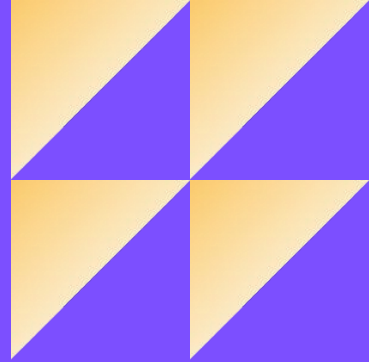




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How Golden State Foods Modeled Its Business Down to the SKU

Lauren Bissell

FP&A Continuous Improvement Manager

Golden State Foods



Meet your speaker

Lauren Bissell, FP&A Continuous Improvement Manager, Golden State Foods

Starting her career at KPMG, Lauren moved to Golden State Foods (GSF) to implement Planful for enterprise-wide consolidation and reporting. A successful implementation led to further leveraging Planful to help the many diverse GSF businesses with their budgeting and forecasting processes. Outside of work Lauren likes to cheer for the San Francisco Giants and New England Patriots and spend time with her husband and daughter.





gst

golden state foods



Logistics

Delivering the Difference

GSF has become an industry leader in efficiency and quality service with the most reliable and customer-oriented logistics network possible for each of its customers.



Protein

Quality in every bite

Each year, GSF produces billions of hamburger patties and other meat products for its customers, including the capacity to produce more than 400,000 hamburger patties each hour or the equivalent of nearly 200 million pounds annually



Produce

Freshness from Farm to Fork

As one of the largest produce suppliers to the food service and retail industries, Golden State Foods is dedicated to providing the highest quality produce product available.



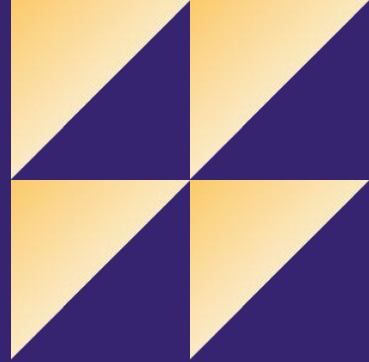
Liquids & Dairy

Fresh Ideas, Real Solutions

GSF has excelled in developing and delivering high-quality, innovative liquid and dairy products for more than 45 years for iconic customers worldwide



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WHY

Identify the issue and potential
solution



Benefits of Using Dynamic Planning

Current Solution

- o Familiar with the product
- o Can leverage existing reports and historical data within the application
- o Incremental investment to implement

Needs Met

- o Dimensionality flexibility
- o Tailorable to the needs of each Business Group
- o Easily scalable

Additional Benefits

- o Provides more structure to the process
- o Enhanced reporting / detail providing more transparency
- o Automates consolidation and reporting efforts

Dimensionality

Dimensions consistent with core Chart of Accounts

Dimensions unique to Dynamic Planning models

General Ledger / Structured Planning

Dynamic Planning

1. Account
2. Time
3. Scenario
4. Company
5. Division
6. Business Activity
7. Department
8. Product
9. Sub Account
10. Intercompany
11. Reporting

Business Group #1

1. Account
2. Time
3. Scenario
4. Business Activity
5. SKU
6. Product
7. Raw Materials
8. Customer Category

Business Group #2

1. Account
2. Time
3. Scenario
4. Business Activity
5. SKU
6. Customer
7. Ingredients

Business Group #3

1. Account
2. Time
3. Scenario
4. Division
5. Business Activity
6. Department
7. SKU
8. Brand
9. Zone

Create a Source Map for ESM

Model > Source Map

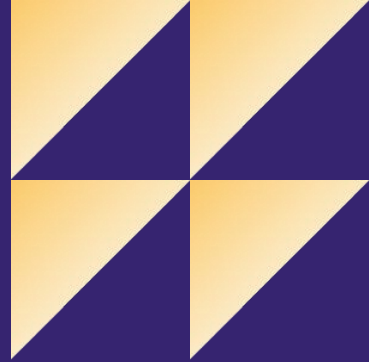
The screenshot shows the Microsoft Excel interface with the 'SpotlightXL' add-in. The ribbon includes 'File', 'Home', 'Insert', 'Page Layout', 'Formulas', 'Data', 'Review', 'View', 'Add-ins', 'Help', and 'Acrobat'. The 'SpotlightXL' ribbon has sections for 'Model', 'Source Map', 'Tasks', 'Actions', and 'Account'. The 'Source Map' section is active, showing the 'Map: LPNA - Sales Volume Forecast ESM to LPNA...'.

