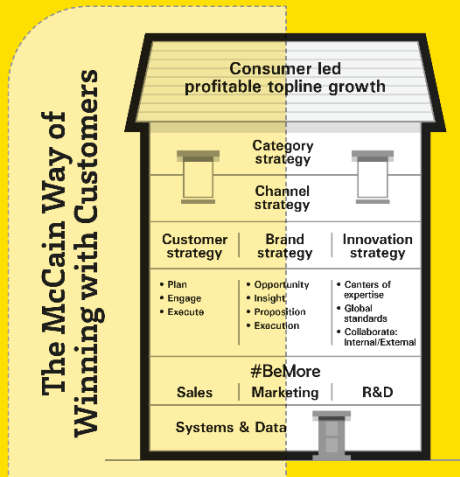


The McCain Way of Winning with Customers

- A snapshot.

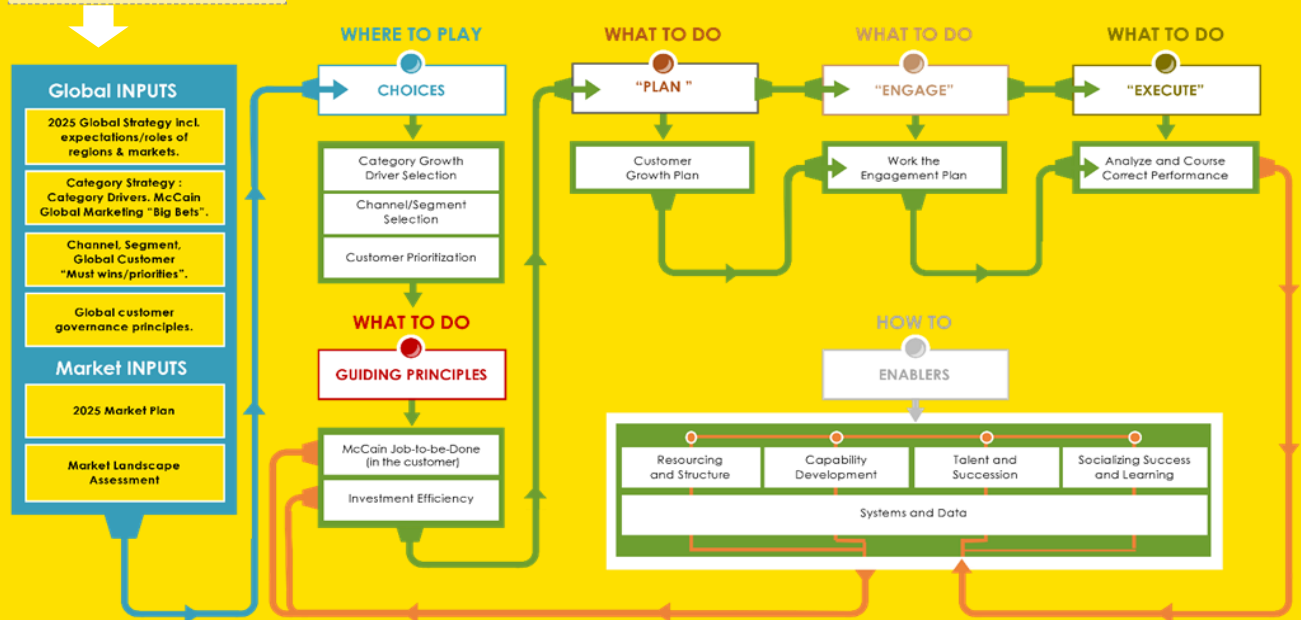


MWOW is a structured approach to fuel a growth mindset, strengthen our relevance to consumers and customers to provide efficient, effective and consistent principles for how we go to market In and Out of Home.



The MWOW with Customers journey has started. It's important to understand how it works, what's involved, what we'll see and how it supports the achievement of Sustainable Share Growth.

Underpinned by a **simplified ecosystem** it will step change the engagement with existing and new customers. It will elevate the way we sell so that we become the preferred partner to both our new and existing customers.



The approach demands that teams be more curious about the markets we operate in, which **Customers are winning Consumers** spend today and which ones will be the future winners so that we can make informed choices about **Where To Play**. The rigorous approach to **What To Do** in the form of Customer Growth Planning requires a really intimate knowledge of our Customers businesses so that we can bring mutual benefit. **How To Do it** will be enabled by evolving our capabilities, systems and access to data.



Understanding each part of our the ecosystem.



Global Inputs.

Like all living things our ecosystem needs to be fed with the right **inputs**. Globally these are our **2025 strategy**, consumer based **big bets** that can travel with scale across markets and the **must win priority customers** that we want to engage.

The 2025 Market Plan and the local market's plan and dynamics are also inputs.



Where To Play Choices for a market.

Category Growth Driver Selection.

