

# Ambient Supplier Conference April 2025-20250423\_124858-Meeting Recording

April 23, 2025, 8:58AM

3h 50m 43s



0:48

Good morning, everyone.

Hopefully everyone online can hear OK.

Partly amazed that we are starting to hang on time.

Please come.

OK.

So firstly, thank you everyone for coming and attending today, especially those that have travelled up to Manchester.

Holiday. I think we've got about over 255 over here in.

The time today very much appreciated by myself and the team.

Umm.

Those of you, who don't know me, I'm Greg Goodwin.

I'm one of the heads of commercial here at.

At the Co-op looking after the categories that hopefully you supply into US impulse kiosk news newsagents, non food.

I'm a personal care.

Edibles, edibles got on edible ladders nearly in trouble there.

Grocery edibles.

Yes. So if you're a supplier of an area of not including.

Them.

I see you.

Anyway, thank you anyway.

Anyway, thank you.

So that's, that's where we are from our perspective at the Co-op, we always do a visual scripture of all the presenters here.

Go through. So was doing this about 20 years ago, I'd say.

Go through. So was doing this about 20 years ago, I'd.

I'm 6 foot 2, blonde hair, blue eyes, very slim. Now I will say, but none of the above really.

Of I'm thinking a little bit, probably more.

I'm not so slim anymore.

My hair is not blonde anymore and a few E sorry, my eyes are still blue.

In some some lights, yes anyway.

And I'm sharing a few Easter eggs around the the midriff.

Post.

In the audience as well. Anyway, that's my visuals over.

In terms of this sort of in terms of the sort of official elements to the day, this statement has been on screen whilst you all been coming.

Boom.

Actually.

I'm not going to go.

It in detail.

It in.

So I just trust that.

You've.

All had chance to read.

The bit I feel.

And.

There is a planned fire alarm clock.

I think we'll get into our first presentation.

Talking there will be a fire alarm. That is a that is a.

It's not.

If there is a fire alarm outside those times, fire exits either side of the stage left and the right.

Send it.

The toilets are down.

Right, yes, so.

It's a really busy agenda and we're going through a lot of contests today.

And Aiden, I just got a bit of.

An.

Interest day for you?

I'll come back and talk Ender in a bit more detail.

Bit more detail after we've heard from Shin.

We're gonna just sort set the next 15 minutes or so just so the seed set the scene in terms of where we are as a business journey that we're on.

So just talk why you're all here today?  
So I just ran over very, very quickly to Sinead.  
Say good morning everyone. And for those of you that don't know me, I'm Sinead Bell and I'm the.  
And my visual descriptors are.  
I.  
Do you have to?  
And I'm wearing a orangey blue top and some.  
Absolutely delighted to have the opportunity to speak.  
OK. And at today's event, which is the first one that we?  
Or you're going to find it incredibly informative and it will give you a great.  
Insight.  
Only who we are as a business, but also where our.  
Hugely proud.  
Or history.  
Pioneers of.  
Established.  
And last year we celebrated 80th year of being.  
Fighting hit.  
And an evil.  
Tighten fewer.  
Here from today.  
The number speak different area.  
Y'all throwing Bailey at me.  
Fan to double our size?  
Who are 5 fold and service 4?  
Its growth is going to be steam channel.  
So that is 1300.  
All.  
Business.  
Are 1000.  
It's.  
Current 60 or what franchise?  
Have over 85.  
And all of this.

Growing active membership to 8 million.  
You're currently at 2,000,000 and then that incentive.  
And over a year ago, just at 4 point.  
So you would have heard through our recent annual results.  
But we made great progress this goal.  
Turnover of 11.3 billion.  
The line operating profit 35% membership reaching 6.2 million active members.  
That's with on.  
Members every week.  
So we're really clear that the areas of the most important through our growth  
ambition and we are investing behind these.  
One example recently.  
Ever.  
Which was matching ALDI on.  
All whilst maintaining.  
Expanded and are in commitment.  
Quite customizing proposition.  
It's all of our channels, something that is.  
A second point that we can't deliver all of.  
So whether that is best foot forward and unlocking?  
Best.  
It doesn't matter whether you're.  
Developing and leasing in.  
So before I hand back to Craig.  
Are the most.  
800.  
Those areas.  
Priorities.  
But also.  
By the.  
Kisha and Aiden, thanks for stepping out of food up for this morning. Join us.  
Got back at some, but thank you so.  
Yeah, I'm sure you'll.  
Spanish prime with us today.  
So guess what? Where's the?

Lost the clicker.

Just wanted to sort of talk a bit, take on board there.

Next step.

What's just said about we can't deliver that strategy in both at you said at the start, there's about.

50 supplies over here.

Who's in the room?

Who's in the?

What do you account for about 62%?

Of annual turn.

Fits within the.

That's more pronounced when you add the group part in, so these categories of.

Wholesale business.

Overall 62.

Hugely hugely important.

Usually by.

Every year we get the Advantage Group survey, which I know a lot.

Of you.

Very, very good way of provoking us into action, giving us a clearview as to what you want to know. More about what you want.

And more about us.

Right, with the Co-op, what we've seen over the last four years is we are improving into.

How we track and how we go up that lead table, but there's still areas where we can get.

Yeah.

Areas where we can get better.

Largely involve how we communicate and how we talk.

Strategy, our visions, our vision for the hopefully you'll get.

Strategy, our visions, our vision for the hopefully you'll.

Really, really good view of that as we go through today's session, we also on top of that have a couple of sessions that are coming up in the next.

In the 15th of May there is 1/4.

She's too.

Which is give us the opportunity to talk a little bit more about particularly our

business to business.

After G.

From the future of that.

Or wholesale branch frts, etc.

But also sort of giving you a view in terms of what our big bets are for the years ahead and where our focus is.

Great session. That was the 15th of March.

We also have the IGD on the 18th of September which?

Again, we'll give you a lot more detail.

Again, we'll give you a lot more.

I don't have a number of you in the audience would have been to the previous.

But you're also telling us is we are becoming.

Hi John. We are becoming more flexible, but there's still a lot of work.

Based on everything we've just talked about and you know, talking about very.

That we operate in, we know we're complicated now.

Times we can be out to get things.

We are improving.

We are.

We do recognize really, one of the outtakes from today is how you can help.

Where do we really need more focus? Clearly telling us you want to understand more about strategy, including telling us you want to end up more about the channels that we operate in.

Hear about that. But you know, and also our cover media network, our quick commerce business, our key areas where you want.

To.

The good news is, is the agenda today, if you, a lot of that detail.

Talk you through. Talk you through that agenda.

For the day we're going to, I'll just.

Going in all.

But since morning session, we're going to go right into the future with.

2035 Adam and Joe from our Insight team will do a present.

Then go into some market detail with Jimmy and Anthony, talk a bit more about the market context of the cat.

Ation.

Operating.

Each of the CBMS, the category buying managers, Rob Ed.  
President Fran will get up and do a bit around their categories.  
Going on and what their priorities lie, and then we'll wrap up the morning session  
with Rob Marshall coming and talk about sustainable actually.  
Sustainability through the Advantage Group survey is one of the areas that you  
particularly we're really strong in.  
I think there's a real opportunity in that session as well.  
For all the suppliers in the room to get a little bit of an upskilling or understand  
exactly how we can operate and link.  
Better Together the afternoon session.  
Down packed.  
Down.  
We've got a bit around our supply strategic relationships with Mars.  
We've got a bit around, you know, we'll have Katie Secretary now wholesale our new  
wholesale.  
MD will be joining us to talk.  
Operations of being sort of 3-4 weeks into new role and we've got quick commerce,  
pop Media Network Co-op brand strategy and that's included and then we're going  
to.  
Up with.  
It's a little bit flexible in terms of the.  
Timings.  
Based the amount of speakers that we get, but we're we're aiming to be enabling  
you to get away at about 2:30 at the latest.  
Team will be around during the lunch break and after for networking.  
Team will be around during the lunch break and after for.  
Any questions that you have, but first and foremost, I'm going to hand over to Adam  
and Joe who are going to talk through convenience 2035 on the future.  
Morning, everybody.  
How am I going to manage this microphone? In one hand, clicker in the other?  
This is going to be complicated.  
OK.  
Wait, bear with me a SEC.  
Glasses off.  
OK.

OK.

Morning, everybody.

My name is Adam Gitlin.

I'm the lead insight manager for the carp food business.

Nice to be with you this morning. In terms of my visual descriptors, I've never had to do this before.

Descriptions. I've been up all night thinking about this one.

So so I'm a white male.

In 50 something I was the head talking about. My hair is just too depressed and I used to have a lot more hair than this, but my I have thinning dark hair.

And as you can probably notice, I'm a practising Jew, so I am wearing a black skull cap.

So that's me.

So that's.

I used to be 6 foot and I'm 5 foot 11. Go figure.

Morning everyone.

I am Joe Moran.

I'm the strategy insight manager in Adam's team.

I am also 511.

A white male.

I have a shaved head, green eyes and I'm wearing a green jumper but lovely to meet you all.

OK, money.

Obvious so. So we're going to, as you've heard, we're going to be talking to you about the piece of work that we've done around the future of the comedians channel.

It's some work that we would we spend a lot of time doing last year and it's ongoing work.

It's not something that we've decided that's the future.

Continually evolving.

And trying to understand how the channel is evolving.

Shopper trends and consumer trends are evolving.

Shopper trends and consumer trends are.

So we're going to give you a very high level view of this piece of work.

If you're at the RGD conference in September, you may well have seen also this



already.

In that case, it'll be a good recap for you.

In that case, it'll be a good recap for.

If you weren't there, it'll be new content and I hope you're going to find it interesting and stimulating.

And in the next few months, the category development team are going to be reaching out to all of you to do some further work on this.

So and Joe will touch on that more at the end of our session.

So I suppose just to give a high level view on why we've done this work, well, it's it's good business practice for starters to think about you know, where is your market going and where are your shoppers and your consumers headed?

Oh gosh, it's not a good start.

But there is a, you know, there's some existential existential realities for anybody trading in the convenience channel, in that the things that have driven people through the doors of our stores over the last.

20304050 years are changing. Whether that's to do with changes in consumer taste and consumer habits, in particular smoking.

Government legislation which is impacting.

Many of your categories.

Our core custom base of older customers with euphemistically refer to them as moving on.

And you know, so a whole new cohort of shoppers coming through and then there's kind of these always this kind of baggage around the convenience channel where it's seen very often by many people as a bit of a compromise channel. I'll go there if I have to.

So you put all of those things together and you say actually, you know, where does, where does that all take us in terms of a channel?

So you put all of those things together and you say actually, you know, where does, where does that all take us in terms of a?

So we've looked at this and said actually we could sit and bemoan our lot or actually we could look at this as an opportunity and look at how do we how do we evolve and how do we turn those threats.

Opportunities. How do we think about what are the new footfall drivers?

What are the prompts for people to how do we reinvent certain categories?

Do we reinvent the notion of convenience?

And there's plenty of opportunities for us to to rethink the whole, you know, the whole model and but you know, when we part of the work that we did was to kind of project forward what would happen in this channel.

The IGD because what the IGD do, are they bullish about the convenience channel?

When we looked at it, we think there is.

There's still plenty of growth in the channel.

And you know to reference in kind of sinead's comments about the ambitions of the business, we do have huge ambitions and we still think those huge opportunity in the channel. But when we project it forward actually based on an as is, we see that the growth in.

The channel.

Will start to flatten out once we start to overlay.

Economic factors, social social trends, demographics and so on. We, so we don't see that there is huge amounts of incremental growth.

Economic factors, social social trends, demographics and so on. We, so we don't see that there is huge amounts of incremental.

So it's for us to start looking now for those for those incremental growth opportunities for 2030 and beyond. And that's that's really what the piece of work that we've done.

Is all about.

We obviously you know we service thousands outwards of 5000 stores through both retail and carp wholesale.

So this is about us not having the future done to us by actually making the movie and starring in the movie rather, rather than watching the movie.

We're on the front foot with this and we're proactive and we're going to show you some of the highlights of the work.

A little bit of it's difficult.

A little bit of it's.

Take inspiration from Tim Tim Martin at Wetherspoons. But a bit of inspiration from him, you know, back in the 2007 when the smoking ban came in, many pubs in particular was this and thought that's the end of the world.

And for many, unfortunately, it was the end of the world. Many pubs closed.

But then other, much smarter entrepreneurial business people started to reinvent the pub business, and in particular Wetherspoons do particularly well off the back of that.

That's our kind of that's our mindset is to say, actually, how do we.

Rethink what?

What convenience, really is all about?

So we're solving for tomorrow today, starting now and last year.

Giving us a cleared share of shared view of our vision.

Giving us a cleared share of shared view of our.

So we're all on the same page. We know where we were putting our chips.

So we're all on the same page. We know where we were putting our.

What our big bets are, and making sure that we are leapfrogging the competition and and leading the channel not following.

That's the work we've got.

Short video in a moment just to.

Settle this up.

A bit further, but we in terms of what how do we use is you know, it is fascinating work we've really enjoyed doing it, but actually how do we have put this into action.

There's three kind of tiers where we think this 3 tiers in which we're activating this work.

There's three kind of tiers where we think this 3 tiers in which we're activating this.

So the the kind of the high level tiers, the big picture thinking stuff where which is about.

The entire convenience channel.

The entire convenience.

And actually, do we want to, you know, do we want to have convenience stores of 3000 square feet and or is it something completely different?

That's one level of thinking that's taking place around this work.

The second is how do we, in terms of our existing strategic portfolio and the food business, which you're going to hear more about today, how does this work start to impact that?

Do we evolve our strateg?

Portfolio and the third area which we're focusing in and I think will be very relevant to many of you is if we take our existing proposition, what does this convenience 2035 work mean to the evolution of the existing proposition. So as you go through this think?

Of it.

Think about those 3 tiers, but particularly #3.

OK, a short video.

OK a short.

I'm hoping the sound is going to work.

Give it a go.

FM

**Francesca Miller (Commercial)** 24:39

We are young, we run great, divine team, nice and clean.

See our praise.

See the sights and feel all right.

We we come, we go out.

180 crazy thinking about the way I was at the heartbreak. Change me.

Baby, look away.

Ditto, I'm all good already, so moved on. It's scary.

I'm not where you left me at all.

28:15

Hopefully that tells you pretty much all you need to know, but we're going to tell you more for the next 20 minutes.

So we in this work we focus very much on consumer and shopper demand. So to understand in 20 in the next 5 to 10 years, where are the kind of main areas of shopping demand going to be, the evolving areas of shopper demand going to what are they?

To look like and.

We've called them opportunity spaces and that's what Joe and I.

Going to talk you through for the next 20 minutes is the five opportunity spaces that we identified through this work.

Demand diversity conscious and careful, seamless solutions.

Milmerge and local lifeline. We're going to bounce you through those very quickly.

They've all been put together, all been put together in a very similar way.

They've all been put together, all been put together in a very similar.

So we'll talk about who who these demand spaces are most relevant to where, geographically.

They're likely to resonate the products and missions that are going to be most closely associated with them, and some kind of a few thoughts on the optics of the store of the future.

We bounce through those.

And.

Hopefully there'll be opportunity later in the year for you to explore these in more detail and we've certainly got more content and we've doing a lot more work around these in, in recent months.

So we're going to double teams over to you, Joe.

Brilliant, yeah.

So the first opportunity space we're going to look at is demand diversity.

So the first opportunity space we're going to look at is demand.

This is a really exciting space. It's all about the explosion in diversity in the UK population, how shoppers are becoming more complex and more diverse than ever, which presents lots of new, exciting opportunities for us.

But at the same time, it also comes with its challenges, as those needs are going to start to be much more varied and we need to be much more on the front foot, be really entrepreneurial and how we.

Adapt and move quickly to meet those needs.

It's going to be an exciting space.

It's going to be an exciting.

It is most kind of extreme. It could look something a bit like Borough Market, really vibrant, really exciting, really lively, but also a little bit confusing as well.

In terms of who and where the diversity boom is really going to be unmistakable in urban areas, in our towns and cities, and it's going to be the younger generations, the millennials, Gen. Z's, who are really bringing diversity to the fore and all the latest trends.

Into the mainstream. If you think about our shopper segments, which hopefully you're all familiar with this audience really closely aligns to our fast foodie shoppers.

You think?

So that means they've got really hectic lives.

So that means they've got really hectic.

They are a little bit of a younger audience.

They're sure on time and money.

And what we're seeing increasingly over the next 10 years is how their diets going to become more widely varied, meaning they're going to have to cater for different needs within their own homes in their own households, and they want to try new food experiences.

So for us, I guess this means that A1 size fits all approach is going to become increasingly outdated.

We do need to be more targeted and more focused on who we're serving in different communities and we need to be quite flexible and entrepreneurial in the way we do that.

In terms of what people eat and how they shop, traditional cuisines aren't going to disappear.

In terms of what people eat and how they shop, traditional cuisines aren't going to. They're still going to be the staples for many families across the UK, but what we'll see is increasingly new fads coming in and a lot of growth will come from these new emerging food trends.

It might just be those traditional cuisines taking on new and different twists.

Lovely. So yeah, it's about having these these new twists into those traditional cuisines and cooking for those broad family diets. A lot of this is going to be driven by social media and influences where people will be picking up on the latest food trends, the new ideas new.

Coming through.

There in terms of how people are shopping with us, top up still going to remain key, but increasingly it's going to be about those new and interesting ingredients to jazz things up a little bit and that will start creating new micro emissions as well. You can think of.

