Owners Only Session	• NRBES • Lobby extension, new development, McD partnering in the future • Next Gen process • OPNAD processes • Development: Significant miss policy is net cashflow $75k; sites won't open with projection under $150k • EcoSure – temping meat processes in the restaurant • 3PO Negotiations • Diversity: Civil Rights report on the website. • People/Training needs accelerated ***For more information, please reach out to Jamie Straza.***
Jamie Straza, Opening Comments	• Advocacy, Education and Engagement • NFLA and SLT meet regularly with productive partnership; • WSJ article; Kamala Harris Pro-Act; 1-8, women in business and telling our fran stories without addressing the article. • Future reinvestment tool please use the tool and become an expert • Encouraging you to lead; things are changing in and outside of McDonald's; adapt to these changes and follow the customer and employees. Be willing to challenge your thinking and lead. • Execute at the highest level the rest of the year. • Talk to each other and share what's working and the challenges. • WON membership is at an all-time high 600 women. • Sold out meeting in July. • Women are leading at all-time high. • Thank you Bama!
Paula Marshall & Tenille Brown Bama, Welcome	• History of Bama; 1927 company created as a pie delivery. 1968 the first Bama pie appeared on McDonald's menu, fried apple pies (after 3 years of development). • Bama Caring Center; started the Bama clinic (now a private clinic) team members can get any Dr appt anytime. Counselors and lawyers available to all employees anytime in the Caring Center. • Online GED program and continuing education 60-80 employees in school at any given time. • The employment stability for Bama comes from the McDonald's business.
Maria Acosta, 2024 All Member Meeting Recap	• 329 attendees, FFP breakfast sold out, 10 speakers, 489 raffle tickets sold over $24k raised for RMHC, Kathleen Griffith Keynote was well received. • Survey Results Strengths: keynote speaker, speakers, econ/GR/Digital presentations, networking/empowerment • Survey Results Opportunities: Breakouts, time to network, layout of room, check-in confusing, breakfast, breaks, pre-read/share slides, cocktails/meet & greet. • Survey Results Future Topics; Profitability, organizational structure, delivery refunds/disputes, supplier partners, SQS Academy training, GFFS Training • Discussion on Future topics: Food Cost/PNL , GR cold call, media training, understanding the next generation, benchmarking with like sized orgs, franchising workshop (new store).

Jade Colin & Leigh Chamness, 2025 WON Conference Update	• 6 months until WON Conference • Registrations opens end of September • Theme: Empower, Innovate, Thrive • Securing speakers and Agenda • How do make this the best meeting you go to? – Outside thinking • Member ambassadors get a booth in NFOM/National Meeting • Merch Table/Member meet and greet • Mentor selection • Suppliers' passport to get engagement • Supplier layout with theme (Empower, Innovate, Thrive) • RMHC Fundraiser • Conference App • Merch ideas • Agenda framework; beginning stages of agenda for conference • Potential for WON Booth; Leadership Meet & Greet • Searching for keynote speaker(s)
Albert Ahumada, Dallas Field VP, Field Office Perspective	• Dallas Field Office structure outline • $6.2B sales; customers are younger, lower income, more diverse with more population growth • '24 ambition: +5% sales, +1.1% Comp GC, avg CF +$28k; Adjusted goals 3.6% sales, 0.2 GC, +$19k CF • '24 Growth Drivers; People, digital and Drive Thru (7 KPIs) • Franchising Strategy: RGR, Growth Mindset, Culture and Accountability • New Restaurant Growth: '24 33, '25 52, '26 59, '27 79 total 223 restaurants • 3 year vision plans for each FO will be communicated soon • FVP/Ops Officer Considerations for Franchising New Stores – • 6 step Dallas New Store Process 1. Restaurants posted in the Field Brief 2. Owners express interest to their ops officer/FBP 3. Ops officer/FBPs review site & recommendation 4. Ops officer/FBPs review recommendations and franchising plan 5. Ops officer contact OO on licensing decision 6. Ops officer contacts those who expressed interest and impacted O/Os • Diversity Group Support – regular meeting with groups to discuss objectives of group, growth, CF Optimization, Attract OOs Candidates and Support future next gens • Dallas WON results vs General Market are +$108k sales, +$19k CF • Action Items: Recruit WON to Dallas FO, Determine P7L opportunity, share best practices on growing the business and CF • Project Pronto sites: 43 sites, sites in small towns that sales don't meet the $4.1M
Amy Johnson, Franchising Update	• Women make up nearly 30% of all owners in US 595 Women (3823 rest) vs 1422 Men (12,611 rest) • 63% of New Owners come in through NG or SP; women owners 81% came in through NG or SP

	• Pipeline: 4 RA QTB, 6 RA IT, 10 NG/SP QTB, 16 NG/SP IT, 4 RA Approved new franchisee, 4 NG/SP Approved new franchisee: Women included 36 candidates and 8 new franchisees • WON Gap TTM '24 nationally: +$169,885 sales and +$14,583 cashflow
Pat Belinski & Andy Sperfslage, Coca-Cola Beverage Update	• Steady Progress in strategic priorities: Gold Standard Quality, Frozen Carbonated Beverage, Culturally Relevant Brands & Products, Value and Affordability • Quality Actions: Taste the product, Text equipment problems to 1-800-241-coke, Review the QMC follow-up letter and correct • Value and Affordability: Customer behaviors are shifting as anxiety around inflation pressures increase. 1 in 5 of mcdonalds customers leave without a beverage representing a $154k per restaurant opportunity.