Start by selecting the most relevant Category Growth Drivers from the Category Strategy. These are the **Consumer led future opportunities that have the potential to unlock growth for in Potatoes and Appetizers.**



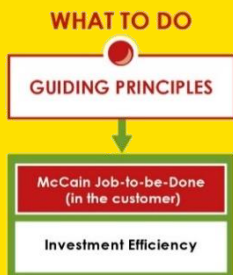
Environment Selection.

Then we map the market to reflect where Potatoes and Appetizers are being bought by the Trade in response to where Consumers are spending and consuming – **we call these Environments**. For each Environment the mapping requires us to look at what's being bought and from where. Against this we profile our business and assess the **headspace for growth considering our ability to win**. These refreshed choices will be where we can **accelerate sustainable growth**.



Customer Prioritization.

Within the selected environments we need to **prioritize the Chain Customers to work with** –the ones that are well placed to **win Consumers spend**. Route To Market Customers are also prioritized taking in to consideration their ability to help us **reach and engage Independent Operators** in the chosen Environments who will also be serviced by Field Sales. This generates a list of **existing and target Customers** including the global "must win" Customers.



Guiding Principles that must be incorporated to in the development the **Customer Growth Plans** to ensure growing **topline and profitability**.

McCain Job To Be Done In The Customer.

The topline growth focus will come from identifying the Jobs to be Done. These are the opportunities for our portfolio and are identified using the common language of Win new, Win more, Win again, Grow Existing or Improve Profitability.



Investment Efficiency.

Local investment principles ensure we're continuously improving profitability -thinking investment rather than spend, driving conditionality and connecting to the achievement of the McCain Jobs to be Done.

We're now ready to develop rolling **3 year Customer Growth Plans** against ambitious growth targets for existing big Customers including the Big 3, Top 50 and the locally prioritized strategic ones. The same approach is used for target Customers where there's significant growth potential.



Customer Growth Plan.

Developing the Plans means going deeper than ever before to understand our Customers – **Their needs, challenges and opportunities, our share, competitors share and the portfolio opportunities captured as the Jobs to be Done.**

We identify how **the Customer and McCain's strategies can be aligned to identify where value** can be created. This helps to shape the **Vision** for the future state of our business with them.

Developing **Engagement Plans** is critical to ensure the right conversations are happening to unlock the growth opportunities.

There is a **1 Year version of the plan**, that follows the same principles for smaller chain customers and large Independent Operators.

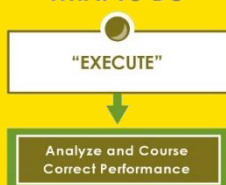
WHAT TO DO



Work the Engagement Plan.

Selling the plan, broadening and deepening our Customer contacts comes next. Customer Leaders will guide everyone in the Engagement Plan so that the right cross functional conversations are taking place and opportunities identified to feed the rolling 3 year plan.

WHAT TO DO



Analyze and Course Correct.

Next is to monitor the progress being made on the strategic initiatives, the Jobs to be Done and the Engagement Plan. Commercial performance will also be monitored so that we can make more of what's working well and course corrected under performance.

How To Enablers.

There'll be new materials to support decisions about allocating resource in a way that supports the growth opportunities and complexities of prioritized Environments and Customers.

A **new** competency framework will be developed so our Sales teams and leaders know what great looks like and how to get there.

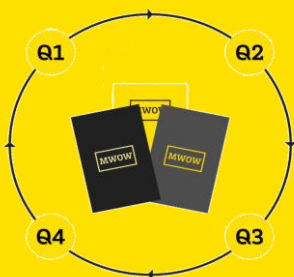
There'll be more **learning opportunities** to support the step up needed in capability through **#BeMore**.

The **systems** we have will be optimized to their full potential and complemented with new ones. Making processes as **simple as possible** and getting **access to the data**.

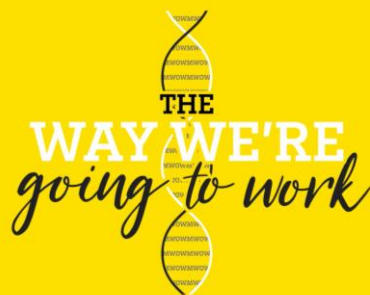
HOW TO



#BeMore



Wiring MWOW with Customers into the annual planning cycle will happen over time. You'll be supported with relevant materials so that it becomes our undisputable way of going to market.



It's not a special project, it's **THE way we're going to work and will be embedded in our DNA.**

MWOW with Customers is a critical building block to achieving our **2025 Strategy**. The framework of **Where to Play, What to Do and How to do it** provides real clarity on where there's headspace for sustainable share growth to protect and enhance our #1 position.



The time is now to switch on our **mindset for growth** and embed MWOW with Customers to make us fit to **compete and win.**