

Our Strategy

Winning in a growing market

Our strategy remains unchanged: to be the leading value producer of everyday cleaning products, leveraging scale and unrivalled product expertise to deliver a segmented product and customer proposition with a cost-aware sustainability agenda.

The implementation of the Compass operating model has delivered divisional focus, specialism and accountability, underpinned by shared services that deliver economies of scale for the Group. Our divisional structure supports our ambition to expand our position as the leading value label producer of everyday cleaning products and being the preferred partner for our customers.

We achieve this ambition in several ways. We grow and win across all laundry categories. We lead with the largest retailers in the top five economies, growing disproportionately with the discounters. We shall expand our number one status in the UK, France and Italy to Germany and Spain, as well as grow in contract manufacturing, which we are targeting to increase to a 25% share of the Group's revenue.

These targets will be met as we strengthen our customer centricity, from joint value creation to service and quality excellence, and as we maintain the most competitive product portfolio in the sector. Our Transformation initiatives are driving excellence in core activities, generating £50 million in benefits over the five years to 2028, while our focused, accountable and expert divisional teams lead a cost-aware, innovation-led sustainability agenda.

Our strategy and targets are clear

- Drive private label market share
- Focus on key growth opportunities:
 - Laundry
 - Germany
 - Spain
- Increase contract manufacturing share of revenue to 25%
- Deliver Transformation programme, enhancing excellence in core activities
- Explore additional value opportunities including 'Core Plus' and 'Buy and Build' ambitions

Our Transformation programme

Operating Systems Excellence

- Deployment of SAP S/4HANA Enterprise Resource Planning platform across Europe
- Target first deployment in the UK in the autumn of 2025

Commercial Excellence

- Sales and marketing training and development
- Commercial processes, new tools and insights

Service Excellence

- Reliable, high quality and timely service
- Demand planning, supply chain planning and inventory optimisation
- Logistics network evolution

HR Digital Excellence

- Modernisation of core HR platform
- Digitisation of payroll operations

Contract Manufacturing Excellence

- Thought leadership in packaging and product innovation
- Moving from 'fast follower' to 'innovation leader'

Operational Excellence

- Production process re-engineering
- Aligning overheads to volume growth

McBride operating model

We support divisional success by leveraging the scale of the Group through effective central teams for purchasing, talent management and other shared services.



One McBride



Five divisions

Each division has specialist teams embedded in their markets, bringing a unique level of knowledge and expertise.

Our model means divisions can target different opportunities, initiatives, challenges and improvement options; all reinforcing the need for varying strategies for the different parts of this business.

Hence, the Group continues to be managed as a series of portfolio businesses, each with its own identity, strategy, operating model and role within the Group.

Separate, focused and accountable divisional teams strengthen our leading market position and improve speed and agility in all our activities.



Our market

- All categories supplied in liquid form
- Regional business
- Innovation focus driven by sustainability
- Private label share gain

Compass priorities

1. Simplified portfolio, increasing competitiveness
2. Lower cost
3. Enhanced customer proposition
4. Focused growth

Compass next phase

- Product sustainability to drive value growth
- Generate value at competitive price
- Build valuable customer relationships

Cost leadership

See more online



Our market

- Convenient and sustainable format
- European business
- High pace of innovation

Compass priorities

1. Become specialist supplier
2. Be embedded in the industry
3. Accelerate efficient innovation
4. Invest behind right asset base
5. Be more cost competitive

Compass next phase

- Lead as the specialist supplier
- Be ever closer to customers and suppliers
- High-paced innovation – sustainable and compact
- 'Flexellence' – ability to produce a diverse portfolio while achieving operational efficiencies

Product leadership

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Our market

- Declining market overall in Europe
- Private label gaining share over brands
- Germany and UK still heavy powder users
- Surplus industry capacity