Like prime?

When that came through, people shopping specifically to find those products that are trending.

So we need to be quick to market and be able to meet those needs.

Fundamentally, this is about a new generation of convenience shopper who have probably seen something on social media.

Want something that looks good?

Want something that looks?

They want it to be nice and quick and easy for them to make, and they want to be able to take photo of it and show.

Off to their friends.

In terms of the store of the future, just very quickly again, this is going to be really vibrant.

It's going to have a real buzz about the place that will be bespoke, local ranges

tailored to stores and shoppers.

Digital media will be promoting the latest products that's going to be really important channel for us to.

Showcase what we've got and how we're adapting to those needs, and similarly social media platforms being really present there.

And connecting through to our QCOM business, here's just an example.

And connecting through to our QCOM business, here's just an.

Some of our food leadership went over to Japan and China early this year and there was loads of evidence of this across the stores there where you could see that digital media advertising menu boards really showcasing those new and different products.

So demand diversity.

Offers the opportunity space.

Pass to Adam.

Thanks Joe.

My primary objective this morning was to make sure that Joe was speaking when the fire alarm went off, so yes.

OK.

So second, demand space demand opportunity. We're going to talk about is conscious and careful.

So second, demand space demand opportunity. We're going to talk about is conscious and.

So this is something which is I'm sure, very familiar to all of you, something which we've been seeing a lot coming through in research over particularly in the post COVID period, which is about people really being mindful about the food that they're consuming and the products.

Consuming both from a kind of different perspectives from a health perspective, but also from a non environmental impact perspective.

This is, you know, there's always questions about how much resonance there is with this kind of trend in times of economic uncertainty.

But it certainly we see it getting more and more traction irrespective of kind of the value pressures that households are under.

This is manifests itself both.

In younger shoppers and in older shoppers, and it's quite a universal trend.

We see it also being as well as being younger and old shoppers also geographically.

Well, well distributed.

Well, well.

So in urban centres it's very much about very often about younger people looking for for health and Wellness and Wellness and fitness.

For older shoppers, often in rural and suburban areas, it's more about general well-being and then almost again universally is concerns about the environment and concerns for.

Doing right by the planet.

So it really touches most of our kind of core shopper segments.

The creative cooks are cut above and the fast food is.

And it's manifests itself both in sort of everyday mainstream and more premium.

In products as well.

It is very much about adding rather than taking away.

It is very much about adding rather than taking.

So it's not necessarily about abstinence, it's about additions and enhancements. And we see that in, in that an awful lot of opportunity.

And you know, every government, irrespective of which side of the House they sit on, knows that kind of the long term fix for the NHS is is about prevention rather than cure.

Hence why in many of your categories you are kind of feeling that the brunt of government.

Legislation and that's only going to continue and only going to increase.

Legislation and that's only going to continue and only going to.

So it's about us understanding where those new mission opportunities, where those new category opportunities and how do we reinvent some of those health categories that may be less healthy.

And less variable to the environment.

In terms of store the future.

At its kind of at its extreme, it's very much kind of stripped back, very authentic abundance of produce.

It's a natural looking products and very much kind of a natural feel to it.

Now, clearly we're not.

Now clearly we're.

You know we're not Holland the Barrett and we're not.

Whole Foods.

So it's about us thinking about what does that look like in a in a convenience setting



for our type of business.

And as Joe said, some of our leadership went across to the Far East and some of the things that they saw, we kind of thought was worth bringing into this session.

You can see a real focus on health shots, real big business over there and a lot of supplements and.

An additive.

Products which are really big over there, although it was an interesting footnote to say Japan and China doesn't have the same theft problems that we have.

Clearly, there's some some logistical challenges around these kind of products.

So that's conscious and careful.

Back to you, Joe.

Lovely. So meal merge is our third opportunity space that we're going to talk about again.

Is a really exciting area for us.

Is a really exciting area for.

It's where we can we see there's potential for real significant growth and really to change that dynamic that Adam spoke about earlier.

This is all about those blurring, fragmented meal occasions.

This is all about those blurring, fragmented meal.

It's about shoppers wanting new experiences and also just for meals to become easier for them.

It's about shoppers wanting new experiences and also just for meals to become easier for.

So it's about meal assembly made easy and it's about convenience starting to feel a little bit a little bit more like a deli.

A little bit more like a New York bodega here.

In terms of who and where, again, this is largely going to be driven by those bustling urban areas and that sprawling commuter belt where you're starting to see the proliferation of food and drink offerings really come through.

Again, it will be those millennials and younger shoppers. Our fast foodies cut above make it simple, where growth is going to come through the most.

It'll be that younger professional audience with shifting work and life pressures.

We know they have lots of time pressure and also we're going to see declining cooking skills there as well as living in spaces where they don't necessarily have the opportunity to do as much cooking because they've got smaller kitchens or no

kitchen at all.

So this is a really about how we diversify how we start.

To really break, push the food and meal experience into these consumers and really an opportunity for us to expand our presence and reach with them.

In terms of what they eat, as I say, it's about tasty and quick solutions and really couldn't split this into two areas.

In terms of what they eat, as I say, it's about tasty and quick solutions and really couldn't split this into two.

The first is around the simple assembly of great tasting quality meals for tonight, and the second is around that better lunch options and that's where we see shoppers have real frustrations at the minute with the sad supermarket sandwich they're getting today. This is about.

Reinventing that going really over the top in that food to go experience making it feel much more American, more food trucky vibe in there, giving them many more hot and cold options to serve and for their meal for tonight. It is about simple assembly.

About how we can give modular baskets to people.

Would make it easy for them.

Pick up all of the ingredients so they can try new and different exciting meals at home, but in way that isn't going to challenge them too much.

It's around convenience, really focused on these meal solutions and experiences for them.

In terms of the store of the future, well, I think you could probably smell it before you see it.

In terms of the store of the future, well, I think you could probably smell it before you see.

It's about having that real kind of mouth watering aroma there. Having your dedicated meal zones and having simple assembly meals clearly displayed so you can get to them easily.

And again, in the very strip, we saw lots of examples of this, the proliferation of hot food to go offerings across stores and lots of new ideas and thinking there.

Thanks Jack.

#4.

Unfortunately, we didn't get invited to go to the Far East.

Don't quite know why that was.

So we just got to see the pictures.

So #4 is seamless solutions.

So #4 is seamless.

This is very this is our tech led opportunity space. When we're doing this work, we were very cautious because we're not tech experts.

We steered clear of actual tech solutions.

Looked at it very much from.

A consumer and shopper perspective.

And this is all about people's changing lifestyles at the fast pace of life.

Hybrid working having a real impact in this space and just the the constant demand for instantaneous demand.

Hybrid working having a real impact in this space and just the the constant demand for instantaneous.

Give me what I want when I want it where I want it. Make it as easy as possible.

Solve my problems for me and then tech and AI playing an increasing role in all of that are really starting to shape how we how we shop.

We live, how we eat and so on, so this is.

Big impact across, you know, across all of our lives in every area.

And when we looked at kind of where and who it really is touching everybody.

And when we looked at kind of where and who it really is touching.

So it's not, you know, we're not in a place where we've got some cohorts of the population that are tech savvy and others that are not pretty much everybody now is tech savvy.

It's not just about young people, so again, really touching.

All of our core shopper segments, it's about providing on demand, convenience and reaching the kind of high expectations that tech and seamless solutions bring to shoppers.

Interesting for note at the bottom. Obviously we have a we have a high representation of older shoppers in our customer base and there's a whole load of opportunities there amongst our older shopper base to provide.

To give them access to health healthier products.

And convenient solutions through through tech. So a really interesting space there for us to explore further.

In terms of missions and products, it doesn't.

Not really.

Not.

This isn't really about products and missions because it's about everybody.

This isn't really about products and missions because it's about.

It's about how you access it rather than what you're eating, but we're seeing increasingly the role that AI and tech plays in things like meal planning, so.

That idea of, particularly amongst many of our younger shoppers and younger shopper segments, instead of standing at the fixture going, Oh my God, watch life for dinner tonight.

Actually, now there's tech.

That can help with that and you know.

So how we intervene and start to use tech to influence people's shopping habits and their consumption habits is a really exciting and interesting space.

Also, obviously we've got a big QCOM business. We are market leaders in the quick delivery.

Ecom space this that Channel is going to continue to evolve and become more more sophisticated.

Ecom space this that Channel is going to continue to evolve and become more, more.

And so it's about us continuing to lead in that space and really staying on the front foot.

In that space.

Store the future of the optics.

Store the future of the.

It's all about, you know, it's like walking onto the bridge of the Starship Enterprise. If you're old enough to remember that.

So it's all very high tech.

Integrated Omni channel. Glossy shiny.

Digital kind of shopping environment and certainly, you know, unsurprisingly, the guys saw an awful lot of this in the Far East where they are, you know, quite a quite a long way ahead of us, both in terms of kind of the payment and exit.

Part of the store, which is a key part of kind of our focus for development, but every store has got kind of touch pads, hybrid hills, self scan and kind of quite sophisticated versions of that.

There's an awful lot of stuff going on that space.

Lot of vending vending stores.

And a real application of tech to in the convenience channel.

And a real application of tech to in the convenience.

So a lot of stuff where we can catch up on, OK.

Last one to you, Joe.

I think we.

Yeah, lovely.

So thank you for sticking with us.

So thank you for sticking with.

This is our last opportunity space. The 5th Opportunity Space, local lifeline and on the face of it, this is possibly one of the more depressing.

Future scenarios that we've seen because a lot of the trends that make up this opportunity space are about those challenging economic conditions and the pressures that both small convenience retailers and shoppers are going to be under in the future.

But actually we think this is a real powerful space for us and somewhere where we can bring a real sense of community difference. There's a real role for Co-op, for managed convenience, to step in and be that local lifeline for smaller communities. In terms of where we're going to see this the most, it isn't going to be in those areas of lower affluence.

In terms of where we're going to see this the most, it isn't going to be in those areas of lower.

So your kind of rural areas, your northern towns, coastal towns and it will be a mix of older shoppers who are most impacted by this where that top up convenience shop is a key lifeline mission for them.

But also those shoppers who really depend on physical location for for their shops so.

So having Ware shops.

Closing down and they no longer have access to those convenience stores.

Closing down and they no longer have access to those convenience.

Actually, they really need those services to step in in terms of our segments, we're thinking about creative cooks from an older shop at a dynamic and make it simple.

Shoppers who really depend on that physical location.

The loss of those smaller stores does shift focus to large, large format convenience value.

Is really key.

Is really.

So it's about affordable and easy options on demand for them.

In terms of what people will be eating, we expect diets will remain pretty traditional in these areas and shoppers are just looking for those affordable, easy options and that value day-to-day.

So premium quality meals will be saved more for special occasions here.

It's about having that affordable local top up shop there having that face to face service continuing, being able to draw people in and be that real hub for the community. So offering services beyond just the food we sell food and drink, we sell and into kind of other.

Where, like banking and postal services, where they might not be able to access them in those areas.

So it's about being really inclusive in that area, being that real hub for the community, having real local knowledge there and being able to connect people with the services that they need.

And when we think about what this might look like, actually, there's a real sense of nostalgia.

We then take that and we lead on strategic planning alongside all of our buying teams, making sure that everything that we know is built into our future planning so that we can set up a road map to, to go and deliver against what they need and then we.

Steer all of that strategic thinking through the execution.

So whether that's.

Range events, promotional planning, own brand planning, anything that the customer sees at the shelf edge.

We make sure that that kind of virtuous circle is completed through from how we understanding the insight, how we planning for that and then how we executing it as well.

So with that, actually, I'll hand over to Anthony to introduce himself.

And then he's going to take us through some of the grocery landscape.

Can you hear me?

Yes. Thank you. God. God. Thanks, Jimmy.

Do we need it for?

Yeah. OK.

We'll go with the Mack then.

First of all, I'd just like to thank Adam and Joe there for helping me with my visual descriptor. I'm a local lifeline.

So I'm gonna make it simple, shopper.

I'm in my mid 50s, slightly overweight, as you know I'm northern and I live in a coastal town, so also I've got short brown hair side party.

5 foot 8 overweight. So thank you for that.

OK.

So again, as a nod, we were talking about John F Kennedy saying, let's look to the future. Just give me 5 to depress you. So the UK grocery market quarter one, as we all know, when we pick up the newspapers, listen to the radio, listen to our podcast. Consumer confidence is falling.

We continue to see persistent inflation.

And as we know, rising bills means this isn't due to change.

Anytime soon, we saw the release yesterday of the IMF with cheery outlook as well. So what's it saying?

So yeah, with consumer confidence, this is obviously measured every month by the RGD, the latest one.

So the shoppers facing a drop in confidence across all their measures, we did have an uplift in February.

That was a very, very short held by Donald Trump.

And the divide between the highest and lowest earners now is becoming even clearer when asked on their confidence.

Obviously bill increases are coming into effect.

You can see the heating Randal there which will affect all of us in April and we really don't expect a positive.

Confidence measure from anytime soon.

Apologies, sorry for that, but what does it mean for us anyway?

It's just going to be essential as a retailer to continue.

Building trust with our shoppers and it's going to be through transparent communication and providing the best value possible. So we know that's what shoppers are going to be looking for in the near future.

OK. Then what's driving the market at the minute? As we know, rising prices, we mentioned inflation.

Increase frequency that's driving total grocery market.

So what have we got?

Little and often, shopping is on the rise.

Retailer loyalty schemes continue to lock in customers.

Obviously prioritize is continue and therefore value remains the focus and we know that shares of promotion and shares of own label products also remain high.

What does that mean for us again?

So changing habits such as more days being spent in the office, more days in transit as people get back to the office, back to school, back to college, it's a search for value. That means numbers and breadths of stores, which we've seen before and explained is key for.

Us as the retailer.

One's .3 having a look at the channels, now that we operating as we know online, seeing the largest switching gains so far this year and that's followed by discounters.

The strong online growth this year, it's not only being driven by your traditional supermarket platforms, but also by the growth and the fast growth of QCOM.

Search for value remains a key priority and obviously we all know the industry knows this as they target discounters with price matches and price cuts and messaging.

So.

We really placed well.

We've got good opportunities for our QCOM business.

And also, as you've seen, if you've been upstairs or even with your arts in, we're obviously calling out our ALDI price matching at the minute, which is talking to all the shoppers about the value we offer.

Here's one for JFK.

So looking ahead to people, several factors that are going to impact grocery market performance.

Tailwinds which are great are going to exist.

Obviously we've got an Easter phase in in April.

And every week we get a weather index that is shared on a Monday morning and it shows how with good weather, the coop performance really, really well.

So we're having a, you know, some real good, good performance.

And let's hope for a good summer.

But the tipping sorry headwinds, the dip in consumer confidence is now caused by worsening economic outlook, obviously inflation growth.

Then you use everything we're hearing about.

There could be potential headwinds. So like we said, right at the beginning, don't



expect mass growth in the near future. So that's obviously.

The total grocery market hope it resonates with you and rings true.

I'm going to pass over to Jimmy now who's going to look at this with more of a Co-op in the market lens.

Thanks Anthony.

Hopefully a bit of useful context in terms of what we see as some of the big things that are driving the way that shops are shopping. Consumers are consuming at the minute.

One thing that I sort of neglected to say when I was talking about what our team does is that we work really heavily with suppliers, particularly category management functions in our supply base and kind of that's one view of kind of how we see them see the market.

But what we want to you guys to do is share.

Share with us how you see it and and what's going on there.

Just getting a bit of echo on the laptop.

OK.

All right.

Sorry about that.

You know you can hear yourself in your own head 2 seconds after what you've been saying.

You end up sounding drunk, don't you? When you do that, I can.

That's that's all to do with the mice.

I'm going to stand away from those.

So yes, please support us with your understanding of customers and my big ask for you guys is across your broader businesses is to think customer in everything that you do and come to with with customer first initiatives and plans because that's what we're after as well.

So as Anthony's alluded to Co Op's in a really unique position as a retailer sitting inconvenience and understanding some of the things that are impacting the way the shoppers shop at the minute. On the one hand, you've got little and often shopping frequency increasing. That's somet.

That really lends itself to top up and convenience as a whole.

What you've also got on the other side is this non negotiable view from shoppers that they need to see value, they need reliability and they're not willing to compromise on that. And what we have seen.

Is that a lot of that topic shopping is moving into the discount discounts in the supermarkets. Co-op though is really well placed to kind of elevate above those sections that shoppers have around convenience as a channel in terms of value in terms of reliability and choice.

And so if we and what we've been working really hard on over the last 12 to 18 months is make sure that we know where our strength is in terms of convenient top up.

Match that with kind of going beyond and elevating beyond the convenience expectations.

Of poor value and making sure we're really offering that alongside a membership proposition which engages in is irresistible and indispensable. Then we can put ourselves in a really strong position and we will see growth ahead of the market and and share growth as well.

So I'll share some some numbers in terms of where we're at year to date and hopefully that brings to life the journey we've been on with the support of all of our suppliers and then where we see the future as well.

So all of the data that I'll share with you on the screen today is from sakana.

We use sakana as our core view of the grocery market and our performance versus the market really relevant to the suppliers in the room today because the reason we use Khanna is because it gives us total coverage across categories. It means we can see the likes of to.

Food on the GO, baby food all included in that. What it also does is includes well Co-op as the TCG that we like to look at it, as well as the channels that we can see.

