Australia
Petstock Industries Pty Ltd	Australia
Petstock Inner East Melbourne Pty Ltd	Australia
Petstock Investments Pty Ltd	Australia
Petstock Joondalup Pty Ltd	Australia
PETstock Mini Pty Ltd	Australia
PETstock NDC Pty Ltd	Australia
PETstock North QLD Pty Ltd	Australia
Petstock North Sydney Pty Ltd	Australia
Petstock NZ Limited	New Zealand
PETstock Property Pty Ltd	Australia
Petstock Provincial Pty Ltd	Australia
Petstock Pty Ltd	Australia
Petstock Qld Pty Ltd	Australia
PETstock Retail Pty Ltd	Australia
Petstock Rural Pty Ltd	Australia
Petstock Tasmania Pty Ltd	Australia
Petstock Toowoomba Pty Ltd	Australia
Petstock Vet (Bennetts Green) Pty Ltd	Australia
Petstock Vet (Bunbury) Pty Ltd	Australia
Petstock Vet (Carrum Downs) Pty Ltd	Australia
Petstock Vet (Clyde North) Pty Ltd	Australia
Petstock Vet (Essendon) Pty Ltd	Australia
Petstock Vet (Gregory Hills) Pty Ltd	Australia
Petstock Vet (Lilydale) Pty Ltd	Australia
Petstock Vet (North Lakes) Pty Ltd	Australia
Petstock Vet (Robina) Pty Ltd	Australia
Petstock Vet (Rouse Hill) Pty Ltd	Australia

Name	Country of Incorporation
Petstock Vet (Toowoomba) Pty Ltd	Australia
Petstock Vet (Waurin Ponds) Pty Ltd	Australia
PETstock Vet Pty Ltd	Australia
PETstock WA (1) Pty Ltd	Australia
Petstock WA Co Pty Ltd	Australia
PETstock Wagga Wagga Pty Ltd	Australia
petVET Altona North Pty Ltd	Australia
petVET Craigieburn Pty Ltd	Australia
PFD Food Services Pty Limited	Australia
PHIL Ventures Pty Ltd	Australia
Philip Leong Stores Pty Limited	Australia
Point Gate Developments Pty Limited	Australia
Point Gate Properties Pty Limited	Australia
Primary Connect International Pty Limited	Australia
Progressive Enterprises Holdings Limited	Australia
PS Centre of Excellence Pty Ltd	Australia
PS Daycare Ballarat Pty Ltd	Australia
PS Doggie Daycare Pty Ltd	Australia
PS Equine Pty Ltd	Australia
PS NSW Group Pty Ltd	Australia
PS Tech Holdings Pty Ltd	Australia
PSD Rural Pty Ltd	Australia
PSHO Strategic Pty Ltd	Australia
PSM Retail Group Pty Ltd	Australia
Quantium Analytics Private Limited	India
Quantium Digital Pty Limited	Australia
Quantium Group New Zealand Pty Limited	New Zealand
Quantium Health HK Limited	Hong Kong
Quantium Health Holdings Pty Ltd	Australia
Quantium Health Information Technology Company	Saudi Arabia
Quantium Health Limited	United Kingdom
Quantium Health Pty Limited	Australia
Quantium Health SA (Pty) Limited	South Africa
Quantium Hong Kong Limited	Hong Kong
Quantium Inc.	USA
Quantium Limited	United Kingdom
Quantium Software Pty Limited	Australia
Quantium South Africa (Pty) Limited	South Africa
Quantium Ventures Pty Limited	Australia
Queensland Property Investments Pty Ltd	Australia
Raging Bullant Developments Pty Ltd	Australia
Ribs Finance Pty Ltd	Australia
Shopper Data Group Pty Ltd	Australia
Shopper Media Group Holdings Pty Ltd	Australia
Shopper Media Group Operations Pty Ltd	Australia
Shopper Media Group Pty Ltd	Australia
Somerset Eight Pty Ltd	Australia

