

PURPOSE, VISION AND VALUES

Over two million New Zealanders shop with us every week, enjoying the convenience, quality range, and competitive prices we are famous for. Together they spent more than \$3 billion with us last year across our networks, which is unparalleled in the New Zealand market.

OUR PURPOSE

Helping Kiwis live better every day

Every day, we're living our purpose by transforming our business to exceed our customers' expectations and beat our competitors in a way that has a positive impact on our communities.

OUR VISION

To build New Zealand's most sustainable, convenient and customer-first company

Being New Zealand's most sustainable business means that we will not only be profitable but we'll also take responsibility for our environmental impact and the impact we have on people's lives. We know that sustainable business is good for our company and the wider economic climate in which we operate. We want to be New Zealanders' first choice for convenience by providing products and services when and where they are needed, with as easy access as possible and a variety of payment and collection options.

We want to be synonymous with 'customer-first' in New Zealand and help customers understand that quality and great prices don't need to be at a high cost, and we can save them time as well as money.

OUR VALUES

TAKE THE LEAD

We use our smarts and make things happen

BE THE EXPERIENCE

We make every connection count

CREATE THE WAY

We make today great and tomorrow even better

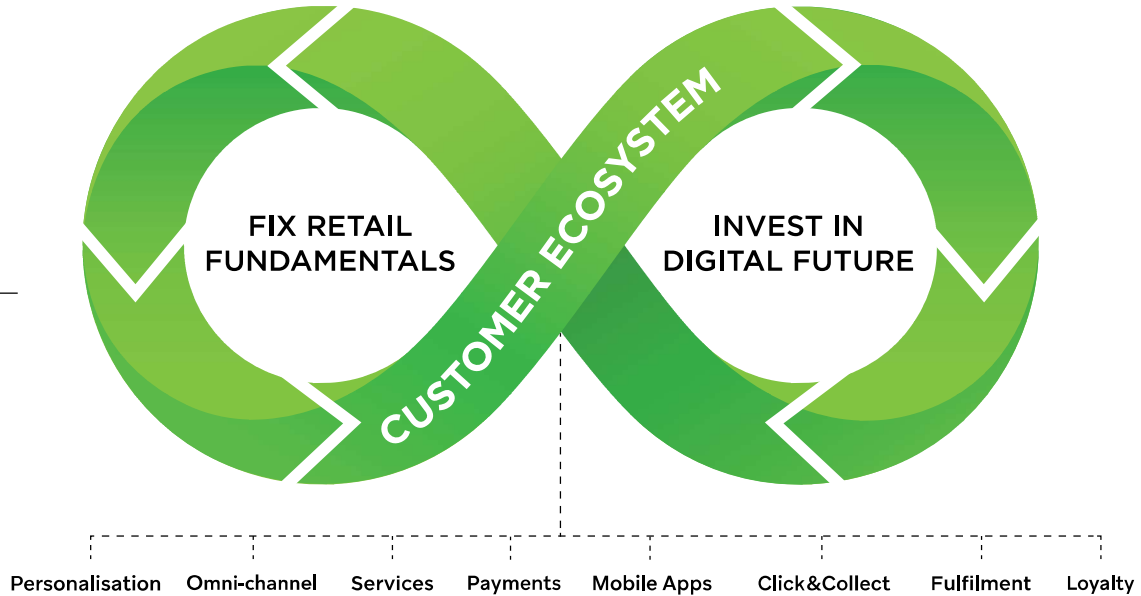
HERE FOR GOOD

We always do the right thing



OUR ECOSYSTEM

Leveraging: Our reach, our customer insights, our ability to serve



Enabled by: World-class team, partners and technology

For: Our communities, our investors, our planet

Our strategy is showing promising signs of delivering results in terms of profit, revenue growth and satisfied customers. We are not changing the strategy at this stage. There is still more to do around fixing our fundamentals through a range of transformative initiatives. We also have the opportunity to continue to invest in our digital capability to meet customer needs and build our future.

Given the fast-moving, changing face of retail, we are working at pace to build an ecosystem around our core business that will provide solutions for our customers' changing expectations and smarter shopping habits. The launch of our digital shopping platform TheMarket is one example of our ecosystem in action. Further initiatives are in progress.

Our strategy is based on customer insights. We will continue to listen to what our customers have to say, before testing and learning to problem-solve in a way that drives a positive quality and value perception for today's customer.

With changing customer expectations comes a need for us to continue to refine our business processes and implementation methods. We are upskilling our team by building a performance culture with new leadership behaviours that are linked to our values. We are also giving thought to the future of work and how we can best equip and support our team for ongoing changing skills needs.

Our transformation programme has enabled greater discipline and ways of working, promoting increased nimbleness and agility, which we will continue to adopt throughout our business.