And it shows us the market defined how we like to define it as well and we tend to look at grocery remodels and convenience.

One of the caveat just before we get into the numbers on this is that all the numbers you'll see on here don't include discounters.

This is our view of grossing multiples as we've seen it all the way up to this point in the year.

It's difficult one to give a market update right now because we're in the process of integrating the discounters into our grocery market, reads at the minute.

And I know many of you will see that through your Nielsen and Sakana Rees that you get at the minute.

I'll touch on in a little bit how that changes some of the data, but ultimately we're not seeing two significant change when we build discounters into what we're doing here.

So performance year today and I'm going to focus on volume performance because volume is really hard, but growing volume growth is really hard to come by in the market at the minute, we're seeing that both from grocery.

Perspective, but also inconvenience and Co-op is really clear on the fact that driving volume will ultimately lead to sustainable growth and a total store level. We're really pleased to say that throughout 2024, we outperformed the grocery multiples excluding discounters and into 2025 in.

Q1 so far.

We're also outperforming that area of the market by 1.2% for volume year on year. When you bring in the discounts of you, a little bit of a sneak peek for those of you that do invest into hive, you'll see this hopefully from your reads next.

This week, that takes our total store, our performance number from a volume perspective to plus nought .7%.

So even accounting for the growth we've overseen and the discounters in Q1, Co-op outperforming the grocery multiples as we see it by naughty .7%.

Taking that down a lower level and looking at ambient categories, what I've done here is split out cigarettes and tobacco and other ambient categories so we can see how we're managing where there's growth opportunity within categories versus some of the categories that we know.

And as Adam touched on, we're seeing some volume decline across the market and we just want to manage that decline as best we can ahead of the market. And when you look category by category, we're seeing outperformance across ambient categories as well versus the grocery multiples.

And then versus convenient. So we map ourselves versus grocery moves to get an idea of how we perform versus the total market, but also versus convenience as a channel. And the good news there is that throughout 2024 and into 2025, we are significantly out.

The convenience channel as a total as well as outperforming managed convenience within that.

So we know that some of those headwinds that convenience is seeing and the volume challenges we're seeing.

Impact symbols in these a little bit more than they do. The managed convenience part of that. And when you look at our performance versus managed convenience. So far this year, we've been outperforming from a volume perspective by about 0.9 to 1.5% pretty consistently as well.

So it's a really positive view, both versus grocery malts and then versus convenience in terms of our performance. That is testament to all of the strategic work that we've done and how we've set ourselves up. And like I say, all of the work that that suppliers in the.

In the room at home have contributed to as well.

Going forward, we are really clear that we want to stick to those kind of strategic pillars.

Principles. And so I'm going to talk to you very quickly about some of the things that as a category development team, we'd like to see from from all of you to support us pushing those those strategies. And I think when the commercial buy managers come up and talk.

A lot of the themes they talk about will link into these as well.

First one's about driving membership.

So Anthony talked about repertoires and loyalty being really important and and we know that's important and our mechanism for making sure we retain as much of our shoppers shopping as possible with reduced repertoire is the shoppers is through membership making that irresistible and indispensable. And as Sinead all.

To now, we surpassed the 6,000,000 member mark over the latest 52 weeks.

In terms of active members and enroll in 12 week basis.

Surpassing 5 million members on a regular basis, so membership is working really well for us. It's helping us to retain a lot of our shoppers shopping and spend and it's driving that loyalty.

I ask of you guys is to is to really focus in on Member data where you can.

I'm not here to sell you any data today, but what I would ask is that you're inquisitive. You seek to understand how our Members are behaving so that we can refine and move forward and level up all of the work we're doing on membership, particularly when it comes to.

Our proposition and how we're making membership come to life.

Through what we deliver to shoppers.

Secondly, it's around delivering customer value, so it obviously won't be a surprise.

We've already talked quite a bit about value and how important that is, and I genuinely think that in six to nine months time, if we're looking at the previous slide and the green arrows on there, those arrows won't be green if we don't really continue to focus into.

Driving value and a lot of the work we've done recently around the price campaigns

that Shine talked about around delivering everyday value for all customers through member promotions through balancing own.

And branded products to make sure that the hierarchies of value through our ranges are there is massively important mass for you guys here.

Is that you? Embrace that you face into it and you you really help us with your your expertise and.

And.

All of the mics seem to come.

Might need to project.

Thank you.

So helping us to understand within your categories and in your in your ranges, what value really constitutes for your customers.

Inconvenience is really important and we need your expertise to help us keep moving that forward as well and so please do work with us on on making sure that all of our plans are really anchored into delivering the best possible value across price promotions or however shoppers buying.

That within within your categories.

And then finally winning in key missions.

This is something that I feel like I preach about quite a lot when I'm talking to our suppliers.

But hopefully all of you have seen up your convenience strategy at the core of that, we have shoppers and missions and we really ask suppliers to speak our language when it comes to that and focus on activation, that is focused around shop emissions and why shoppers are coming.

Through the door, rather than looking just directly at your products in isolation. Shoppers shop missions rather than products, and so my ask at all times really is that. You do your best to look beyond the products and beyond the brand, but think category and think mission to bring that to life.

Like I say, Colt was really uniquely placed in that. We fulfill a variety of different missions, very different to big box, whether it's food to go meal for tonight, top up treats, or newsagent, that proliferation of missions is is really important to understand and make sure we're really.

Tailored in all of the activity we're putting into place, given the mindset of shoppers when they come into store, their motivations and their drivers so.

My ask there is that with everything you do, think about the mission.

Think about the bigger basket.

And the impacts that you have and work with us to make sure that all of your plans are differentiated for convenience for all three of these reasons, but mostly because we know that the mission's inconvenience are very different and coops unique in that respect and I think.

If we do that, we can absolutely fuel the growth, which leads to us showing green arrows again when we're next together and we're given a market update to you and and yeah, we can work together to to achieve great things.

So that's it from us.

Thank you for listening.

I'm now going to hand over to Ed Renie, I believe.

Of the commercial by manager updates.

Morning everyone.

I am currently praying that the technology holds up for us.

My name's Ed.

I'm the commercial buying manager for kiosk non food and our news agency business visual cues are British whites, male with brown hair, a grey beard and today I'm wearing a blue top with Gray trousers.

When we talked about putting the slide deck together for today's presentation, we were asked to put some highlights down from 2024. And if you look at the categories that I look after, I was thinking what highlights we got from 2024. We had a Gener.

Smoking Ban announced we have the largest subcategory in vape being banned from June of this year.

We had the wettest summer on record for the last 25 years, meaning that we didn't sell a lot of charcoal or BBQ or summer seasonal.

Then we moved into our Christmas.

Season and for some reason, everyone stops selling Christmas cards, and with that they stopped buying stamps.

So was thinking where am I? Where am I highlight?

So I'm not going to take you through the entire strategy, but you've heard from Adam and Joe and indeed from Jimmy and Anthony around the changing landscape that we're seeing in the convenience market today.

And that absolutely does impact my categories, whether it's donor categories like magazines for example, where we can reduce our space and give it to categories

where we know.

We need more space like sports nutrition and healthy snacking, or indeed combustible tobacco, which is in huge decline. As you saw from the previous slides, we need to recut our space so that we're taking it away from combustible tobacco.

To some extent, you can see we're still mass.

Reliant on it, but we need to give more space to vaping products and nicotine alternatives because they're very much growing demand for that.

So that backline behind the kiosk will become super premium very quickly.

And we need to rehouse some of the products that we find behind our Kia. So stationaries and batteries, as an example, we need to find a new home for that in a free flow location, which not only increases the sales but makes it visible for customers as well.

And it frees up that space for vaping products and nicotine alternatives on the backline ahead of what we think is going to be further legislation changes because we think those products will be restricted from sale in a free flow location.

We're moving ahead of the game to make sure that we're in a position for that legislation.

Should it come?

So that's some of the headwinds. I did say that tobacco in a combustible format is in decline.

You can see the orange lines. There are factory made cigarettes, FMC, and there's a growing public health agenda. Obviously, successive governments have legislated against combustible tobacco, be it with due to increases or the generational smoking ban as examples.

And we need to record that space because consumers are increasingly looking for. Safer alternatives?

What we call reduced risk products, which are vaping products and nicotine alternatives.

So there's a very much growing demand against a background of decline.

So you can see that combustible tobacco is forecasted decline at 17% in 2025 alone and this will impact some of your categories as well.

So we know that there's on average four different categories in a tobacco basket. Beers. Wines. Who knew? Cigarettes and alcohol, obviously soft drinks and confectionery.

As well, they are the most frequently purchased items with combustible tobacco and

you can see there that the rise of the illicit trade, so products that have either been smuggled into the country or brought in on duty free allowances.

Have a massive difference between the price on the High Street. You can see there for rolling tobacco on the High Street, it'll be about £43 for a 50 gram pouch versus about 15 lbs in duty free in the same cigarettes.

The average price of a packet of cigarettes is £15 on the High Street.

Versus just over £5 from duty free. So you can see why there is growing sale from the back of pubs etc. With customers switching out of traditional High Street retailers and that's a risk to the basket spend as I said.

So how has the vape and nicotine alternatives category fared over the last couple of years in preparation for this change?

Well, arguably not that great. We've had rogue suppliers. The market has been a bit rogue suppliers putting products on on the market that don't meet MHRA.

Guidelines and equally retailers, particularly in the independent trade, have been plowing challenge 25 protocols around selling to underage markets. And that's brought legislation on the category, and rightly so.

And we need to make sure that we are acting in a responsible way so that we manage these categories and future proof them.

So leave it our overarching category strategy and kiosk is to move our combustible smokers to a safer reduced risk.

Alternative and one of the first things I did when I took control of these categories just over four years ago was put in a responsible sourcing strategy. So not supporting brands that are rogue and run a little bit crazy within the market, we have a role to play.

As do our suppliers with category stewardship, if we're going to future proof these categories to make sure that they're still around in 5-10 years time to make sure combustible smokers have got a root out of combustible smoking into a safe alternative.

I want to say rogue products are being put on the market.

You can see their nicotine pouches. This is a brand that we would never support. Obviously you can see the packaging.

There's got images of gums, knuckle dusters, wads of cash and talks about gang culture pretty much. And that is a brand that not only emulates that sort of image, but it also puts products on the market.

That are extremely high in nicotine strength. So 50 milligrams of nicotine.



In that product alone, we would not put anything in our range that is above 20 milligrams and the suppliers that we work with do not put anything in their brand portfolio above 20 milligrams. But we would want to lobby the government to make sure that they are aware.

Of products like this becoming on the market that are available in wholesale, you'll see them in the market today.

And it could have a really negative effect on the category.

So despite operate some of the responsible sourcing policy, we do outperform the market in both combustible cigarettes and in vape and nicotine alternatives.

You could see it in Jimmy's slides earlier.

What difference it makes to our total performance at an ambient level?

We've been working with our partner suppliers on vape and nicotine alternative on smoking cessation trials, particularly in some of the London boroughs where we're working with NHS smoking cessation services and giving customers are using that service.

An opportunity to redeem a free coupon for a device, a vaping device Co-op stores worth £20 to get them on that reduced risk journey.

And we've also in the past used smart couponing to target unknown combustible smokers with a coupon to redeem in a Co-op store, again for a vaping product to make sure that they've got an opportunity to start their cessation journey.

So what does the next?

Steps for 2025 and beyond look like.

Our range evolution, preparing for some of these legislation changes started. So in August of last year we started to remove a lot of the disposable vaping products from our range and from May in two weeks time we will take out the rest. The last of these disposable product.

Of the barn on the 1st of June, and indeed within our wholesale business, Helen at the back there presented to the partners last week and told them that we are moving all of our wholesale range to compliant products from 28 April, just next week.

And that space realignment will start to take take place this year from September, when we've got our three Star range event on. Combustible tobacco will start moving some of that space away from combustibles and give it to vape and nicotine alternatives.

We expect further legislation changes to come that could be around packaging, design flavours, restriction of sale from behind the kiosk, etc.

So we're not out of the woods yet in terms of what's going to change for these categories over the next 12 to 18 months.

And that really works into that kiosk of the future piece that Adam and Joe talked about.

So it's very much a changing landscape for the kiosk area and we've got to move with those times.

We've taken learning from different markets as well, so in in this time last year, actually we went out to Sweden, spent some time in Sweden. Sweden is the only country that is down to what we call smoke free states, which is a smoking prevalence of 5% or.

Less within the adult population.

And they've done that by education. So talking to customers around how they can move from a combustible habit to a safer alternative, you can see their touch screens within the stores that allow them to look at the products without peering over the queue at the kiosk and holding.

On people.

Behind them and the kiosk in Sweden looks absolutely different.

There nicotine pouch market is way more advanced than our market today and we think this is where our future lies.

So just moving away from chaos then into our non food year then.

A lot of the trends that when the previous presentations do impact the categories within non food innovative solutions will be required. That will be absolutely key. Talks about magazines being used as a donor category. We will have to provide solutions and indeed we do provide solutions today for our customers to pretty much buy any magazine they want on a digital platform through a Corp store by scanning AQR code.

We have an opportunity with seasonal space.

We run seasonal space pretty much all year and we ask our suppliers to be innovative with what products they would want us to list within those stores. If you take camping chairs as an example, last year we put them into Glastonbury as a trial. About 400 camping chairs we sold out within the first hour of trade.

We're now going to put camping chairs into 500 of our stores this summer on the back of that success, new technology will unlock growth.

So we're still about £5,000,000 worth of lottery tickets every year, every week.

And they don't really work with self checkouts, but self checkout tills will evolve and

allow lottery tickets and scratch cards to be purchased through the tail.

We've got great opportunities on Corp gift cards.

Businesses are already asking us to use Co-op gift cards.

As book purchase for staff rewards etc.

And we've got proven success where we do operate differently.

So just as a closing example, young photographer pulled Ben contacted us last year and asked us if he could sell his wildlife photography cards in his local store in Somerset.

We took a look at his website.

He had some brilliant photographs.

We put them into a new called label range.

We partnered with Hallmark, our card supply and the RSPB and gave a 10,000 LB donation.

Charity. And it was a massive success.

It generated a huge amount of publicity for us about £1,000,000 worth of publicity, and it also won the team on our hallmark supplier, a pioneer awards last September for any of you that were there. So there were some highlights in the year after all, so I.

Going to hand over to Rob now, who's going to cover impulse?

Thank you very much, Ed.

Wow, that was sounds loud.

Can you hold? Hear me OK.

I've had the time keeper in my ear.

We're about 7 minutes over was a message 5 minutes ago, so I'll do my best to try and make a little bit of time up for those that don't know me, I'm rob Hayward.

I'm the CBM for our impulse team.

Let's get cracking.

Hopefully all of me impulse suppliers have got a copy of our impulse strategy.

I think it's really important you all understand what our purpose, vision and key success measures are. If you haven't got a copy, speak to the buyer and weave it into your business plan.

I've cherry picked three parts of our strategy just to talk through very quickly this morning.

I'm going to start with promotion effectiveness.

Our impulse team lost in inverted commas about £6 million worth of margin last year

last 12 months through ineffective activity and even more in our sales line and the supply base is funding all of us ineffective activity as well.

So first question is do you do you know, do you understand if there's any ineffective promotion activity within your account and business plan?

The buyers have all the information. I encourage all of my buyers to share in effective activity with the supplier base.

It's really important you understand what's not working, what's ineffective and we can use that investment and funding behind any of our activity better to drive more sales, more volume within our accounts.

Bottom left partners driving key growth opportunities. I'm going to talk about the here and now. What we're focused on today and a little bit into the future.

So the here and now.

My team are all focused on one more item in the basket.

There's an impulse team, the categories we trade, we are the additional item in baskets really.

We launched just before Easter, P5.

I've imaginatively named it the one more item. Spotlight made the name up this morning when a when I decided I was going to talk to you about this. This new growth driving opportunity, we hadn't named it. So it's a one more item spotlight. What that means is it?

A cherry pick promotion that stores have the autonomy to drive as hard as they possibly can.

Installs extra shell feature space, pictorial POS, maybe banners outside the store.

P5 was the first promotion we trialed.

This featured Haribo and it was a resounding success.

Promotion volume sales were almost double that of a comparable period.

Now it does come with stipulations. It needs to be an all customer market matching price point.

With a Member market leading price as well.

But if almost double promotion volume in any given period sounds attractive to you and your proposals into the buyers, and we'll see if we can weave that into this new spotlight.

Clip strips launching end of next month with 30 new products launching on clip strips, and that's 30 new products, but in about 90 new locations across the store footprint that some of these clip ships might be treble or quadruple sighted.

Around the shop floor, we're going to arrange those and churn churn those seasonally. So we'll have a Christmas clip strips proposition in stores and Easter clip strips proposition in stores after the Christmas season and then a summer clip strips proposition in store.

So if you sat there with products that are available on clip strips, you think fit really well with our one more item drive and it's got incremental sales written all over it again.

Let your buyer know.

And we'll consider that as part of the impulse clip strips plan.

Looking a little further into the future health and Wellness, so we heard from Adam and Joe this morning about the conscious and careful segment health and Wellness growth forecasts for the next 10 years look really attractive to us as a Co-op business, we're going to drive health and.

Wellness within our store footprint as an impulse team that looks like healthy snacking to us.

So we're going to increase store distribution, a healthy snacking. We're going to increase range distribution points.

