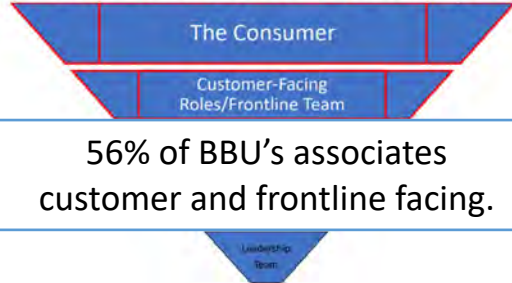


# 2023 Begins BBU's 2 Year Operational Transformation

## Leadership Restructure

The **consumer** and **frontline** at the top!



56% of BBU's associates customer and frontline facing.

Market Sales Leader (M.S.L)



**DSD Excellence**  
DELIVERING GROWTH

**Key Role:**

- DSD in Market
- Growth III
- FL and Customer development

**Key Benefits:**

- Fewer and focused
- One MSL per store
- True "Selling" role - quarterly bonus

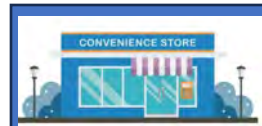
From: Static tours based on revenue  
To: Growth structured through dynamic tour routing



Smaller Operating Units focused on in-store execution

## Supply Chain Transformation & Next Generation Direct Store Delivery

18% More Routes. Focused Distribution. Increased Service



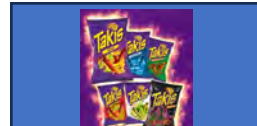
+30% Increase in Small Format Routes



+15% Increase in Grocery Routes



Full Channel Segmentation



Takis Distribution Everywhere

50% of BBU's Revenue Transformed To Drop & Merch by 2027  
Mature Markets +30% Unit Growth vs ROM



Branded Net Units Since Inception	Project	Large Format % Chg.	Traditional % Chg.
2018	Kansas City	58.6%	(19.2%)
2019	Pittsburgh	30.2%	22.2%
2021	Denver	4.6%	6.1%
2021	Knoxville	0.7%	(7.0%)
2022	St Louis	1.6%	(10.0%)

+21 PP Frontline NPS

## World-Class Technology

Forecasting/In Store Execution/  
Data Integration



Forecasting Engine Purpose Built for BBU's Frontline



+30 PP Forecast MAPE



In Store Execution Using Real Time Data



Launched Nationwide in 2023



Enables Real Time Data Sharing with Customers

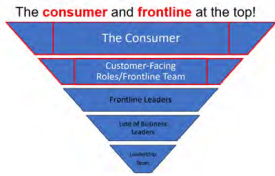
# 2023 Begins BBU's 2 Year Operational Transformation – NOTES

## Leadership Restructure

Sales Leadership: VP, COE, DOS, ZSL, OSL, SCL, RSP, and IBPs + supporting teams make up 56% of BBU's associates

700 MSL's focused on growing stores through World-Class Execution and Service

6 New VP areas versus fewer General Manager areas to focus on World-Class Execution and Service



**Market Sales Leader (MSL)**

**Key Role:**

- Drive in Market
- Growth/Hi
- Fit and Customer development

**Key Benefits:**

- Fewer and focused
- One MSL per store
- True "selling" role quarterly bonus

From: Static tours based on revenue  
To: Growth structured through dynamic tour routing



## Supply Chain Transformation & Next Generation Direct Store Delivery

- Small Format routes growing to capture 50k new doors
- 15% more Large Format routes reducing stop count from 7 to 5 for improved service
- Focused distribution by channel from leadership to routes
- Takis on every route in every store nationally



50% of BBU's Revenue Transformed To Drop & Merch by 2027  
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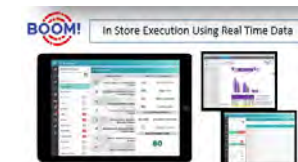
- Multi-Step Markets are expanding to 50% of revenue by 2027
- Outpacing in growth and NPS

## World-Class Technology

Forecasting/In Store Execution/  
Data Integration



ION launched in 2019 and was custom built for BBU. Forecast accuracy is less than 15% and used by frontline to serve customers



BOOM is a fully integrated leadership system to drive standards and growth. MSL, OSL, Frontline



Route to Market replaced our old handheld and has enabled first party data capture that can be shared with retailers to improve in stock and sales.