Name	Country of Incorporation
Southern Cross Feeds Pty Ltd	Australia
Spaurum Pty Ltd	Australia
St Arnaud Equity Pty Ltd	Australia
Statewide Independent Wholesalers Limited	Australia
Syd Hill & Sons Pty Ltd	Australia
The Kitchenary Holdings Pty Ltd	Australia
The Kitchenary NZ Pty Ltd	Australia
The Kitchenary Pty Ltd	Australia
The Quantum Group Holdings Pty Limited	Australia
The Quantum Group Pty Limited	Australia
The Supplychain Limited	New Zealand
Total Animal Supplies Pty Ltd	Australia
Triton Atlas Corporation Pty Ltd	Australia
Universal Wholesalers Pty Ltd	Australia
Vet Holdings (NSW) & (WA) Pty. Ltd.	Australia
Vetland NZ Limited	New Zealand
Vincentia Nominees Pty Ltd	Australia
W23 Incubator Pty Limited	Australia
W23 Investments Pty Limited	Australia
W23 Pty Limited	Australia
W23 Ventures Pty Limited	Australia
W360 R&D Pty Limited	Australia
WGP No 1 Pty Limited	Australia
WGP No 2 Pty Limited	Australia
Wholesale Distributors Limited	New Zealand
Wholesale Services Limited	New Zealand
Woolstar Pty Limited	Australia
Woolworths (International) Pty Limited	Australia
Woolworths (Q'land) Pty Limited	Australia
Woolworths (South Australia) Pty Limited	Australia
Woolworths (Victoria) Pty Limited	Australia
Woolworths (WA) Pty Limited	Australia
Woolworths Captive Insurance Pte Limited	Singapore
Woolworths Custodian Pty Ltd	Australia
Woolworths Group Foundation Pty Limited	Australia
Woolworths Group Payments Pty Limited	Australia
Woolworths India Private Limited	India
Woolworths International Trading Pty Limited	Australia
Woolworths Investments Pty Limited	Australia
Woolworths Management Pty Ltd	Australia
Woolworths Marketplace Pty Limited	Australia
Woolworths New Zealand Group Limited	New Zealand
Woolworths New Zealand Ltd	New Zealand
Woolworths Properties Pty Limited	Australia
Woolworths Property Double Bay Pty Limited	Australia
Woolworths360 Investments Pty Limited	Australia
Woolworths360 Pty Limited	Australia

Name	Country of Incorporation
WPay New Zealand Limited	New Zealand
WPay Pty Limited	Australia

Trust

TRUST 1553 Botany Road Trust 0.0% Held	TRUST Advantage Supermarkets Unit Trust 0.0% Held	TRUST Agribrands Property Trust 0.0% Held
--	---	---

Name	Country of Incorporation
1553 Botany Road Trust	Australia
Advantage Supermarkets Unit Trust	Australia
Agribrands Property Trust	Australia
AP Opportunity Trust	Australia
Beverly Hills First Trust	Australia
Bondi Rd Trust	Australia
Botany Rd Trust	Australia
Box Road Trust	Australia
Brisbane Warehouse Trust	Australia
Epsilon Mile Trust	Australia
Gembond Trust	Australia
Home Raglan Property Trust	Australia
Iron Cross Trust	Australia
Jahaps Unit Trust	Australia
Kent St Maryborough Trust	Australia
Long Term Incentive Plan Trust	Australia
Master Bare Trust	Australia
Non Executive Director Equity Plan Trust	Australia
North Bondi Properties Trust	Australia
Oakville Rd Trust	Australia
Opal Ocean Trust	Australia
Oxford Paddington Trust	Australia
Pacific Green Trust	Australia
Penshurst St Trust	Australia
Petstock ACT Unit Trust	Australia
Petstock Balcatta Unit Trust	Australia
PETstock Brighton Unit Trust	Australia
Petstock Bunbury Trust	Australia
Petstock Caboolture Unit Trust	Australia
PETstock Kingsford Unit Trust	Australia
Petstock Noosa Trust	Australia
PETstock QLD Group Trust	Australia
PETstock Shepparton Unit Trust	Australia
PETstock Taylors Lakes Unit Trust	Australia
Petvet Brighton Unit Trust	Australia