If you sat there with healthy snacking products across your portfolio, have a conversation with Maddie and Siobhan who manager healthy snacking business with within my team.

All that dovetails into a broader health and Wellness strategy that Fran might touch on as well. In a short moment, and then transaction zone proposition. And also I'll start with definition of transaction zone.

That's a kiosk belted.

Check out self scan tills anywhere a customer goes to to pay for the goods before they leave the store.

Now that's a trading opportunity for us as well.

So if you think about counters in front of the kiosk, equipment above self scan units or in Q systems, we've got trials launching new equipment, new product ranges, end of July, early August.

Nobody's really expecting that to be anything but a really good success.

Rollout will probably look like next year and beyond. Obviously, all the products featured in that trade in space need to be non hfss we hfss compliant. But again, if you sat there with HFSS compliant product, shipping could work really well in transaction zone.

Have a conversation with the buyer about it.

And finally, I'm not going to dwell on it too much, partly in the interest of time, but you're going to hear more from miles about this after lunch. Supplier partnerships sine touched on.

Really early on this morning, we can't achieve any of our performance or success without great supplier partnerships, great supply relationships.

So do you know where you are on the buyer supplier strategy?

Do you know where you want to be?

Have you got the backing of a full business? If you want to be a strategic supply partner, whether you're a strategic partner or a transactional supplier with us, you know we're always going to have a mixture and a range of both.

Will always want as healthier trading relationship as we can with you and that's.

That's where I'd like my buyers to be with you.

Wrong way.

I cherry pick one highlight not just from last year, but from the last three years.

Now expect anybody to be able to read that the fore graphs of the four categories within my impulse team, and that's our value index over the last three years. And you can see the trend lines are all trending downwards.

For a long, long time now, decades, the biggest blocker to potential customers shopping with us or existing customers shopping more with us is.

Value perception.

And that's bloody hard work to get a trend line like that and see your value index.

So I'm really proud of a team for delivering improved value for customers.

It's here to stay.

Now you've seen the recent ALDI price match campaign launch before Easter.

Internally, we use convenience without compromise, so we'll never go back to where we were three years ago.

That means no one competitive promotions.

No one competitive price points across our range.

Assortment please.

We just won't entertain it anymore.

And finally.

Keep doing that.

Don't keep going the wrong way.

Last slide.

It's my favorite slide at the moment.

This is how impulse performance is looking here today.

So this is the first quarter, last 12 week performance.

This is a market.

Impulse out performing both in value and volume terms against convenience and grocery malts.

So we've got some good momentum within the team.

We're not getting complacent.

We're not going to sit back for the rest of the year.

So we want more item drive clip strips and then a little more favour into the future.

We're going to drive health and Wellness and transaction zones to to irresistible and an opportunity for us to get after as well.

I'm about for an hour.

After, after today as well.

So if you got any questions you want a conversation with me, some on my team.

I sat around the back as well and will be about the rest of the day with any questions.

One other little add mini ask I had today. We send out a lot of supplier comms, a lot of invitations, a lot of updates and half the time I speak to suppliers you're not receiving those. The Co-op Connect portal just just make sure you got all your.

Contact information up to date on the call Connect portal.

All the chances are, if you're not receiving anything and we're sending to you including invitations, the contact details on quite up to date on the Connect portal.

So do yourselves a little favour and just make sure you're receiving everything.

We're sharing.

That's it for me.

I think I'm handing over to Chris.

Thanks guys.

Cheers rob.

Morning everyone.

My name is Chris Otto.

I'm the commercial buying manager for grocery edibles.

I am.

I class is medium height white British with medium length brown hair wearing dark trousers, a dark blue shirt and you probably can't see the bags under my eyes.

I've got a 16 week old little boy at home.

I'm going to start like Ed and Rob with the grocery category strategy and what I would say is it's pretty difficult.

To get plan on page for 19 different sections that report into grocery edibles for my sins, what that should mean is there are of course nuances for each individual category, but hopefully also lots of consistency for any of my suppliers to be looking at and thinking about coming.

Out of today and you are going to hear from lots of the subject matter experts particularly this afternoon. So I'm not going to touch on everything.

But I do have a couple of key call outs.

Firstly, in terms of the key success measure, that is all about volume. When I joined the team in early 2023, I would say that we and our supplied base had lost sight of that, focused on delivering inflation and quite frankly, we probably focused too much on.

Protecting a margin percentage and forgot about items in baskets and giving the customers what they need to shop with us. So we need to focus on volume we.

Done a great job in turning that around and I'll share that in a in a second. But we need to do that with renewed focus considering the competitive industry that were in and how difficult it is to get customers to the door.

We do that and this is consistent, which is great to see across all of the presentations. We do that by delivering great value for money for all customers.

Whether that be through our ranging, our quality, our really competitive base pricing, our promotions and our memberships, that is really, really important and we need to think about how we do that across all of those metrics, but also with an enhanced focus on meal occasions and making our.

Customers lives really, really easy and broadening their baskets.

And then finally, we deliver that and we deliver mutual benefit by extending all of that.

Volume and performance through all of our unparalleled reach.

That's been touched on several times over.

That is not a choice between channel A and channel B. It needs to be supported across each and every one of those channels.

If I take a step back and look at the highlights from 2024 and years to date, there is so much to call out. We've seen some great own label range development. We've seen some fantastic internal and supplier led activity.

We've seen some inclusion activity driven by the supply base that is supporting those



communities most in need.

We've seen some brilliant link ups between brands driving activity.

And I would particularly point you towards and it's probably difficult to see.

On the slide, but the own label Curry activity that we run in P5 S for 2 LBS members could pick up a Curry sauce, a rice and a non bread.

It's the first real piece of activity that we've done in that way that really kind of focused on meal occasions.

And we followed that up with a Easter offer, a straight price offer for Easter as well. Both elements are delivering good volume.

It's really simple for us to activate.

It's simple for the customers to understand.

And whilst they are on label examples and that doesn't mean that we can't do the same with branded and we have done some similar activity with brands. Again probably difficult to see on screen but through ecom with the tax brand Luna New Year as well some fantastic activ.

Also, the membership proposition change that took place in P13 last year, which many of you supported and continue to support.

All of which, when rolled together, delivered outperformance versus the market.

So the little table you can see in the middle, much like Jimmy's slide earlier, green numbers outperforming year on year and also outperforming the market.

So a great place to be that has continued into early 2025, but we want to push harder and go again.

In terms of the big bets and kiosks that I'd be asking any of you to walk away from thinking about today?

So firstly, no apologies for the repetition on here. It all links back to that strategy one pager, so I'd use that.

I'd want you to all to take that away.

So think about it to review how you're performing against each of those key metrics and use that as a springboard for your conversations with me and my team.

I would say that there will be smaller supplies in the room and thinking I can't possibly support against every single pillow right here right now. We are not asking for anyone to do that.

What we're asking for is that you at least understand our strategy and then come and talk to us about where you can support.

Quite frankly, it's not about us just working with the biggest suppliers. We want to

work with the suppliers who are prioritizing us, who understand us and do that through their whole business and do that with our whole business as well.

As Shanae said, our reach is unparalleled and we have a great opportunity to drive growth.

So I hope you enjoy the rest of the content this afternoon and I look forward to talking with you later. And over the coming months about how we work together and win together.

I'm now going to pass you over to Fran.

Right. So I'll hope the technology holds up for the next few minutes.

So for those who have not met yet, I'm Fran Miller.

I am the commercial bio manager for the home and personal care categories.

Publish your Q I'm a 5 foot 8 white female with long hair and I'm wearing all black, which is typically my uniform. My team told me quite often.

So I'm going to follow a similar theme to the guys in terms of starting with our hapsi strategy and really it's quite clear in terms of the vision, which is to be the best convenience proposition.

For home and personal care, driving more items into more baskets, but really really importantly at great value with clear values. And that's what sets us apart, particularly the second point.

We see the biggest opportunity within this category around driving conversion.

We're in quite a unique position as the most shopped shop in the UK, with categories that have some of the highest household penetration in the UK, where we've really got headroom for growth is in our conversion, which is something that we're asking all suppliers to think about how.

Do we remove any barriers to purchase because we've got the customers in our stores and we've got the proposition there for them to buy?

Our strategic intent to drive volume volumes will progress really positively over the last 12 months and I'll come on to talk about some of the commercial results shortly.

But as I've said, that conversion number is still our biggest opportunity regardless of which product areas your business has repres.

A.

The two areas that I really want you to focus on is is as high as on the screen.

So simplicity in terms of the proposition that we're offering.

But also understanding reach and how we can show up across all of those channels.

As Chris said, we are a business that benefits from a huge region.

It's really important that we're building plans that they tap into to all of those. You will have heard earlier also, Madam and Joe, about convenience 2035 and how we ready ourselves for the future to capitalize on on changing market dynamics and whether that be within the health and Wellness segment, which we will continue to build plans around and really start.

To step change our proposition in that market or whether it's an evolution of the categories that you're already playing to tap in some of those opportunity spaces, we want you to be thinking about convenience when you're building your plans and making sure that you have.

Specific specific convenience lens on your.

Proposition.

Now when we talk about simplicity and clear value for Members and strong partnerships and a clear multi channel strategy, I'll come on to talk about value a little bit more on the next slide.

But when we talk about reach, this is where we need you to think differently.

So if I take our Q commerce channel, which Jeff and the team will collaborate later, or perhaps he gets this across Q commerce last year was worth £38 million, but it grew at 40% year on year.

And it's fair to say that not all of our suppliers have necessarily tapped into that Channel and really helped us.

To evolve it where we have seen tree partnerships in that space, that growth has been even higher and where we see certain categories, for example baby, 13% of our sales are coming through Q commerce.

So if you have product formats that sit within some of those segments, first of all, I would ask you to understand, do you know how big your business is on QCOM or somewhere the opportunities are for growth and if not come and have a conversation with us?

When we think about store formats, we'll talk a lot today about convenience and the opportunity. But what?

We don't talk about enough.

The fact that we have a significant portion of our stores that sits within large store estates is about 10% of our store count. But within my categories it accounts for 25% of our value. And in certain categories like home care, it's almost 30%, so.

Again, when you're talking to your buyers about plans and your strategic growth opportunities, make sure that you've got that lens on on those plans. And finally, Co-

op wholesale Katie is going to join us shortly.

Who's our our new MD and talk to you a bit more about the vision within Coke Wholesale?

It's fair to say, and I know I've had lots of conversations with lots of players.

It's been a pretty challenging channel for us over the last 12 months, but it is a huge opportunity for growth and the home and personal home and personal care categories within that Channel are a strategic priority for us. The number of distribution points that we can tap into.

Through that Channel and based on where our current performance is, there is a huge opportunity.

So the big ask really is just to understand those channels.

All of them will be represented in the content that we talk about this afternoon.

And if there are any questions off the back of it, we'll be around later on to talk through them.

So I'm going to quickly talk through some some highlights over the last year and the start of this year and the first one, I'm going to talk through is around that value piece and I'll use a similar slide format to the one that that Rob talked through, but. One of our biggest challenges, and it's even more pronounced in the home and personal care categories over the last three or four years, I think if anyone's at the IG deal, I've heard Greg refer to our Achilles heel.

It very much has been and when you take about, you know, the the dynamic of frequency, the dynamic of penetration in these categories.

The single biggest barrier to converting those shoppers in our stores has been our price.

We have done a huge amount of work and a massive thank you to all of our suppliers who've come on this journey with us over the last two years.

Now to to get our price position to a much better place. And this is an area that we simply will not compromise on, whether that be through base price reviews or whether that's through promotional strategy changes going down more of an EDLP route, or whether that's through some.

Of the member pricing that you can see.

On the screen.

Or more recently, our ALDI price match, which heavily features some of the non food categories.

We are absolutely single minded on our value strategy and we will not compromise

on this and we will partner with suppliers who support us in that space.

You can see the performance at the bottom of the screen there in terms of what that's delivered from from a metrics perspective, we grew value and volume significantly last year and we outperformed both the grocery remote and the convenience market.

Across the whole year.

Our volume position is absolutely correlated to where we've taken interventions on price and the big ASK is, is to make sure that that you keep a focus on that and you continue to have conversations with your buyers around what we've got more opportunities, promotional effectiveness again remains our.

Opportunity.

31% of the deals that we ran last year were what we would class as red deals, where they're not driving the right level of incrementality for us or for you, our suppliers, as Rob said, our buyers have got all of that data engage with them on.

It review the plans.

It's not always the case of just taking a national promotional strategy and rolling out its convenience, but if you get it right and we've got loads and loads of examples of where we have got it right that the volume is there.

You'll hear a lot of reference to strategic supplier partners and I've realized the suppliers that are in these pictures are also the rooms.

I hope you don't mind me using your your images on the screen, but we've spent a lot of time in the last in the last 12 months really understanding what our strategic supply partnership means in these categories and.

As we go into 2025 and we start to focus on on the rest of the year, we're really going to be doubling down on on the suppliers that we're that we're partnering with and whether you are a.

Big global supplier with huge brands or euro supplier who has a brand or proposition that taps into our strategy or the opportunities basically talked about.

There is an opportunity to to partner with us in a much more strategic way and if you understand our channels and you underst.

Our wider business strategy, we want to talk to you.

Just want to call out a few examples and really a big thank you to some of the suppliers that have worked with us, our own bands, appare who I think may be in the room have.

Really heard us loud and clear.

When we've talked about sustainability and what our strategy means from a known brand perspective, they've been incredibly agile.

They've put resource into our proposition and we've been able to go out to customers and members with a really compelling message around our sustainability strategy within our own brand paper category, PNG.

Again, we've had lots of conversations about what it means to be a strategic supplier, and they've absolutely stepped up.

There's some images there, of some partnerships that we've launched with Mustard Tree Hero charity just around the corner in Manchester.

They've run.

Resilience workshops with our colleagues and we're going to spend some time in one of our COBE academies next week.

As part of our inclusion strategy, we brought some new and innovative brands in within our APU scheme and I just want to make a special call out to Myles Petka and Nestle Preno who again who spoke to a lot about our inclusion strategy as a business and what.

That means around social mobility and apprenticeships, and they supported us with a first ever I think for our business kind of apprentice swap week.

One of our commercial apprenticeships went spent time understanding what it's like to work in a supplier and in turn we welcomed some of their graduates into our business for a week.

And what that's really done is enhance the mutual understanding of how we both work. And again, it's really strengthened that relationship.

So I could have filled the rest of the afternoon talking about some more examples, but a massive thank you to all of our suppliers, your supporters.

Just close on then, 2025 priorities at this point probably feels like a bit of repetition from everything you've heard, but unapologetically.

Channel focus. Please, please, please understand where you can show up with each of our channels and where you've got the opportunity to to support us that laser focus on value.

As I said, promotional effectiveness and massive opportunity still help us keep that laser focus on on value.

And really understand where we can unlock membership value and then we want to talk more about supplier partnerships when you're having jbp reviews of the buyers. Or whether it's, you know, in a top to top forum, we want to hear more about how

we can partner with with our suppliers in a much more.

Wide reaching way than just a strong trading relationship, so I will leave it at that.

I think that brings the end of our kind of commercial section. We're going to go into some more of.

Our sort of functional updates now, and I'm going to welcome Rob onto the stage.

Rob is our expert in sustainability.

Going to take you through.

The next 15 minutes.

So thank you.

I hope you enjoy the rest of the day and welcome rob.

Hi everyone.

Can you all hear me at home as well? Hope so.

I know we've had a few tech issues, so good to see they've been resolved.

So yeah, I'm between you and lunch, so I'll keep it as brief as I can, but I'm delighted to be invited to speak about sustainability to all of you in the room and at home.

Avq, I don't think I have to describe my outfit today when I got dressed, but 5 foot, 11 Caucasian, short brown hair, glasses and slightly more rotund than usual after Easter.

So yeah, I am the senior sustainability delivery manager here at Co-op.

So what that means is I work with our supplier facing teams and commercial teams to help meet our sustainability commitments. And I sit in the wider food sustainability team.

Wrong way.

Is the robs have a problem with?

Come to you, father.

There we go, right.

So start festival with our food sustainability purpose and our strategy.

So what does the food sustainability team do?

Essentially we are.

I won't read that sentence out at the top, but those four pillars underneath are are what we stand for and what we do within the food sustainability team.

So it's about sourcing our products with care and respect.

It's about treating all the workers in our supply chain, so all the people that create, produce and manufacture our food to ensure they get a fair deal.

It's about learning and celebrating together, so working together cooperatively,

collaboratively, to make sure we get healthy and sustainable future for everybody and delivering our commitments.

So how do we demonstrate progress?

How do we ensure we are working together to make sure we meet all of our sustainability goals?

And these are our commitments.

I won't go through all of those, but the ones that are sort of nicely highlighted in pink, there are the ones that are particularly relevant to ambient.

So obviously net zero. I'm sure you've all heard about net zero and carbon reduction.

We have a target. I'm sure you guys will have a target or in the process of setting targets.

So we all need to work together to make sure we hit those particular areas that are sit in our supply chain.

Reducing our plastic footprint 30% by 2025.

From a 2018 baseline, we're already quite a while away there, but that target is this year, so we still need to work hard to get that over the line.

Having our food waste, so I'm sure you'd all agree, whether you're you know heavily into sustainability or not, any food that goes in the bin after all the care effort, time and resource that's been taken to produce it is just not OK.

So the more we can do to reduce waste, the better.