Compass priorities

1. Low cost
2. Asset utilisation
3. Technical capability upgrade
4. Targeted market opportunities

Compass next phase

- Be the clear low-cost leader
- Improved utilisation for cost and capacity
- Continued technical capability upgrade, sustainability-led
- Targeted geography and channel opportunities

Cost leadership

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Our market

- A growing market
- Strong manufacturers in key markets
- Sustainability a top priority

Compass priorities

1. Expand horizons beyond France
2. Build on operational excellence
3. Capitalise on innovation and eco credentials

Compass next phase

- Innovation remains key
- Collaborate with customers to grow market reach
- Expand into new territories
- Invest in additional capacity and capabilities

Product leadership

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Our market

- The fastest growing economy worldwide
- Growing middle class prioritising health and wellness
- Increased awareness of environmental issues
- Fragmented, localised supply base

Compass priorities

1. Invest in flexible manufacturing capacity
2. Develop household and regional format capability
3. R&D drive behind sustainability
4. Wider relationships for new growth
5. Keen cost focus

Compass next phase

- Leveraging capacity
- Developing relationships for contract manufacturing
- Lead through innovation and superior service
- Target further cost efficiencies
- Extend regional reach for private label

Cost and value leadership

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“SAP is more than a systems upgrade – it is a Group-wide cultural change. It will allow us to standardise key processes, improve how we manage and utilise data, and make faster, more joined-up decisions. Ultimately, it is about building a stronger foundation for the future, so we can continue to grow, prosper and serve our customers even better.”

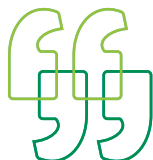
Mark Strickland

CFO and Programme Sponsor

“Leading this programme has genuinely been a privilege. What stood out most is the energy, commitment and resilience shown by teams right across McBride. This is not just an IT upgrade – it is a major business change, being made real by our people. As we get closer to go-live, our priority is making sure everyone feels supported, ready and confident, which we believe will help us truly embed the change and unlock the full value of what we set out to achieve.”

Paul Boardman

Programme Director



Case study

Stepping up with SAP S/4HANA: Investing in the future to serve our customers better

A major business transformation

This year, we took significant steps forward on one of the most ambitious business change programmes in our history: moving from legacy systems to a modern core business platform based on SAP S/4HANA. With our first go-live in the UK planned for later this calendar year, we are putting in place a powerful new system that will help us work more simply, consistently and efficiently across all areas of the business.

Built by our people, for our business

From day one, this programme has been a shared effort across the Group. We brought in colleagues from every function, site and market, to act as subject matter experts and help to shape how the system should work. Their insight has been vital in designing processes that not only deliver consistency and control but also respect the different needs and cultures across our business.

It has been a real team effort and a great example of our values in action. We have seen people demonstrating McBride's core values by:

- working together across countries, divisions and functions;
- taking accountability for designing the right solution;
- aspiring to be the best by challenging old ways of working and moving towards industry best practice; and
- staying committed through every phase of the programme.

This collective approach has created a solution that reflects the reality of how we operate and where we are heading.

Benefits for our customers

As well as improving how we work internally, SAP S/4HANA will deliver clear benefits for our customers by enabling:

- better visibility across the supply chain;
- quicker, more accurate responses;
- smoother, more reliable order and invoicing processes; and
- a more consistent and joined-up service.

We are confident that this will help us continue to meet the evolving needs of our customers with greater speed and precision.

Supporting our people through the change

Alongside the technical work, we are making sure our colleagues, suppliers and customers are informed, engaged and ready for what is to come.

Training, communications and hands-on support are all key parts of our approach, helping everyone to understand what is changing and why, and making sure they feel confident and prepared as we move towards go-live.

Looking ahead

There is still work to do but the progress made so far gives us real confidence. With our UK go-live just around the corner, and more deployments to follow next year, we know the key to long-term success is keeping up the great collaboration that has been at the heart of this programme.

This is a system for the future, built by our people, aligned with our values, and designed to help us deliver even better for our customers.