Name	Country of Incorporation
Petvet Unit Trust	Australia
Poseidon Acquisitions Trust	Australia
PS Lara Property Trust	Australia
PS NSW Group Trust	Australia
Shopper Media Group Unit Trust	Australia
The Elernore Vale Property Trust	Australia
The Entrance Road Trust	Australia
The Fourth Ave Trust	Australia
The Guntawong Road Trust	Australia
The Petstock Unit Trust	Australia
The Wilson St Horsham Trust	Australia
Wandella Rd Trust	Australia
Wodonga Warehouse Trust	Australia
Woolworths Employee Share Plan Trust	Australia
Woolworths Employee Share Purchase Plan	Australia
Woolworths Executive Management Share Plan	Australia
Woolworths Non Executive Directors Share Plan	Australia

History

Overview

Incorporation Date 1924

2025 - June: The company acquired 100% of the shares in The Kitchenary Holdings Pty Ltd for a total consideration of approximately \$102 million AUD.

2024 - September: The company sold the remaining 4.1% of Endeavour Group for a total consideration of approximately \$383 million.

May: Woolworths Group announced the agreement for the sale of its 5% of Endeavour Group for a consideration approximately 468 \$million.

January: The company acquired a 55% controlling interest in PETstock Pty Ltd for a total consideration of approximately \$482 million. PETstock group was required by the ACCC to divest a portfolio of brands, retail stores, and veterinary hospitals.

2022 - September: Woolworths Group Limited announced that the acquisition of 80.2% of MyDeal.com.au Limited is now legally effective.

July: Woolworths tabled a proposal to acquire Shopper Media Group through their wholly owned subsidiary, Cartology, which operates the group's retail media business. The proposed consideration of the transaction is approximately \$150 million. Shopper Media Group is an Australian digital out-of-home media company, offering targeted shopper advertising through a national screen network in excess of 2,000 screens across 400 shopping centers.

January: Woolworths Limited withdrew a non-binding proposal to acquire 100% of Australian Pharmaceutical Industries for \$1.75 cash per share, for a total of approximately \$872 million.

2021 - October: Woolworths announced the settlement of salaried team member class action proceedings, with expected payment to affected staff totaling approximately \$50 million.

2020 - August: Woolworths Group announced plans to acquire a 65% equity interest in PFD Food Services and 100% of PFD's freehold properties for a consideration of \$552 million. The transaction is subject to ACCC approval.

June: Woolworths Group completed the demerger of its retail drinks and hospitality business, Endeavour Group. Endeavour Group Limited was listed on the Australian Securities Exchange on 23 June (ASX: EDV). Woolworths Group completed its acquisition of a 65% interest in PFD Food Services on 28 June following approval by the ACCC.

Also in June, Woolworths acknowledged proceedings brought to them by the Fair Work Ombudsman in relation to the underpayments of award-covered salaried managers. This is separate from class action proceedings filed against the group in relation to salaried team members not being paid in full compliance with the general retail industry award rate.

February: Woolworths Group completed the merger of its retail drinks business and ALH Group to create Endeavour Group. Woolworths Group holds an 85.4% interest in Endeavour Group. Woolworths Group plans to demerge Endeavour Group at a later date.

2019 - July: Woolworths Group Limited announced plans to merge its Endeavour Drinks division with Australian Leisure and Hospitality Group into a single entity - Endeavour Group Limited. The implementation of the merger is expected to be complete in 2020.

June: Woolworths Group announced a partnership with Marley Spoon, a subscription-based meal kit provider, over a 5 year deal, with the group providing a \$30 million investment.

April: Woolworths Group Limited announced that it will close 30 Big W-branded stores and two distribution centres linked to the discount department store over the next three years.

Woolworths Group completed the sale of its Petrol business of 540 fuel convenience sites, to EG Group, for a consideration of \$1,682 million.

January: Under the Modern Slavery Act 2018 (NSW), Woolworths Group Limited will be required to submit a report by the 31st of December 2020, detailing their actions taken to address to the risk of modern slavery in their operations and supply chains.

2018 - November: Woolworths entered into an agreement with UK-based EG Group to sell its 540 company-owned fuel convenience stores for a consideration of \$1.725 billion, pending Foreign Investment Review Board approval.

July: Following the termination of the agreement to sell its petrol business to BP, Woolworths announced a new alliance with Caltex including a 15 year wholesale fuel supply agreement.

2017 - December: Woolworths Limited changed its name to Woolworths Group Limited.