We've got some water commitments there, so we're part of a rap water road map and collective action on that.

We have deforestation, so our forest risk commodities, we need to be make sure their deforestation and conversion free by the end of 2025. So that means they're growing not in areas where it's been deforested or converted from biological significance. And then under treating people fairly fair.

Trade. Obviously big, big, strategic.

From a sustainability perspective, for us massive part of who we are as a Co-op and ensuring we're treating those people fairly and making sure we're building resilient livelihoods for everyone in our supply chain.

So I'm going to deep dive into a few.

Just a few of those areas in a bit more detail today.

Be remissibly not to talk about delivery through value chain sustainability as that's my world. So going to talk to you a little bit about that.

Carbon wouldn't be, you know, no sustainability presentation is complete without a



reference to carbon.

So unfortunately, talk to a little bit about that.

Packaging reduction and then finishing off with some sustainable sourcing and International Development asks as well.

So first of all value chain.

So might seem a bit unusual for value chain to sit in a sustainability presentation, but we are value chain and sustainability delivery are part of the food sustainability team at Co-op.

But mainly because it's involved in delivering that value and defining value is more than just the pound notes as we have done previously.

It is about sustainability benefit as well.

So we're sort of redefining value in that value chain equation.

Obviously, the pound notes still very, very important and but you know, we are increasingly looking through the lens of carbon reduction, packaging reduction, waste reduction.

Whilst also ensuring that we maintain.

In those quality, healthy and sustainable products.

So we like event diagram and sustainability.

We try to hit as sweet spot in the center as much as we can, but we're realist and we recognize it. Two out of three ain't bad, and sometimes we do have to compromise. Perhaps on the commercials because sustainability does come at a cost when it we're not.

You know, afraid to say that, but equally sometimes we would have to forego some of the sustainability ideals if there's a commercial benefit to be realized.

So we try and hit all of them, but.

Comfortable that we might have to negotiate on some of those aspects from time to time and it won't say it's a two way conversation as well.

It's not just about us saying what can you do? What do we do as a coop that is different to other suppliers?

Sorry, other retailers that you know might unlock some benefit fibre from a value how no perspective or from a sustainability perspective?

So it's as much as back two way conversations that is was asking you for stuff.

On carbon, we could get it really into the weeds on that, but we just got a very simple ask really today and it's around data, everybody's favorite subject.

But you know, measuring our carbon footprint, particularly in scope 3. So our supply

chain relies on accurate product carbon footprint data being shared between brands and retailers. You might have heard of a tool called mondra that's being used by a lot of suppliers and retailers at the moment.

But effectively we just want a simple and standard way to share that data between ourselves.

We got some kind of do's and don'ts there.

Really, we don't want something that's unscalable or bespoke for us. We don't want loads of detail that's going to create loads of time and effort on both sides.

We don't want to compare suppliers and products inconsistently and we don't want to access sensitive, commercially sensitive data, confidential data recipes, etcetera.

It's not what we want out of this.

But what we do want is that more transparent view of our products, environmental impacts and what matters at standard format in a cross industry solution.

It's a sensible level detail for all parties to help track progress towards targets and impact of shared activity for everybody.

So the way forward is where is some trials of category level footprint sharing with a small number of branded suppliers and some of our own brand suppliers are also on track.

As a new forum, it's going to be set up by the food and Drink Federation and mondra to develop a UK industry standard.

But if you're keen to get involved or want more information about any of that, please do contact the climate team through me.

My details will be shared at the end or through the food and Drink Federation or mondra directly.

Just a little bit about packaging and end of the Venn diagram.

I told you we will ven diagrams. So three things. Just to remember on packaging plastic reduction.

So again, we're just reiterating that goal. We need to hit a 30% reduction by the end of 2025.

Anything you can do to reduce the plastic in the products that we put on shelves will massively help, and it helps the carbon reduction side as well.

So yes, we have a specific plastic packaging goal.

Packaging is around 8%.

Of our total carbon footprint, is that anything we can do to reduce unnecessary packaging? We obviously still need to protect our products and not 'cause

unnecessary waste, but anything we can do to remove unnecessary packaging will help towards our carbon reduction goals as well. I've had everyone's.

Favorite three letter acronym EPR.

I'm sure you guys have heard of this extended producer responsibility. The cost of recycling and disposing of waste once it leaves store now sits with brand owners.

Co-op is a brand owner for all our Co brand products.

I'm sure you guys are brand owners of the brands that you operate as well.

Quite eye watering bill and we'll be doing a lot of work to understand how we can mitigate that cost not just from our Co-op brand products directly through what you supply, but indirectly.

Obviously you guys are going to be incurring costs as well.

So how can we work together to mitigate those for you and for us?

And then a very detailed slide.

I won't read through all this. You're pleased to know, but just some key areas of focus from the sourcing team in terms of sustainable sourcing and International Development.

So sourcing and we work hard to make sure the ingredients that we use in our products are sourced as responsibly as possible.

And we focus our responsible sourcing strategy around categories and ingredients that have the greatest sourcing risks for our business.

So our primary forest risk commodities are cattle, coffee, cocoa, palm oil, rubber, soy and wood.

And we need to have those deforestation free by the end of this year.

So what we are asking for you on deforestation is, you know, understand what forestry commodities are in your supply chains and you know, work to make sure they are deforestation free by the end of 2025, as well as adhering to any existing policies on individual Comm.

Fair trade.

We're very proud of Fair trade.

Quite rightly, it's a great, great thing and we believe it's a gold standard of ethical and sustainable certifications, because fair trade offers a unique and leading movement for change.

We've worked with the Fair Trade Foundation for 30 years and we lead the way on seven key fair trade categories, cocoa, wine, tea, coffee, sugar, bananas and flowers.

And 100% of our bananas, chocolate tea, coffee bag, sugar.

Roses and cocoa all fair trade.

So asks of you, you know, ensure you meet our fair trade policy.

Increase fair trade ingredient volume and the percentage of category or range sold on fair trade terms.

Use your promos distribution and category to grow contribution to those fair trade producers and champion producer and fair trade difference stories through messaging, comms marketing, etcetera.

So customers really understand what it's about and why it's important.

Since.

Water security.

So yeah, we we're part of a wrap of water road map. You know, we ask suppliers if you can map their water risk where appropriate and join the ratwater road map to help take recommended actions to improve water management and any branded soft drink suppliers can also join.

Our partnership with water unite.

Under food waste, we have our goal to make sure we reduce 50% by 2030.

So that equates to about 3% year on year. Preventing waste is the key priority.

We don't want to cause a waste in the 1st place, so ensuring we forecast accurate improve, reduce to clear and making sure it's simple and easy to sell surplus on the sole product.

But where waste can be, can't be avoided. We try to redistribute as much as possible and store in depot.

We have a partner with caboodle where we distribute waste into, you know, local. Community food banks. But we're also currently reviewing our redistribution policy to maximize the amount of edible surplus we're able to donate to charity.

And finally on nature, we're in development.

This year we've recruited a nature manager into the sustainability team, increased level of focus.

From industry on nature and biodiversity.

So work ongoing on that to develop our new nature strategy.

And we'll share more information on that as and when it arises.

So further guidance, we have a sustainability guide for food suppliers on the Co-op supplier hub.

I think you'll get the slides after this day.

So the link is embedded in the presentation, but if you go on the supplier hub and

search for sustainability guidance for food suppliers, it's the first thing that comes up. If you have any questions about food sustainability, please do get in touch.

You know, we're very conscious of. This is a complicated area.

Not everybody has dedicated resources.

So we are here to help and if you want to have further conversation with me, I will be back at 2:00 for the networking. But just to recap on those areas of focus, value chain sustainability, delivery values, both cash and carbon and where can we help you?

And you help us.

Supply a greenhouse gas reduction.

Ensure you're aligned or getting set 0 targets.

What's your road map to quantifiable carbon reduction activity?

And transparent product carbon footprint data to help measure and demonstrate progress.

Packaging, plastic reduction and EPR and sourcing, fair trade, forest commodities, food waste and water and nature.

So.

The time I think so.

I'm not handing on to Greg now to close the morning session, but thank you very much for your time and your patience. And yeah, once away.

When Rob said he was the last thing between lunch, it's technically me and I'm quite big, so I'll get front of the queue before you all get there, right?

So I'm very, very conscious.

We've been for an awful lot of content so far this morning.

It is intentional that we've put a lot of content in.

We've squeezed down quite a lot. The category sessions just to give because not every category sessions going to be completely relevant for every supplier in the room. But we thought it was important that you understood exactly where we were going as a business.

And what some of those key categories are doing and where their focus is, I just leave you with a couple of points before we break for break for lunch. So over 800 million trips per year since I mentioned at the start.

So it's absolutely an absolutely through Adam and Joe's session.

We know that now those trips engage with us is going to change quite considerably in the future, and it already is.

And we're making some.

You know, we're evolving in that space.

I think we're all facing quite a lot of headwinds in these categories, whether it be from legislation, whether it be from changing dynamics, in terms of how people shop, whether it be from cost, that's all landing on our table in terms of EPR, national wage increase, national ins.

Increases, etcetera. We're all faced with those challenges and the retail sector and the manufacturing sector. That's a very much faced with those challenges.

But what is very, very clear.

From all the presentations this morning, how value is so, so important to our shoppers and our growth and that's the unlocking that growth that we are aiming for in the future that Sinead started with us within the session.

So we'll continue on that trajectory.

I'm going to try and find a different analogy than Achilles to keep using, which is boring me letting anyone else. But you know, that's really really key for us going forward.

The fact that we are a responsible retailer and everything that Rob's just talked through from a sustainability perspective, we are a retailer that will always strive.

The right thing that puts us in good stead with some of those changing dynamics from a consumer perspective that we see whether it's through being really active in vape legislation and driving trying to drive the agenda nationally on that or whether it's our sustainability plans etcetera that we.

Got in place. So we think that's going to really stand us in good stead.

The the way that we breakdown our shopper types for the future and the is it the local life lines.

So there's a lot of categories in this in this, you know within our supply base where that local lifeline is really, really critical to that shopping mission, whether it's a newspaper, cigarettes, tobacco, bread, milk, compact, whatever it whatever it may well be that shopping mission is going to.

Remain really, really important to us.

Yeah, you can see it in terms of some of the slides that Jimmy presented in terms of our market performance and how vital it is vital to our turnover is vital to our performance.

So we'll maintain those heritage categories we need to maintain and make sure that we are front of the of the of the evolution of legislation, but also that we maintain and keep them really, really important in our shopping trip whilst finding the new

opportunities and health and well.

And other and many more of those sort of macro.

Changes that are afoot.

So that was just a, just a wrap up of the morning session. We do have lunch now. I think Joe mentioned sort of food to go and people don't want in the convenience 252035 session how people want different sandwiches in terms of and food.

To go shopping missions.

So I'm pleased that we haven't just got egg and cress and ham and cheese out there.

We've got some really nice new innovative sandwiches from our food to go proposition, which is just landed in store as well.

Ross, the buyer is out there.

He'll talk you through.

Some of the background I'm sure in terms of what what it is, we won't judge any of your selections and if anyone wants to grab a bit of fresh air, it is an unusually bright and sunny day in Manchester. So come out, go outside, grab some fresh air.

Take a break.

There is a smoking area at the front of the building as well, but we do of course encourage you to take more, safer alternatives.

Anyway, thanks for watch.

Sorry, sorry, just one thing.

We'll be back in starting again at 12:30.

We're about 15 minutes behind schedule. Thank you.

Close to here, yeah.

Sneakers eyes. It's speaking through.

Is that?

All right.

Welcome back everyone.

Hope you enjoyed the the lunch break.

I'm going to be sampling the cheeseburger wrap dip to unlock my inner Western America trucker culture or something was described as anyway, so I'm going to be partaking in one of those at the back of the audience at some stage.

I didn't get a chance at lunch break, but I hope you all enjoyed the lunch.

We're going to kick off the afternoon session now.

Again, we've got quite a quite a busy agenda.

Hopefully it's working for you in terms of the content and be able to.

Give you a dip into a lot of content as we go.

We should wrap up about 2:15 and then the team and all the speakers will be available afterwards for networking and any questions that you've got.

The next section.

And get the clicker in the right direction.

Technology.

There we go.

So the next section is around our supplier partnerships and it's probably a bit before I joined the cup. So I joined the Co-op back in two years ago, pretty much next month.

And prior to that, with Sinead and Rob and Chris actually had set an objective to a number of suppliers around being a strategic partner into the Co-op and what that actually meant.

Our colleagues at Mars took the the button forward and over the last 2 1/2 years we've been working very closely with Mars across a number of different facets.

Of the business to really step change the way that we trade with them around everything from Ed and I to sustainability and everything else. And Matt Bolt, who's the UK sales director, will come on to stage and talk you through that and how what it is meant for.

Mars and the evolution of the relationship.

We've got the really key thing in one of the outtakes.

I'd really like everyone to sort of take from this section is is. It's not just about being a large supplier.

Of course, we know that Mars is a Mars. Wrigley is a large supplier to us.

But there'll be bits and pieces within Matt's presentation that are really, really will trigger something with all of you in terms of how you can operate and do things differently with us. And I really encourage that as you go through the next section. So and a big.

Thank you in advance to to to Matt and the team from Mars.

I did joke that some few of his colleagues do the intro for him and I was going to pass on some of the messaging, but I'll hand over to Matt.

Matt will talk you through the strategic partnership and how it's evolved.

Thank you.

Excellent. So very nice to meet you all.

Thanks for the introduction. I'm Matt.



I'm the UK sales director at Mars.

I'm about 6 foot one.

I've got blonde spiky hair slightly higher up my forehead than it used to be, and today I'm wearing a blue jacket and a white shirt and a massive thank you to Greg and to Rob for the invite to come speak today about supply partnership and it is so met.

That's very close to my heart. I've worked in industry now for 20 years or so, and I really think that we do our best work when we do it together.

And appreciate there are.

There are many different suppliers in the room, big and small, but my hope is that there's at least something that each of you can take out from this all in service of building stronger partnerships between the suppliers here and and the Co-op.

As mentioned, the partnership journey did start quite a few years ago.

You think back-to-back to 2020, actually Colt were a really, really important partner for Mars. You know, they were really important customer. But you know, we talked earlier about the Trade attitudes survey and we got some really clear feedback that we we weren't hitting the mark.

You know, it was a short term trading relationship.

It's all about the here and now.

It's not where we needed to be.

And we made an intervention and we we tried to work really hard on that and improve that, that relationship with the Co-op.

And around 2022 things were a bit better.

And I remember there was a really important moment.

It was actually the first customer engagement conversation.

I had. It was before I was announced internally with Sineade and she joined the call and said what would it look like to become a strategic partner and we we really didn't know what that could mean.

We went off on that journey together, but what was really nice is over the next 18 months or so, you know, particularly do credit to Greg, Rob and the team and we've started to learn more about what that could be.

And we got some really nice feedback in 2024.

You know, we're still on the journey.

Still lots to learn, but the intention today is to share a little bit about what we've learned in the hope that it can help us all.

This is the sort of the headline summary slide I'll talk through each of the five in a little bit more detail in a minute, but fundamentally the five key areas.

Firstly, it's really important to have a shared purpose and common goal before you set out on this journey.

Secondly, establishing full performance as the foundation.

Thirdly, developing a really strong and broad stakeholder network.

Work across both organizations then that enables you to really add value beyond the trading landscape. And finally the attitude you take.

How do you share problems and opportunities?

So starting with the first one, that shared purpose and common goal, it sounds really simple, right?

But how often do we rush into a meeting or into an agenda, thinking that we think we know what the other side wants, but actually we're not sure at all, and the team did a really good job of sitting down and going. What is your company purpose? What?

Do we want to get out of this together?

Now you're probably all very familiar with Co-op sing for a fairer world.

Yeah, at Mars, the world we want tomorrow starts with how we do Business Today and we put those two together to say, well, that's the shared purpose of this team.

That's the reason we're coming together and what I really like is the statement underneath what the teams wanted to do was redefine the supplier and customer relationship for a new era of business as a force for good.

That's a really nice ambition you can get behind and it's the way that we've assessed our success ever since that moment.

And so, you know, as we've shared before, we appreciate that. You know you're all busy.

You can't partner with everybody.

The Co-op certainly can't partner with everybody, but I think what is a really good reflection is what role do you want the Co-op to play in? In your customer base?

Is it full partnership?

Are there certain areas you can get after and having that conversation?

Because when you're really clear on where you want to get to together, it's much easier to achieve.

The second piece is about establishing performance as the foundation. You know fundamentally, yes, you can want to have a big partnership and touch many areas of

the business, but performance is that foundation and one of the first things we agreed as as as one team together was that.

We had the shared ambition of our performance. Now that might mean short term performance.

Ensuring that your best MPD your Sku's and you can see some of our latest MPD, our biggest Christmas Gus there.

How we launching back in a way that will drive outperformance for the Co-op? Or it might be a longer term transformation?

We heard some brilliant trends earlier today.

You know, if you're upstairs during the lunch break, you would see our digital team upskilling the cop here in in quick commerce.

What you see here? Some of the conversations around frictionless. Check out self scans.

How do you see that coming?

How do you get ahead of it?

So you're driving performance both in the short term and in the long term, and that's a shared responsibility.

It's not on on on one company or the other to bring that.

It's how do you lean into that as one group?

And I think, you know, there's a really nice quote that one of our former CE OS had, which is that performance without purpose is meaningless. But purpose without performance is impossible.