Jamie Black, FFP Update	• FFP is 10 months old working well
	• Next Steps: Mentorship program, working on understanding 110 WON members that are not approved
	• Breakfast in Vegas 7/24 sold out – content received well, needed additional time to network
	• Planning for WON Conference
	  ○ Sunday night networking cocktail party
	  ○ Monday Meeting 9-11:30
	  ▪ Growing your business through LSM
	  ▪ Building Relationships – GR and employee
	  ▪ Future of Technology in terms we can understand
	  ▪ Speed dating – ask the expert
	  ▪ How to prepare for each program interview in the process

Shelly Contreras, Membership Strategy	• Total Membership as of 9/4: 484 • Membership is growing • FOA holding FO events are driving the increase in membership • Legacy membership benefits: Mentoring, foster a sense of continued community, share insights and wealth of knowledge • New website houses: recaps, recordings, meeting notes, calendars, templates and resources, etc
Anna Marie Mestas, Sarah Hill, Meghan Sweeney, Jade Colin, Diversity Updates	• MHOA – June meeting had coke, next mtg November with next gen breakout, conference wk. of June 23rd conference • AMOA - Last board mtg in Nov in DC, 2025 planning (looking at qtrly workshops), In-person symposium fall 2025 • MOOPN – banks pushing back on financing, QTB worries • NBMOA – mtg in June, had a people workshop on costs and efficient use of labor, Boston 9/16 symposium, women's retreat in Austin in nov, Conference sept 15-19, 2025 Puerto Rico

Meghan Sweeney, Delivery Update	• Assigning a McDelivery Leads with access to the 3PO Portals
	  ○ Reviewing 3PO portal ingo at a min of 2x a week; accuracy and chargebacks
	  ○ Reviewing avoidable dasher wait times and dispute ADWT issues
	  ○ Ongoing review of restaurant level marketing campaigns
	• Setting up a pin to keep the crew or mgr from turning delivery off

	• Dispute chargebacks that are inaccurate • Track your charge backs on your PNLs – worked with CPA to add that to PNLs distributed to GMs • Merchant fees are the discounted $ to customers • You can download a marketing report in the DD portal to monitor the performance and costs of every delivery offer – approved local and national delivery offers and self-serve campaigns where you create your own customer offer at the restaurant level • Reviewing your collar hours based on delivery sales • Dashpass users have a higher commission rate • ADWT is over 4 mins now • Understanding end-user car logic between 3Pos – see slides for DD vs others discount logic • Distant fees are different from DD and Uber • McDonald's Fault vs 3PO Fault issues – see slides
Maryann Paciullo, NSLC Update	• First week of oct is the next meeting • Hot topics communication coming from reps this week • Survey responses have slowed • Bob Stewart is retiring Caesar Pina is taking his place Equipment Team Update • Improved Lead Times – now better than pre pandemic timing • Competitive Advantage – leveraging pricing & diversity of supply source; 15% savings overall • Strategic Category Management – equipment escalation process is now EDP process on the whitelist electronically; US equipment team has added personnel • NRBES list; water system upgrade 12/31/22, shake/sundae certifications 6/1/24, ware washers 12/31/25, refrigeration – remote sensors 12/31/25, Heated Landing Station HLS 12/31/26 • IHT Program – mimic the OTP program, creating a training path to certify IHTs • Service integration roadmap – smart equipment to track issues

Leigh Chamness, NFLA Update	• Upcoming Team Meetings:
	  ○ 9/19-9/20: M-Tech
	  ○ 9/23-9/24: PACE
	  ○ 9/24-9/25: People
	• Plan to regain momentum in 2024 - $5 Meal Deal extension & additional marketing spend to amplify full margin promotions
	• Accelerate 2025 Growth – Archways extension, Future of Marketing, DMF, McValue Launch, Accelerating Investments in Future Restaurant Experience
	• Looking to drive growth in the areas of value, breakfast, chicken, digital, & delivery
	• Foundation: People, Operations, Brand Reputation
	• Enable Transformation – Consumer & Resturant

Randi Ray, OPNAD Update	• OPNAD reps ○ Randi Ray – Process and Oversight

	○ Amy Rodriguez – Value ○ Lynann Young – Brand and Menu ○ Gianna Funkhouser – MEC ○ Carla Moore joining in January • Female customer driving the spend; as spend gets turned over to the children
Open Discussion	• Please give feedback on survey for 2025 strategic planning
Melissa Montes Blanco, Communications Update	Upcoming Meetings & Calls: • 9/17 WON Onboarding • 10/10 Board & FOA Call • 11/6-11/7 Board Meeting – Atlanta, GA @ Coco-Cola • 11/21 Workshop #4 • 12/5 Board & FOA Call • 1/12-1/15 Miraval Retreat – Tucson, AZ • 3/10-3/12 2025 National Conference – New Orleans, LA