The ACCC announced that it would oppose Woolworths Group Limited's sale of its fuel business to BP after the deal was originally announced in December 2016.

October: Woolworths finalised the sale of its 100% interest in Hydrox Holdings Pty Ltd to Home Investment Consortium Company Pty Ltd, completing its exit from the Home Improvement business.

July: Woolworths established a new business, WooliesX, combining its digital, data, e-commerce and customer divisions.

June: Woolworths completed the sale of Ezibuy Holdings Limited and its subsidiaries.

2016 - August: Woolworths Limited sold Home Timber & Hardware to Metcash Limited for \$165 million.

January: The company announced it intended to purchase the remaining 33.3% of its joint venture operation Hydrox Holdings Pty Ltd from WDR Delaware Corporation, a subsidiary of US-based Lowe's Companies Inc. Hydrox operates Masters Home Improvement and Home Timber & Hardware. The total consideration is yet to be determined and upon acquiring the remaining share of Hydrox, Woolworths has announced its intention to divest itself of this company.

2015 – March: Woolworths announced that it would divest its \$87 million holding in The Warehouse Group Limited, to James Pascoe Limited, as it was no longer a part of the group's New Zealand strategy.

2014 – November: The company announced that it had altered the conditions of its alliance with Caltex over its fuel discount redemption scheme and retail fuel network. As part of the new agreement, several petrol sites and convenience stores would be rebranded and/or cease participating in the Caltex-Woolworths alliance.

September: Woolworths announced the sale and leaseback of 54 properties held by the ALH Group, to a consortium led by the Charter Hall Group for \$603 million. The transaction was expected to be completed in October.

August: Woolworths received ACCC approval to acquire hardware and timber trader, Hudsons Building Supplies, through the Woolworths-Lowes Joint Venture.

2013 - August: Woolworths announced the acquisition of New Zealand-based Ezibuy Holdings Ltd for NZ\$350 million. Ezibuy retails homewares and apparel through catalogues, contact centres and online across Australia and New Zealand. The acquisition was completed during the quarter.

2012 - October: Woolworths announced the creation of Shopping Centres Australasia (SCA) Property Group, a real estate investment trust which took on the ownership of 69 Australian and New Zealand shopping centres. The trust was valued at approximately \$1.4 billion and was created in an effort to reduce the amount of property held by the company. Woolworths did not acquire any shares in SCA Property and the new entity was listed on the ASX under the code SCP during the month.

September: Woolworths confirmed the sale of Dick Smith Electronics to private equity firm Anchorage Capital Partners.

January: It was announced that Woolworths was planning to divest the Dick Smith brand. The sale was expected to generate \$20 million in cash and be completed in late 2012.

2011 - May: Woolworths announced that the name of its new hardware brand would be Masters. The first Masters outlet was scheduled to open in the Melbourne suburb of Braybrook in September or October of 2011.

February: Woolworths announced that it would acquire the Cellarmaster Group, a diversified wine company, for approximately \$340 million. The acquisition was finalised in May 2011.

2010 - May: John Danks & Son, a subsidiary of Woolworths Ltd, announced its acquisition of the Gunn's chain of hardware stores in Tasmania for \$40 million, and the Becks Timber and Hardware business, also in Tasmania.

2009 - Woolworths entered the hardware retailing sector when Carboxy Pty Ltd, a joint venture between the company and US hardware retailer Lowe's Companies Inc, purchased Danks Holdings. Danks Holdings was an Australian hardware marketing group, supplying hardware and administrative support services to over 600 independent hardware retailers, including those trading under the Home Hardware, Thrifty-Link and Plants Plus Garden Centres brands. The transaction resulted in Woolworths owning 75% of Danks Holdings.

2007 - Following an appeal by the company, the New Zealand Supreme Court overturned the Commerce Commission's rejection of a Warehouse Group takeover. The company eventually abandoned the plan in October 2008, following a New Zealand Court of Appeal ruling which overturned the previous judgement and disallowed the takeover.

2006 - The company announced its interest in purchasing New Zealand-based diversified retailer, The Warehouse Group, and secured a strategic stake of 9.43% in the company. The New Zealand competition regulator rejected the deal the following year.