You know, many of you are in commercial roles here and you understand that strong commercial performance that is really the foundation of any partnership.

The third piece is is really developing those strong and broad stakeholder networks.

So following that question from from Sinead, what would you know what would a strategic partnership look like?

We went back to our leadership team back down in Slough and one of the first things we did was ask our leadership team to reach out to their opposite number and have a conversation, build trust, introduce yourselves and ask that question.

How can we help each other?

And particularly across the HR function or corporate affairs function sustainability, supply chain, those were really, really fruitful conversations.

To understand a bit more about how we could help you know, put up their organizational mirroring. Yeah, the reality is different businesses, different sizes,

different scales, different structures. That's fine.

Just what's the the closest functional connection that you could have to reach out and then going forward, how? How might the functions continue to connect and stay in touch with what's going on? And then that final piece is the cross functional working because of course the magic comes.

When when those functions start to work together?

There's an example of an activity we did there last year. In 2024, the Malteser's mother lover campaign.

You know, brilliant campaign supporting working mums. Now of course the commercial team.

You got the price point right.

Got the execution right.

Our field team working with store OPS to make sure you're driving out performance in the store.

But the magic really came when our HR functions connected and realized that actually this was right at the heart of the D and I work that we were doing at that moment.

So what do we do? We then built on that. So we had atrium events here at the Co-op.

And actually, back in back at Mars, we had internal competitions celebrating working mums.

Competition we could win and of course that then fed back into the into the flywheel of the engagement and driving out performance for the business, but also having a big a big benefit for our miles associates and the and the Co-op colleagues.

And I think the, you know, the really important thing here is my belief is however good your trading team is, it can only get you so far.

The trading team is the foundation that you know, they are phenomenal.

They're the gatekeepers.

It's the way this begins, but it's then when you start to build the the the additional connections in different part of the business, you can really understand about the greater opportunities that you have as a business in the partnership.

And that's how you add value beyond the trading agenda.

So you know as as part of our partnership, we do have clear ambitions and deliverables in in our, in our plans that goes well beyond the stores and and there's three areas here you can look at, it could be amplifying social impact, could be

looking after the planet.

It could be investing in the people, so so many of the themes that you've seen here today. And so when we look at amplifying our social impact, again, if you've gone upstairs during lunch, you would see in the store there our Galaxy purpose campaign.

Galaxy's a great brand.

We wanted to do as much good as it tastes and what we're currently doing at the moment is working with the one the Young Women's Trust to empower, empower women in the UK.

Now what's nice again.

We brought that to life in the stores and it looks great, but we now have a new campaign on the on the app.

So if you're a card member, you scan your membership card and then Galaxy will will donate more to fuel workshops for the Young Women's Trust.

And so it's how do you take what you're doing commercially and then drive a stronger Commer?

Impact in that you know. Secondly, the piece around looking after the planet, you know really nice presentation earlier sharing co-ops ambitions there.

We did the same thing with our internal sustainability team, so that was facilitated by the commercial team connecting our sustainability teams to say look, what are you working on.

What are we working on? You know what more can we we do together?

There's a really nice RGD case summary of what we've done on logistics, which shows the decarbonisation work we've done there.

But there's also many other sort of pillars.

Sort of lining up the cult strategy as to where we can do more together. And then the final piece is investing in our people.

So one of the the early things we recognized is that with similar purposes, we were really committed to our DENI agenda.

Together we did a lot of work together on the endless inclusion hub and you know the Galaxy Young Women's Trust piece. We've also taken that further and made some of the workshops available to both colleagues.

And associates.

And I think the the interesting mindset piece here for me is each of the companies that we work for are awesome, right?

We do loads of really good stuff between beyond, just making stuff and selling it, and I think what's really nice about a partnership is that you can retake the best of those ideas and then amplify them.

The reality is, is that we work in, you know, largely work in UK.

We're working on the same things, so how can we take a really good idea and really amplify the value of that work?

And then the final piece is is how do you share problems and opportunities?

I wouldn't want you to think for a moment that if you have a strategic partnership, everything is smooth sailing everyday.

Far from it.

You have the usual, you know, short term challenges, be it supply chain driven for example you have the.

You have the longer term issues that we're all facing into. You know, you saw it in the market.

In the market diagnostic there, be it the EPR fees, got HFS coming, I think just what's really important is the attitude you take.

So how can you lean into that with transparency and trust?

The problems into opportunities, the honest feedback loops fundamentally for me.

What it comes down to is, is the belief that you're better off sharing it, because actually you know this problem shared is a problem half. If you've got this one team mentality, you're much more likely to find a good route through it.

Sharing it quickly early, then sort of holding back from it.

Maybe it'll go away.

You you really are trusting that the teams are are Better Together.

So you know, just sharing a few of the final summary reflections here.

On the screen, you know it's important to take time and learn and be curious.

I think as a next step.

What sort of partnership do you want with the Co-op?

It could be for the full strategic partnership.

It could be in a certain area it could be focusing on the training for now, but I think setting the ambition up front is really important.

The piece around performance being the foundation of everything that you build on is really critical.

Taking everybody in the journey within your organization, I think it's hard for the trading teams to do this alone.

The benefit really comes when you have those cross functional connections. Thinking big, you know, if you look back 18 months ago, some of the ambitions we set ourselves, particularly in the sustainability space, they were well, they were incredible.

But these are big companies.

You know we, we we are able to achieve great things together and then that final piece around the attitude you know trust patients, commitment, the progress isn't always linear, it's not all roses.

But if you have that trust that you believe that a problem shares a problem, half it makes a big difference.

And I think the final piece I'd leave you with is it's a mindset thing.

It's possible.

Some of you are sitting there today thinking what I thought when Sinead gave us the challenge a couple of years ago.

What does strategic partnership look like?

You just don't know really.

It's something you need to explore.

You need to be curious.

You need to continue to iterate, be open what's working, refine it, and I think it's that mindset, the common, the commonality between the two teams.

That they've gone and got that has got us to where we are. You know, we still have a huge, huge amount to learn.

But I believe that the mindset and the trust that's being built will will get us there.

So yeah, a massive thank you, Greg.

Rob, to to all the team for everything that you've done to get us to where we are and I hope that's useful.

All right.

Thanks Matt.

There's a few things in there that I think really resonate and hopefully you pick up on. You know, we are commercial entities at the end of the day and actually some of the conversations we have to have are not always straightforward. They're not always.

We're often can be pulling in different directions, but that transparency, that openness, sharing of the challenges, finding opportunities, finding solutions, is exactly where we need to be.

But also.

What we found with Mars and obviously from a perspective of the shared.

You know the purpose is being very similar.

Doing the right thing. We talked about doing the right thing this morning, whether that be from a legislation perspective or sustainability perspective will come on to Edie and I this afternoon, but they're absolutely critical in terms of the foundation, you know, so actually we might be having a.

Difficult commercial conversation about cocoa prices or whatever.

Well documented at the moment, but that doesn't stop the momentum in terms of what we're doing from a EDNI perspective or sustainability perspective is really, really critical to the overall piece.

OK.

So we're a little bit behind schedule, but I'm pleased and we're now now we're going to really test the tech in the room.

I'm really pleased that Katie Secretaryne our new MD for our cob wholesale business is going to join us virtually from Scunthorpe, and I'm sure Katie's got quite a lot to talk about.

I know there's quite a lot of open questions through recent press statements and things in the press that I think Katie will probably find round about way of talking about but.

Also say that we have got the session on the 15th of May where we will be talking a bit more broadly about the B2B strategy as well.

So I'll hand over to Katie, who will go through the next section.

**KS** **Katie Secretan** 2:51:56

Thanks so much, Greg.

Hopefully everybody can see and hear me.

So yeah, I'm Katie secretan.

I'm the new managing director of our Co-op wholesale business and I'm absolutely delighted to be here today.

Apologies, I'm not there with you in person. 23 days into the new job and find myself in a in a very large meeting over at Scunthorpe.

So apologies, but hopefully it can give you a useful update on camera.

So I thought I would take you through a number of a number of items.

First of all, starting with the change.

So why have we moved from being the nicer business to Co-op wholesale and then



take you into a little bit around our strategy? What we're up to? One of the important things for our business and then into what what could we ask of you and how could?

We work together, so hopefully those the three different segments will give you a sense of of what we're doing and how we can partner in a much more better way moving forward for the benefit of of you as our suppliers and us as a business.

So let me start with the move to Co-op wholesale.

So it's a really big believer in the move of the changing of name for a number of reasons. And I think this has landed really well in the market.

But let me share with you a couple of a couple of the significant strategic reasons that we did this.

First of all, it's fair to say that you know Co-op bought nicer. The business about seven years ago and it's been at arm's length in part.

As you know, an independent retailer led business for the for those years.

And what I had a deep desire to do was to bring the cult wholesale business really close to the group. And indeed, so did the group and and the rebranding of such helps us to come closer to the group and really signal our intent to the market of.

Being a real Co-op lead business and what does that really mean for us?

Well, what it means is that we can leverage the power of the group to independent retailers in a much stronger way than we ever have before.

And that means both continuing to supply and extending the own brand.

Range, which we know being uniquely Co-op is a really great unique, unique selling point to our independent retailers and onwardly to their consumers and enabling the extension of that range is really important as we lead with uniquely Co-op out to the market in a much more defined and.

Strong way and also bringing the power of the Co-op in two ways.

One is through the levels of intelligence that we can use you as suppliers will all know that, you know from a servicing perspective we we as a group service over 8000.

And convenience locations within the UK and the intelligence that we take from that as well as from our 6.2 million Members means that we've got a convenience intelligence hub that rivals any others and being able to use that really well within our independent retail sector it.

Is super important for us, our retailers and indeed their consumers. And then of course, finally the power of the brand.

So we are still the home of the Nico and we know that Nico fascia is really adored and truly value.

In many in many independent retailer communities, and indeed in this, in the communities that they serve. But we also recognise that there are many strategic partners who want to leverage the power of the Co-op brand as well. And in the move that we've made, we're able to do.

That now, of course, we have a franchise business and we have a Co-op retail business and we must make sure that we have clear lines between all of those different businesses in the master brand that we use.

So watch this space.

We'll start to see that show up in different ways from a wholesale.

Perspective as we introduce different fascias which will really leverage the opportunity for for retailers into their consumer base.

So all of that together gives us a really great proposition for our independent retailers from a Co-op wholesale perspective. But we also get to signal to the market a little bit strongly as well. And I'm come on to a couple of things that you will have seen.

In the Press of late, but let me start by saying one of the things was lots of speculation around whether the wholesale business might be up for sale.

I think Co-op wholesale is is is a really great position.

That we're not up for sale.

We are a business that's highly valued by our Co-op group and we are close to that group and we are a business that is trading and trading incredibly well. We're firmly part of the strategy of the Co-op group and we will be moving forward and that's because.

There are huge benefits to having different sectors of the market within the same group, as of course you will all know, but within that we need different strategies to deploy into the market and I'll come on to that in a moment.

It's really important that that uniquely Co-op remains.

Uniquely with Co-op and what you will have seen in in some of the changes that we've made quite quickly is to exit the Co-op brand from any locations that aren't part of the Coop family.

So we exited from Phills Hill and St.

Parfett's environments and indeed some UNITAS earlier in the year, and we'll continue to ensure that our brand only sits in places that are delivered by the Co-op

group.

Of course, we have a partnership with cost Cutter and that's the only other fascia brand where you will see Co-op.

On brand products, but it's really important from a independent retailer perspective from a Co-op retail network perspective that our really highly accredited Co-op own brand products that is only available in that uniquely Co-op retail environment.

And so you'll see more of that to come and I'll talk a bit more about cost Cutter as I go through this section.

So I think I mentioned to you I'm 23 days in role and what a role it is.

I think it's hugely exciting.

Is the move that we've made in the business to Co-op wholesale and indeed the strategy that we have in place for the rest of the year and indeed 2030?

So I'll share with you a little bit about what I'm up to.

So right now there's an element of us really understanding our customer base, really working out what each of our customer segments require and making sure we absolutely get the basics right for them.

Many of you will know that as a nicer business we had a diverse set of customers.

And we try to be probably everything to everyone and of course that's never possible.

We have the privilege of working with lots of independent retailers and about half of our business is made-up of independent retailers with single or small numbers of stores in each of those businesses and they form a huge part 1300 stores across the country, many of them.

Asia and it's really important that we have a strategy and a proposition that works for those independent retailers where those stores tend to face into local communities, estate parades and the like and of course into some PFS. But in the main community stores, what I really want to.

Do is make sure that we've got a proposition that's fit for those independent retailers and that our pricing strategies and our ranges all work for those consumer groups.

Great example is of course, that's the area where Price Mac packs, absolutely.

You need consumer confidence about pricing, but of course the other side of our business is is mainly made-up of some of our strategic and national accounts and you've probably seen of late lots of announcements where we've started to engage with new partners and our recent announcement last.

Week with Roadshf is a great example of this, so roadchef a very well known PFS

motorway service provider.

So we've won business to service 8 stores, which will convert from SPA to our new Co-op.

Wholesale brand and indeed the supply to the 31 WH Smith stores that support grocery sales within their environment.

A great example of a different part of our business and that part of the business has significantly different needs to that of our traditional independent retailers. And of course within that there are different pricing strategies and range reviews that are required.

And so we're working hard as a team right now to make sure that we're really clear. About what our customer base, our retail.

The best require and what did their onward consumers need? And of course there's lots that we can do with you to work through those different segmented channels and how we can win in those different areas. No longer can we be the same thing for everybody across each of.

Wells and expect to take the market because we know that that won't that won't be successful.

As I said, watch this space a little bit around new business.

We're currently in negotiation with five new partner contracts of similar size to that of roadshf.

We recently taken a new contract for 140 stores across some defence, hospital and educational locations and we'll be announcing that shortly.

So there are reasons to believe that our new business pipeline, which currently sits at around 40 million is coming through thick and fast.

And that's with the power of the cob wholesale brands. Knowing that we can leverage the intelligence of the range and the pricing segmentation across those really key channels.

Now of course, the other side of our business, as I said, the existing business that we have, loyalty is a key focus.

Many of you will know that our competitors are now all selling into each of our different facial branded stores as our retail has become more and more promiscuous. Either through cash and carry or delivered service. And we've really felt the pain of that across the last five years losing about 30% of volume across some of our retailers from the likes of Booker, Parfits, Demetria and the like. And so there's a real important focus for.

Us to to take that loyalty back and we're doing lots of things to do that. We have some incentives in place where we're working with some of our retailers to bring the loyalty back to us.

But I think there's definitely a requirement around that segment.

To enable us to do that, to ensure that we've got the right range, promotions, pricing, etc.

Into each of those channels to win back that business.

For me, it's really important if there is a nicer than the product inside, that store should come from our business to be sold to their consumers. And so working really hard to increase the loyalty is really important. I believe with the increase of loyalty that we will see.

In taking that 30% back and the new business that we will see.

That totals about 40 million in pipeline today.

We've got a significant uplift of volume coming across the business within the 12 next 12 to 18 months and that's a brilliant opportunity for both of us as we look to really take back the loyalty in the market and get to a place where our retailers are 70.

Or 80% loyal, knowing that there's always local niche requirements in any store and we want to support that too.

So finally, I'd like to talk about cost Cutter.

I know there's been a few questions that came through on the questions before today's conference and indeed I am.

I am often asked many questions around our partnership with cost Cutter and I really want to face into it because I think it's really important.

So we've been a partner of cost cutters for many years and we've supplied them from a branded and own brand perspective.

It's widely known that we have a contract in place to the end of this year and both parties are working.

Together to discuss what we want to do at the end of that, there were some press reports that we'd all falling out and we weren't going to move forward with that partnership. And I want to reassure you that absolutely no decisions have been made.

But what I can say is uniquely Co-op is really important and where our own brand shows up needs to show up in a really brilliant way.

And we're really keen to ensure that that is the case and we want to work with any

partner who can do that for us and extend our reach as we have the desire to take 40%.

Convenience market and work with partners to do that.

So we're working with Costco to think about whether that's the right partnership for both of us.

We're working to ensure that we've got the right stretch of stores across the UK and that we have the ability to service our Co-op wholesale customers brilliantly within the first within the first set of priorities. So there is no decision yet. But what I would say is in.

Everything that I've just talked about in our push for loyalty in our new business. Flight and as I said, you're going to see lots of announcements over the coming weeks and months of new partnerships that we've engaged in that will bring more volume to us.

I'm not worried about movements in volume.

We'll have movements volume in.

We'll have movements of volume out.

We have a specific set of volume requirements that we want to grow within the business and we'll absolutely do that.

We've got clear plans in place, so I guess my message is please don't be concerned about the press.

It is pure speculation.

We continue to work with cost cutters to figure out what is the right answer for both of us.

And we'll get to a place that ensures that we're uniquely Co-op and we're fulfilling the strategy of significant growth across our business at a volume and profit level in a way that suits us.

So what does that mean for us as working together from a wholesale perspective and you, our suppliers?

I think my assessment is having been in the business for 12 months before taking the MD role, I think there's much more that we can do together.

And I would certainly ask for your support.

I think these are really, really exciting times.

Our plans are really significant and I'd be very happy to share them in more detail with any of you, should you.

Should you wish us to, but I think there's some really specific things that we can do

together thinking about some of those new partnerships that we've created, roadshf being a great example for you to think about what you could do to help support those partnerships also really underst.

What types of ranges?

What types of NPD might be coming through your businesses?

That would work in those channels.

So we can be first to market and best in market with those ranges would be very, very helpful.

It's really important that we focus on segmentation. No longer can we have just one type of pack in our warehouse. We have to have price mark. For example, in our traditional business and non price marking, our roadside business and of course there's lots of different accounts in between.

And really thinking about how we can galvanise the range to suit that segmentation is really, really important.

You will know your consumers at a product level way better than we will do, and so your support in thinking about what the range for wholesale could be, that has a different lens to that of our owned retail business is indeed really important and we're really keen to.

Get your thoughts and ideas, particularly as we double down into the strategic and national account business.

We know that's where the sustainable profit for the future. We know that's where high loyalty lies.

And so we know that that's where most of the volume can come from.

So any insight and intelligence that you have from a brand perspective for those particular accounts and those big partnerships that we're developing again would be very helpful. And I touched on NPD earlier in the wholesale market with independent retailers being first to market with NPD is really, really.

Important many of the retailers I talked to spend lots and lots of time on Tiktok and our sourcing.

Product from all over the world to be first to market.

You know, at a chance level and we don't want to do that.

We want to be much more thoughtful about our MPD, but we do want to be first to market on those products that count.

So again, asks of you would be to really think of us in a wholesale world that's slightly different to our own estate. And how can we deliver a uniquely Co-op

offering that has really thoughtful range product and format for our independent retailers, our strategic partners and our N.

Accounts.

So that was a bit of a whistle stop tour through what I'm up to as a day 23. I'm super excited about our plans. I think we've got massive ambitions to grow, but they're not just ambitions. They're set in strategy plans where we really can see those.

Building and coming through already, so there's much more for us to do together and I would just encourage you to engage much closely. We've got the team of Ccws here in the wholesale business and we've got a fairly new leadership team in place as well that are really.

Keen to engage with our suppliers so.

Please don't be strangers.

Please engage with us and think about some of those new strategic segmentation plans that we have and how you might be able to support them.

That's it from me, Greg.

I'll hand back to you.

3:08:08

They run around with flossing.

Thank you.

Thank you, Katie.

And 23 days into roll and a holiday in between.

So a big thank you for for making the time to come and talk to everyone, and I'm sure sort of the the suppliers in the audience will take a lot from what you've just said in terms of the clarity in terms of direction in which we're going and.

Also, the openness in terms of where we are as a business and some of the decisions that we're making, there are a few ccws in the room as well.

So I'm hoping we'll be available at the networking session.

At the back over there.

So yeah.

So please make every opportunity to speak to them after and really think about endorsing, you know, Katie's words in terms of how can we.

Really make a market leading offer, taking the best of the Co-op and adapting it into a wholesale.

We're now going to move into our next section, which is around cucumber and we've



got Jess and Jeff who are going to talk about our cucum business.

Afternoon, everybody.

Hope you're all well. First of all, good afternoon and it's great to see so many people in person and on the call today as part of introduction, I've just introduced myself.

I'm Geoff Bradshaw.

I have short, black, greyish hair and I'm white male and I would suggest.

Hi all.

I'm Jess.

I am female and white British. I have blondish hair.

Today I'm wearing a green T-shirt and a pair of white trousers.

Jess, I think it's first of all, it's great pleasure just to stand up here and just give you a bit of an overview of our QCOM journey. What we want to do over the next 15 minutes is just give you a bit of our strategy where we.

Come from.

Also, how we're looking into the future and how importantly how you can all get involved and think Q commerce from an Omni channel approach?

So from a strategy perspective, our vision's not changed over the last 12 months and you've probably seen this at the IGD and certainly certainly an updates internally as well. But our visions have remained the same over the last 12 months and it's delivering convenience without compromise giving.

More people access to our Co-op and its products and we're really proud of that.

And the goal is to be #1 qcon retailer in the UK and we want to get 30% share by the end of 2026 and we're really pleased that we.

Are #1.

In the QCOM market and I've got another slide which I'll go into more detail, but ultimately we're really proud how we've accelerated our reach and got our Co-op products to more customers across the UK.

So just taking you a bit back and if you've seen this slide before, you've heard me just a bit of the journey. I make no bones of it.

We're really proud of where we come from in 2018.

You can just see on the top left that Co-op wasn't even online and as as COVID kicked in, we certainly helped us and accelerated our business and we delivered over half a billion pounds worth of sales last year from AQ con perspective and we're really proud of.

That and pleased that give us aggressive plans for 2030.

Where we want to get to at least 10% of the total food sales business underneath, you can just see on the blue dots there, we've got over 86% of the UK's post code. You can get a Co-op delivery now, which is really PLE.

For a business in seven years to get that expansion is unheard of.

So as again, we're really proud with that. And then on the right hand side, you can just see some of the main aggregators we work with fundamentally in the centre there. We've got our fundamentally our Co-op platform.

And that is evolution.

We're building that as we go along.

We've worked with all the partners there. You can see on from just eat delivery, just delivery, Uber, Amazon and Starship don't have any of you seen the Starship robots in about 5 or 6 cities across the UK really fit with our values in the community aspects and then.

The other icon you can see on there is parcel services.

This came under Chris Conway's remit, probably about two years ago, and we're really aggressive in our roll out of blockers across state and what that.

Does that just gives the customer experience back into store and that look and feel and the convenience and we're really aggraving that you'll probably see a lot of the impulse lockers which are being launched now across the store estate and we're overall 1200 stores now which I.

Got a locker solution which has been aggressive over the last 12 months.

So then just drill in a bit further down into each of the platforms.

So I'll just start with our own platform.

You can just see on the icon there 12% of us total online sales come through our own channel that has actually dropped back over the last 12 months.

The reason for that we've been upgrading our front end website.

So if you, hopefully you've all shopped online in one of our aggregators.

If not, I encourage you to do so as well as being a Member that actually dropped back by 1%.

But we're not concerned that because we've now got Salesforce power in our front end.

For those who are digital and understand and work with Salesforce that are best in class globally. So that will give us more enhancements to actually drive the membership and proposition across our site. We're in over 1800 stores across the estate.

We have over 10,000 products live on our platform and 61% of the UK population can get access to our Co-op platform. Then moving on to just Uber eats, that's 35% of our sales.

12 months ago they were second around 30% and it was delivery was top, so they've taken first place.

We've got over 1400 stores live, 10,000 Sku's and 81% of the population can get an access from Co-op on Ubereats.

Moving on to delivery, 33% of our sales come through this channel.

They were the first aggregator we partnered with in 2018.

We had five stores live and that's now rolled out to over 1500 shops.

We are looking to expand the range on there.

We've got about 6-7 thousand skews on there. So we're looking to get that in line with the other platforms.

And similar again, 81% of the population can access deliver Co-op on delivery.

And then our last justeat launch, we've got just 18% of sales coming through this channel.

Just eat and if anybody's worked with them or spoken to them, they're very aggressive over the next couple of years, they want to increase volume and certainly want to accelerate it.

So we're really keen on working with them.

They've got about 1400 stores lied. We've got full 10,000 skews on there as well, but certainly one to watch over the next couple of years as well.

Along with Amazon, it's only 2% of our sales currently.

I've not seen Amazon really play in the quick commerce market.

And it's watch over the next couple of years and we're so they got strategic partnership with them only in 22 stores at the moment, but over the next 12 18 months, how we can expand that you'll see that come alive and we've got 9000 SKU on.

There.

And then this is probably about 12 months ago, we worked with Fox Intelligence, who partnered with Nielsen to get a more in depth read of the QCOM market, similar to what you see from a store estate and the bigger box retailers. And this slide just on the.

Left hand side just gives you a better concept of where the aggregators are in 2024. 77 million orders were placed on the aggregators across the board and you can see

there Uber and delivery have the lion's share. With that. What I'm really proud and pleased to say out of that 7724 million orders was.

Through a Co-op shop, either through way to one of those aggregators. And that means we are #1 in the market, in the QCOM and we got about 24.3. I think the latest read on market share we want as a strategy mentioned pre.

We want to get to 30%.

And that's just a bit of an update. The strategy in the journey so far and I'll just hand over to Jess and just give you a bit of an insight on how to get involved with online. Thanks Geoff.

So, following on from Jeff's introduction to Q commerce and our story so far, we're just going to talk to you today to make sure that all suppliers know how to get their products on Q commerce. So within our Q Coms team, we work with a company called.

Brand bank. Some of you may have heard of brand Bank already, but if not, it's a company that we work with and it's a system that houses all of our products.

Content and information so such as your imagery and your backup pack information as well.

So on the screen you'll see a description of the process that we follow to get products listed on our QCOM S platforms.

So as we work to the same timings as in store, we start with the codes being signed off by the commercial team and then we will build a range summary off the back of this with information such as your product titles and also your EAN codes as well.

Once we've built this range summary, we will send that over to Bran Bank roughly 6 to 8 weeks out from the Ranger event going live. And then once we've sent this to Brian Bank, they will reach out to the supplier to send samples for imagery and product inform.

Capturing and then once the supplier responds and sends the samples, product information gets loaded into brand bank and can be listed across Q commerce channels.

It is probably worth calling out that as well. If there is no image in Bran Bank, we are unable to list the product.

On our Q commerce channels and we also do work towards in store timings to launch online range events at the same time as in store.

And then if I just flick on to the next slide.

So best in class ways of working and that Omni channel approach then.

So just following on from Brown bank and imagery, so suppliers are able to load mobile, optimize imagery into brown Bank M which makes it easier for the customer to understand the product in terms of pack size.

And also enables more features to be called out on our websites as most of our customers are shopping by mobile.

It just makes it a little bit easier and avoids customer disappointment when the customer receives a product that they didn't expect to receive.

Moving on then to digital shelf optimization, a little bit about what it is that we do as a qcoms team.

So we work on initiatives such as optimizing the digital customer journey.

Across the different partners, so recently a project that we worked on with the help from Mars.

So we optimized the Uber taxonomy, making it easier for the customer to shop the Uber confectionery category.

So we split out chocolate and crisps and here's the example, just making it easier for the customer to know what it is that they're shopping.

As a qcoms team, we do struggle internally for data and insights, so we do rely on a lot of our supplier partnerships to provide that data.

And insight and recommendations to optimize the partners as well.

And then just finally on this slide, so Omni channel activation really important that when you're talking to your buyers, you're always thinking Omni channel in terms of cult Media network activations and also the Co-op strategy as well, which you would have heard from the cbm's today.

So for example on the screen we have an example of a sustainability event.

Activated in store and then also how we've activated it online as well.

And then just a final slide from us today then. So a key take out that we want you to take from our update on Q commerce would just be that our ambition again as Jeff mentioned, is that we aim to be 30% share by the end of.

2026 and then are asked to you is to come along on our journey. All things qcoms and make sure that you have the right range on the right platform just to maximize your opportunity on Q commerce for your business.

And then just finally, as mentioned on the previous slide, always thinking everything Omni channel, when you're talking to your buyers and also cult media network as well.

But that was it from us.

Thank you for listening.

I will now hand over to Hannah from Cartmuder network.

Wrong way. There we go.

Hello everyone. I'm Hannah Clifford.

I'm a senior manager at Co-op Media network.

I'm about 5 foot eight, maybe 9 because I've got quite chunky shoes on and I've worn pink trousers today.

I also have Laura Williamson with me in the room today, our client director and also Dean Harris, Head of Co Media Network.

So if you're around after you know who to grab, if you've got any questions.

So I will crack on and introduce us to are the UK's leading convenience retail media network enabling brands to connect with customers at scale.

We launched a CMN at the start of last year, but we've got over a decade of experience in this field.

Planning thousands of campaigns every year for our hundreds of repeat clients.

In 2025, we've set out to do quite a lot, but for the purpose of today's meeting, we've focused on just three key pillars of our strategy this year, #1 being to amplify our difference and to prove that it matters.

#2 being to innovate new capabilities that are aligned to our difference.

And #3 being to offer convenience and experience in the way in which we work with our clients, offering speed, ease and simplicity.

And we'll focus firstly on #1 amplifying our difference, improving that it matters.

So what is it that makes us different at Co-op media network when we at CMN talk about the cult difference, we use three terms scale, convenience and execution.

Co Op's unrivaled scale with over 2400 stores nationwide.

A store in every post code 16,000,000 transactions every week and 11,000,000 unique shoppers a month means that we're able to offer brands a chance to engage with a huge volume of shoppers.

And also some audiences who are otherwise harder to reach in more remote pockets of the UK.

The UK, the second word was convenience and importantly, frequency.

So frequency of shopping carp stores is a lot higher and of our active member base who shopped last week. They're shopping in store an average of 2.2 times every single week, which is a lot higher than in the big multi supermarkets. And frequency is a really.

Important factor when it comes to brand awareness and also building a brand.

The final word we used was execution.

So we've got a really expansive media toolkit.

Offering brands the chance to engage with shoppers across multiple different purchase.

The E COM platform and also all of the QCOM platforms that Jeff just talked us through where Co-op is the number one leading grocer.

So scale convenience and execution essentially means we're able to offer brands a chance to engage with more shoppers more times in more ways and across more platforms.

We have a track record of delivering against key sales metrics as well.

So average ROI sits at 1#387.4 million average impressions per campaign. Thanks to that high frequency 38% average sales uplift in the campaign live period.

And we actually benefit from the highest percentage sales uplift across all retailers.

But convenience is different and we believe it's also complementary to your other marketing efforts.

Our shoppers come into stores on a different mission in a different mentality and as I said, frequency is a lot different.

So we believe that advertising in a convenient space will help to make your advertisements in other retailers and also across other channels just work harder.

Convenience shoppers are not attached to a shopping list or whether to their normal brand.

They're accepting that they might need to try something new, and they're looking to be actively inspired when in store.

Convenience stores are also compact, with mixed category aisles drying and bring high advertising discovery when a Co-op shopper visits a Co-op store, they're much more likely to visit multiple aisles on their shopping store naturally, whereas when a shopper goes into a large supermarket, it's just not the.

Case.

It means if you're a biscuit brand advertising at the biscuit fixture, a shopper entering store in a completely different mission and without biscuits in their mind is more likely to see your advertisement just by naturally passing by.

And then finally, because convenience stores are in high.

Touch points also reach non shoppers. So on the screen here we've got a beautiful image of what every in front of store takeovers, which were hyper local to the

Wimbledon event.

So we can imagine that even shoppers not coming into the carpet store, not Co-op members, not our regular shoppers are passing by. And those high footfall locations and seeing this type of advertisement.

But beyond the impact in store media has on your sales?

Convenient store media is also a really valuable tool for brand building, and we've actually worked with lumen this year and have been able to prove that advertising and convenience stores benefits from double the visibility, triple the attention and quadruple the recall.

The shop is a four times more likely to remember your brand. Having seen an advertisement in a convenience store versus a large supermarket store.

Co-op is also the most shop shop so Co-op shares their shoppers with the largest repertoire of other retailers so the average Corp shopper shops across nine different retailers.

Which means that your advertising in stores also drives a Halo impact on your brand sales across other retailers.

And in fact, we've worked with Sakana to prove this can be as high as 3% in nearby competitor stores.

So you know why convenience is different and you believe me that it truly matters.

So we will now talk innovation. The second pillar of our strategy this year, which was to innovate new capabilities aligned to our core difference.

Our advanced toolkit allows us to deliver tailored multi channel campaigns across the full path to purchase. So in store we've got multiple options ranging across the shopper journey to purchase.

We've got the Members app, ECON and all of those QCOM delivery platforms as well.

And always with creativity and execution. So on the screen here we've got some of our best in class examples of activation in store and online as well.

A 3D ice cream tub with Ben and Jerry celebrating their new sunny Honey Home product launch. The Nescafe Full Isle takeover die cut pennants in Isle of Grenade to draw attention to their product on shelf and also a gondola end takeover. You can see at the top.

There with Kellogg's.

But our innovation road map will continue to bring new ways to engage with convenience shoppers and also non shoppers.



Last year we launched gamification and we're now able to host fully branded games within the Co-op members app.

We actually have one go live. Last week with PepsiCo.

You can see us shouting about it on our LinkedIn channel.

So PepsiCo are partnering with the new Minecraft movie launch, and you'll see that we brought to life a Minecraft style game within the Co-op members app, whereby shoppers could win money off their product in store.

Our front store digital screens launched at the back end of last year and are continuing to roll out. So we now have screens live in over 570 stores and counting. I'm getting lots of nods and we really believe that this is an out of home opportunity. So an example of a channel that targets not only Co-op shoppers coming into store, but those passing by in urban locations.

Co-op compass launched at the start of this year, which is our off site digital offering, so highly targeted ads reaching shoppers on mobile devices.

Is across social and also digital and they're targeting options range from geographical weather, reactive audience demographics, but also our most advanced tier using co-ops, first party membership data.

So if you're launching an MPD and you want to specifically target shoppers who are loyal to category but who haven't yet purchased your brand, then this is a perfect way to do so.

Booster office also launched within the Members app this year, which is a great tool for frequency driving.

So if you're currently selling 3 Yorkie bars a week, and you want to sell four or five, then this is a great way to do so by incentivising shoppers with the money off coupon at the end.

Finally, ecom ad tech development can be expected to come at the back end of this year as well, enabling greater targeting capabilities on the ecom site.

And finally, this is all underpinned by our service to offering convenience and experience with speed, ease and simplicity.