2005 - The company reacquired the Woolworths chain in New Zealand. In October, Australian Leisure and Hospitality Group purchased the Taverner Hotel Group, operator of 33 leasehold hotel sites in Victoria, New South Wales and South Australia. In March, Bruandwo, a company Woolworth jointly-owned with the Bruce Methieson group, acquired Australian Leisure and Hospitality Group (ALH), an operator of a number of licensed venues throughout Australia.

2003 - The company announced a retail venture with fuel retailer Caltex, to create a network of co-branded sites in competition with the recent joint venture announced by Shell and Coles-Myer. Caltex Woolworths (Caltex Safeway in Victoria) branding was rolled out to 450 Sites throughout Australia the following year.

2002 - Woolworths sold the Queensland operations of Australian Independent Wholesalers to Australian Retail Logistix Ltd in December.

2001 - The company acquired Tandy Electronics from the Canadian retailer, Intertan Incorporated, and 71 supermarkets from the Hong-Kong-owned Franklins chain. The company also purchased the online groceries store, greengrocer.com.au, and established the liquor retail chain, BWS, during the year.

2000 - The company disposed of its Chisholm meat, printing and packaging business, and Rockmans clothing stores.

1999 - In partnership with the Commonwealth Bank, the company launched the Ezy Banking service, which offered banking services in store.

1998 - Woolworths acquired the Dan Murphy liquor chain and announced its first foray into online retailing with homeshop.com.au in December.

1996 - The company made its entry into the petrol retail industry, opening the first Woolworths Plus Petrol outlet in Dubbo, New South Wales. In July, the company purchased groceries wholesaler, Cannons Group, a supplier to independent retailers in the ACT and Southern New South Wales.

1993 - In July, Woolworths was spun-off from Adelaide Steamship and relisted on the ASX in a \$2.45 billion public float, which at the time, was the largest in Australian history. The sale was part of Adelaide Steamship Group's gradual dismantling from 1991.

1989 - The company was purchased by Australian diversified investment company, Industrial Equity Limited, part of the Adelaide Steamship Group.

1985 - The purchase of Victorian chain Safeway added 126 supermarkets to the group's portfolio.

1983 - Woolworths acquired electronics retail chain Dick Smith Electronics.

1978 - The company sold its remaining 40% stake in the Woolworths New Zealand grocery business to L D Nathan and Co Ltd, a retailer and antecedent to Lion Nathan Limited. Woolworths sold its equity holding in L D Nathan the following year.

1960 - The company commenced selling liquor with the purchase of a liquor store in Leederville, Western Australia. Woolworths was now running over 300 stores, and with its purchase of Northern Territory-based grocer Centralian Traders Pty Ltd, was now operating in every Australian state.

1927 - The company established a branch in Brisbane. By 1930, the company had sixteen stores across New South Wales, Queensland and Western Australia, and a store in Wellington, New Zealand.

1924 - The company commenced operation in Sydney as Woolworths Stupendous Bargain Basement, a discount retailer. The company was named after the F W Woolworths five and dime stores in the United States, but was otherwise unrelated.



WHERE KNOWLEDGE IS POWER

IBISWorld helps you find the industry information you need – fast.

With our trusted research covering thousands of global industries, you'll get a quick and intelligent overview of any industry so you can get up to speed in minutes. In every report, you'll find actionable insights, comprehensive data and in-depth analysis to help you make smarter, faster business decisions. If you're not yet a member of IBISWorld, contact us at (03) 9655 3881 or info@ibisworld.com to learn more.

DISCLAIMER

This product has been supplied by IBISWorld Pty Ltd. ('IBISWorld') solely for use by its authorised licensees strictly in accordance with their license agreements with IBISWorld. IBISWorld makes no representation to any other person with regard to the completeness or accuracy of the data or information contained herein, and it accepts no responsibility and disclaims all liability (save for liability which cannot be lawfully disclaimed) for loss or damage whatsoever suffered or incurred by any other person resulting from the use of, or reliance upon, the data or information contained herein. Copyright in this publication is owned by IBISWorld Pty Ltd. The publication is sold on the basis that the purchaser agrees not to copy the material contained within it for other than the purchasers own purposes. In the event that the purchaser uses or quotes from the material in this publication – in papers, reports, or opinions prepared for any other person – it is agreed that it will be sourced to: IBISWorld Pty Ltd