Our offering is enabled by a single point of contact, but we are fully integrated with all of the teams at Co-op, so our Co-op Media network team works here at Co-op and HQ really closely with the commercial team.

PR marketing floor planners.

You name it, we'll work with them.

And we're committed to offering a best in class service for our clients.

So when we begin the campaign planning process, we'll consult our benchmark data and performance insights to ensure that we're making the right media choices, picking the right channels to deliver against your objectives.

We have a calendar of over 53 events allowing you to tap into seasonal moments across the year.

Our Co creation program gives you the chance to pitch your winning campaign idea here at Co-op HQ to a panel of senior state holders.

And through the Co-op and Co creation program, we really want to work with suppliers on truly collaborative campaigns.

Align on core values.

Our Media Rewards program rewards your spend commitment with value. Add media to further boost your campaigns.

Live imagery and compliance reports are shared for every single campaign, along with an evaluation promptly six weeks after the post period has ended.

Which means we're able to take on board all of those learnings to inform our future planning with you.

And that is everything from me today.

But please do follow us on LinkedIn, which is where you can see daily inspirational campaigns that we're proud to have going live.

Any other updates of new channels we've got going on?

And you can also e-mail us at hello at Cot Media Network Co UK if you've got a brief to share.

Thank you all so much.

I am handing over to Chris Hume.

Hey, it works. Good afternoon.

My name's Chris.

I'm the head of Cobb Owen brand strategy.

I am a white male.

I have relatively long hair, although you wouldn't know and I'm wearing a black top over a white T-shirt.

I'm really excited to be here today.

I know it's going to sound strange to some of you guys sat in a big room who've heard lots of people speak, but this is a real pleasure because I get the chance to talk to you about ombrand, which is what I do every day.

But actually, from my point of view, I don't often get to talk to you guys, so.

So I'm going to take you on a bit of a whistle stop story journey. Story of what we've been up to over the last 8-9 months, reflecting on what we talked about the IGD. So for some of you who were there, we've heard some of this already, but we've done quite a lot of work in that time. So bear with me.

I'm going to go at pace.

Hopefully this expression won't be new news to you.

Hopefully you'll have seen what we've done over the last 6789 months since the campaign launched to really reiterate what the cop is in the UK in 24 and beyond.

This for us was a really exciting moment because actually for us it was about putting Co-op back at the heart of communities.

It was about making sure that our brand really stood for something and wasn't just a brand that people talked about as a heritage brand that has been around for 180 years.

This was about stepping forward into the 21st century and beyond, and at that moment we had a really great opportunity to go what does own brand mean as part of this?

And for us, it's really important to understand where do we help power the flywheel. I heard the reference to a flywheel before.

I think that was in the Mars business.

This is our flywheel and this is how do we help power the Co-op flywheel to ultimately generate more sales, more volume for the Co-op and the many businesses that we work with.

So we took a step back and I'm just going to flick all these builds on to really get to the point that says.

We know that Co prom bound will recruit customers shoppers into our stores.

It's one of the hooks.

It's one of the drivers behind your store choice when you think about where you shop, where you buy your food from on a day-to-day basis. A big part of that is the brands that you can access, whether that's the branded products that lots of you in. This room bring to market or whether that's the own brand products and for us, we know that own brand plays a role in getting people into the TCG stores. But equally and I've just heard Katie speak into the stores that we service.

We know then that once people buy into our brand, it helps them to shop more frequently. And that's again really important.

Because a with a convenience leader in this space, we know we've got more people

visiting our shops than anybody else on a weekly basis.

But actually what it also means is that we've got the chance to talk to more people about why our own brands great and in doing that, the aim then is that we convert them into Members, you buy more own brand, you buy more into the brand itself, you.

Want to be part of that?

Then hopefully what happens is that Members go on to buy life services and thus the flywheel is powered, and then you get into the answer on what Rollover and plays.

We had to look at the insight.

And again, some of you will have seen bits of this at the IGD, but really just to reiterate, we know that customers and Members that buy into our own brand really are critical to the success of this business and the other businesses that we now work with the.

Customers that buy the most owned brand are the customers that are the most frequent and the most loyal, and that's really crucial to us because actually we're trying to understand how do we grow the Co-op business and ultimately, as Katie said, the business to business world as.

Well.

We know that price remains a barrier and there's lots of activity in that space. Again, unless you've been under a rock.

If you work with the cart, you've probably noticed what we've been up to on price and value.

But we know again that own brand plays a really critical role in this space and we know that we've got a quality perception gap to bridge.

I think fair to say that if you buy own brand, you probably know our own brand products are pretty good. I hope you all buy your own brand.

They're pretty good, but actually not everybody knows that.

And there's a real delta between certainly members and customers, but then particularly between customers and non customers, there just isn't that perception there. And we've got to step into that space and tell that quality story more.

And then the last one and this is going to sound a bit strange for anyone who's been around the coat for a while, but we know that we have lots of great proof points around difference and meaning.

But actually they're not cutting through as much as they need to, and we've got to find a way to resonate more with customers.

So all of that kind of ultimately form the basis of what we phrased as our must do's, what must our Co-op brand do every single day.

And in order to do that, we want to grow a thriving cohes brand, because as having a thriving Co-op home brand is going to be really crucial.

To driving, ultimately the Co-op business as we look forwards and some lofty numbers.

This is our 24 position.

This is where we finished up the end of last year and I'll flick quickly on so you can see the difference.

There's a big step change we're aiming to double the sales that we do through the business to business channels that we service, whether that's the society stores, whether that's the wholesale partners and stores that they service and beyond.

We know we've got a massive opportunity there to grow carp home brand equally.

We want to grow through.

Stores. We know there's a massive opportunity there too, as part of a growing Co-op.

So just to be really clear, this isn't at the expense of your brands for the brands in the room?

This is as part of a growing business that's ultimately aim here.

This isn't about cannibalizing sales.

Because we want to be the biggest brand in the convenience market, I think Sinead said it right at the start of the day.

We want to service 40% of the convenience market. We want to put our own brand at the heart of that 40% service off the convenience market.

And the strategy is made-up of three pillars that fall out like this again, people who are really familiar with brands, which I'm sure all of you are, these won't be alien pillars. These are pretty standard. But for us it was a really key marker in the sand.

Of what we're aiming to do as we look forwards.

So execute like around this is where my team lives.

This is about standards. This is about having consistency.

This is about doing things the right way every single day.

This will be what your brand teams.

Drum into every single person in your businesses.

It's really critical that these are in place.

We then have a job to look to.

How do we?

We phrased it as endorse, like a brand ultimately grow the brand, use the position that we have.

Look at the channels that we have to look to growth.

So we know there's going to be big opportunities for B to B growth, but we clearly know that in this business and I mean this building. But equally the CCG business and beyond, we need to be advocates for our brand. You'll have noticed there's been a subtle change.

In language, we're talking about our own brand and the reason for that is that actually we wanted to remind everybody that if you remember.

You own this brand.

Hopefully most of if not all of you in this room are members.

You own the brand.

You might work for anyone of our suppliers, but you own this brand, as do all of our Members and that's a really key point to land with. With everybody ultimately is that you can have a say in how we do this.

This is about making sure that we're doing the right thing by that car brand that we put on every single product.

We want to win on missions that won't comes any surprise. Meals in particular top up and treat, and then we want to win on events, which is kind of bread and butter for us.

We know we perform particularly well in events. We need to keep doubling down on that and doing more in that space.

And then the last argument was the most exciting one is we need to continue to innovate like a brand.

You'll have noticed there's been a big shift in the amount of MPD and innovation that we've done over the last 12 months.

That's because ultimately, we recognize that we weren't doing enough.

And actually, what the insight showed us was that people expect innovation.

We might be.

The Co F might be convenience.

We might not be shopping the same way as a big box, but you still need that level of innovation and churn that comes through to provide excitement and just the flavor of what's going to be happening in that space.

That's already come to market.

So a bit more detail.

I know this is something that people will obviously have on their minds because this is where we're starting to get into the detail.

So on the left brand standards, we're really clear that we've got three major brands in play. The two are the top two are the two most important, irresistible and arcadia.

Those are critical.

That's where 90% of the sales, 95% of the sales come from and that's where we're going to be really focused.

Honest value still has a role, and there are still products out there that do a job we don't want to look at. Removing that brand in a cost of living crisis.

We know people need it.

And rely on it. But the focus for us is going to be on our core brand and our rest foot brand. As we look forwards, participation is the one in the middle. That's been a really key part of what we've been focused on doing is working with the.

Buyers in the room, the category development planners in the room and the wider business to look at. How do we make sure that we're getting enough owned brand products into baskets? As I said before, we know that's where we drive the flywheel. How can we do that through these areas? And we're actually trading in a really good way at the moment through and I called it ambient. Greg, I could have put your name on it.

Is your area's ultimately in this business? But we're trading really well and I think the positive signs are there. The four week numbers are better than the 12 week numbers, which are better than 52 week numbers.

So we're trending in the right direction.

There's more to come and we see on brand benefiting your brands.

This isn't me standing here saying we don't want your brands.

We know how important your brands are to customers and to the shops that we have. We want own brand to really coexist and work with your brands to drive success ultimately for the business.

And on the right hand side, this is the most recent piece of work we've just been doing around minimum credible range. We did a bit of work on this last year and that was really about focusing on that minimum element of what's the minimum you would expect from.

Any convenience store wearing a Co-op badge in the UK?

The next step that we've done this year is to look at the word credible and how do we make sure that that offer is really, really credible so that you step into a Corp you

can get a credible offer and ultimately fulfil the needs and the wants that.

You want from a convenience store.

It's still 5050 splits.

There's still all of your brands will be on that list.

And the key for us now is that we maintain that we push that we make sure that actually it shows up to customers because that's what it's all about. Everything that we do is customer led.

Innovate like a brand.

This right gets put some pictures on.

This is the exciting stuff that we've been up to. Again, lots of your categories are on here, but a few extra examples for good measure.

We've really doubled down, so if we go back to 2022, we did about 100 products, which for anyone who's worked with any of the other retailers knows that's upholstery amount in the current grocery world, we tripled the rate of innovation as we went into 20.

Two, we then stepped that on in 23 and we're stepping that on in 24 and it's important because.

That's what's gonna get people coming back.

I talked about people revisiting our shops.

We wanna keep that frequency number high.

This is how we feel like we can do it and ultimately Dr. loyalty as well.

Excitingly for us, we've brought limited edition and hopefully you've seen that.

For us, this is a real step change moment because actually this is where we look to people like McDonald's who do a brilliant job of this taking innovative ideas and pushing them really hard, giving them a new lease of life ultimately, but also taking a bit more risk.

Than we've previously done.

So there's more to come in that space.

Summer is obviously a really critical part of the year for us.

And lastly, because I'm really conscious of time.

This is where you live.

Most notably, hopefully seeing the Co-op owned brand Shine through, so as part of that relaunch of the CART last year, food is absolutely at the heart of that. And you'll have seen that through that campaign. But equally now through the work that we're doing with the A.



Price match own brand is at the heart of how we show up because this is the piece of the Co-op that you take home shopping and our shops is wonderful.

It's a great experience hopefully, but actually the products that you buy and what really makes a difference, it's the same for your products. You want people to have your products in their cupboards and in their fridge is.

The same for us.

We want people to buy no and brand because.

Ultimately it does good, but equally there should be delicious and they should be something that you want to go back and buy again and again.

So you'll see more copper brand featuring in the work that we do really leaning on.

The advantage that we have in terms of the proof points and the standards that we bake into our DNA as a brand.

I'm conscious.

I've talked a lot, but I do have one final set of images.

But this is very much where I get to ask you to look to the carp on brand because we've not done enough in this space. I think the business would recognise that we've not driven our own brand enough over the last five years and that's now changing I. Think what we've recognized is that in order to be a really successful retail business, but also in the business to business space, we need a really strong brand.

You can't do that without having a really strong brand.

That then comes with it.

Having amazing products doing things the right way, sourcing things the right way, but having a great brand is where it all starts and we've got one.

We've had one for 180 years.

We do a lot of turnover.

We do a lot of volume and we work with really amazing people.

We want to tell those stories.

We want to talk about our quality more.

We want more people to recognize that the carp is the home for great food every single day. So what?

I would ask of you is if you're an own brand supplier, come and work with us more.

You're already doing it in lots of cases, but let's do more together because this is where.

We're really going to drive the business forward as we look towards 2027 and ultimately 2033 beyond.

We're already talking about those plans. We want you to be part of that.

The second ask I would have is that if you remember, advocate for the Co-op. Our products are brilliant.

You should all be buying more of our products and your own brands, of course.

But please buy our products because we have an amazing repertoire.

We know that the more people that buy our products, the more good it does.

We're not like any other brand. Our profits aren't going to vulture funds in New York.

This is about doing good in.

UK Every single day. And lastly I would just say if you're a branded supplier in the room, this is not as I said before me saying, we don't want to sell your products. Let's work out how do we coexist.

Let's work together.

Let's drive our categories and ultimately the core business forward because that's how we have success is both coexisting your brands in the categories are signposts. People recognize your brands, you've built up recognition and awareness over countless number of years as well.

Let's work together to drive the categories and the Co-op forward across both TCG. And the B2B world.

I can't stick around for the QA, so I'm just gonna say if you do have any questions, you've got some wonderful cbm's sat in the front row.

Please get in touch with them and we can most certainly pick up a conversation because I would love to continue to talk to you guys.

Thank you very much and I'm handing over to Chris.

Thank you, Chris.

So I'm going to come on in a second to talk to you about the endless inclusion hub and how you can share your journeys and help us on our DE and I journey. But first of all, I'm going to hand you over and introduce Tash.

Thank you so much, Chris.

So yeah, I am Tash as a visual description.

I am wearing a yellow jumper, blue jeans and white trainers.

I'm white, British female and a little bit Greek.

So as Chris has mentioned, I am the new inclusive partnership lead.

So I'm new to role but I'm not new to Co-op, so I've been with the business for seven years, currently working in our people team.

So my job has been to support all of Co Op's 55,000 colleagues and make things

fairer for them.

And it's an interesting time to be working in diversity and inclusion.

At the moment, so I came across some research recently from an organization called Ipsos and they basically surveyed 1000 British people to ask them what do they think about diversity and inclusion? A third said. We think we should be doing more.

We want to see more progress in this space, a third said.

It feels about right and a third said it's all gone a little bit too far.

It's a bit woke, so that's kind of the context in which we are.

And I'm sure some of you will have seen this quite prominent political figures at the moment, and a handful of organizations speaking quite boldly about the fact that they are rolling back on their diversity and inclusion efforts.

So it's quite curious to me as somebody who's worked in the space for quite a number of years, because what I have seen to be true and the data really clearly backs us up, that when you focus on diversity and inclusion and you do it in the right way you focus on fixing things and making things fair.

For your colleagues, that actually improves your colleague engagement.

So our talk back, our colleague engagement score, we are up year on year which is good news.

That in turn improves productivity and ultimately that results in Better Business performance. So as I'm sure some of you will have seen from our April financial update, Co-op is performing well.

So I think there is a lot of opportunity in this space and actually I don't want to shy away from that message today.

Actually, when done in the right way, diversity and inclusion is not only the ethical and good thing to do, but it is actually good for business because when we design inclusive products and we think about different diverse customer and member needs, that helps us to invite more custom.

Into our stores and ultimately grow our membership base.

So Sinead spoke this morning about our ambition to reach 8 million members by 2030.

And I believe that if we think about the different diverse needs of our customers and Members, that is a really good opportunity to do this.

So I appreciate that is all easy said than done, because actually a lot of people have good intent in the space, according to Ipsos, actually 2/3 of people think this is a good thing to do, but quite often people just don't really know where to start it.

Actually quite difficult to do it in practice, so that is why at Co-op.

Created the endless inclusion Community hub, which is essentially a space to share learnings, best practice, learn from one another and build on the success together.

So I will be officially joining the role middle of May, so really looking forward to building some connections, working with you all a bit more closely and I will hand over to Chris who's going to tell you a little bit more about some of the brilliant progress that.

The team have already made to date.

Thank you very much.

Thanks, Tash.

And really appreciate you joining before you've even started a new role.

So, as Tash said, I'm going to just talk very, very briefly about the endless inclusion hub. And I will freely admit I am no expert in this space.

But I guess tash's last point before Seguing back to me, there is really important.

It's just about being inquisitive in this space and being creative and thinking differently.

You'll have seen on all the category Strategy 1 pages.

Inclusion now has a really specific.

Deliberate call out on the commercial category strategies.

It has probably sat separate to commercial as probably has sustainability in the past, but we can.

Yeah, back on. Excellent.

So yes, we can no longer have a supplier partnership with any supplier who does not have a distinct and tangible and shared inclusion strategy as the two statements on screen State.

So I guess if you don't know about the endless inclusion hub, hopefully you'll leave the next 5 minutes or the end of this session with a bit more detail.

But the great news is that we have got 90% of our food business by turnover already signed up.

So the vast majority of the suppliers in this room will already be on there, which is brilliant. 100% of those suppliers say that it is beneficial in moving their businesses.

De And I plans forward and actually the one other start that I will talk about here.

Is and I thought this is an absolutely brilliant start, that one in four of the suppliers in the hub have actually changed some of their people policies.

As a result of what they have seen on the endless inclusion hub, so there is tangible

benefit there for colleagues in your businesses and ultimately colleagues in our business and all the way through to hopefully the customers and communities that we serve.