The active window is titled 'LPNA - Sales Volume Forecast ESM to LPNA - Revenue ESM'. The spreadsheet displays the following data:

Property	Value		
Source Model	LPNA - Sales Volume Forecast		
Name	LPNA - Sales Volume Forecast ESM to LPNA - Revenue ESM		
Description			
Type	Data		
Target Model	LPNA - Revenue		
Append Missing Dimension Members	No		
Suppress Zero Values	Yes		
Filter Field	Value		
Field	Maps To	Target Field	Default Value
Division	Value	Division	
SKU	Value	SKU	
Division and SKU	Value	Division and SKU	
Brand	Value	Brand	
Business_Activity	Value	Business_Activity	
Sales Volume (Cases) - January	Value	Sales Volume (Cases) - January	
Sales Volume (Cases) - February	Value	Sales Volume (Cases) - February	
Sales Volume (Cases) - March	Value	Sales Volume (Cases) - March	
Sales Volume (Cases) - April	Value	Sales Volume (Cases) - April	
Sales Volume (Cases) - May	Value	Sales Volume (Cases) - May	
Sales Volume (Cases) - June	Value	Sales Volume (Cases) - June	
Sales Volume (Cases) - July	Value	Sales Volume (Cases) - July	
Sales Volume (Cases) - August	Value	Sales Volume (Cases) - August	
Sales Volume (Cases) - September	Value	Sales Volume (Cases) - September	
Sales Volume (Cases) - October	Value	Sales Volume (Cases) - October	
Sales Volume (Cases) - November	Value	Sales Volume (Cases) - November	
Sales Volume (Cases) - December	Value	Sales Volume (Cases) - December	



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HOW

Invest in the knowledge to provide
the solution



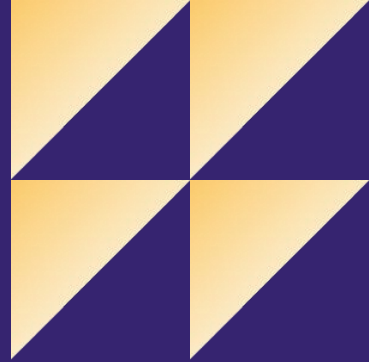
30.5

actual consulting hours





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DO

Apply the knowledge



Create Master Model and Build out Dimensionality

Core Application > Dynamic Planning

The screenshot shows the Planful Dynamic Planning interface. A 'Create New Model' dialog box is open, allowing the user to define a new model. The dialog includes the following fields and options:

- Name:** Enter Model Name
- Type:** Analytic
- Change Data Tracking:** Toggle switch (off)
- Direct Access to PCR:** Toggle switch (off)
- Description:** Enter Description
- Dimensions:** Add Dimension / Copy from Existing

The background interface shows a grid of existing models, including 'gsf Fresh Australia - Rev...', 'gsf Fresh New Zealand - R...', 'KP China - Revenue and CO...', 'Lease Model', 'CLC - Lease Revenue', and 'Groenz Master Price List'. Each model card displays its name, type, and various metrics such as dimensions, calculations, formulas, scopes, views, and reports.

The screenshot shows the Planful Dynamic Planning interface with the 'Dimension Browser' and 'Member Properties' panels open. The 'Dimension Browser' shows a tree view of dimensions for the 'LPNA - SKU Level Model / Account' model:

- Time (13)
- Scenario (4)
- Account (71)
- SKU (620)
- Department (4)
- Division (4)
- Business_Activity (5)
- Brand (34)
- Zone (14)

The 'Members' panel shows a search bar for 'Account' and a tree view of account members:

- + Account
 - + GL Accounts
 - + Product Margin
 - + Net Sales
 - Cost of Product
 - Processing & Distribution Expense
 - Volume Data
 - Statistical Accounts

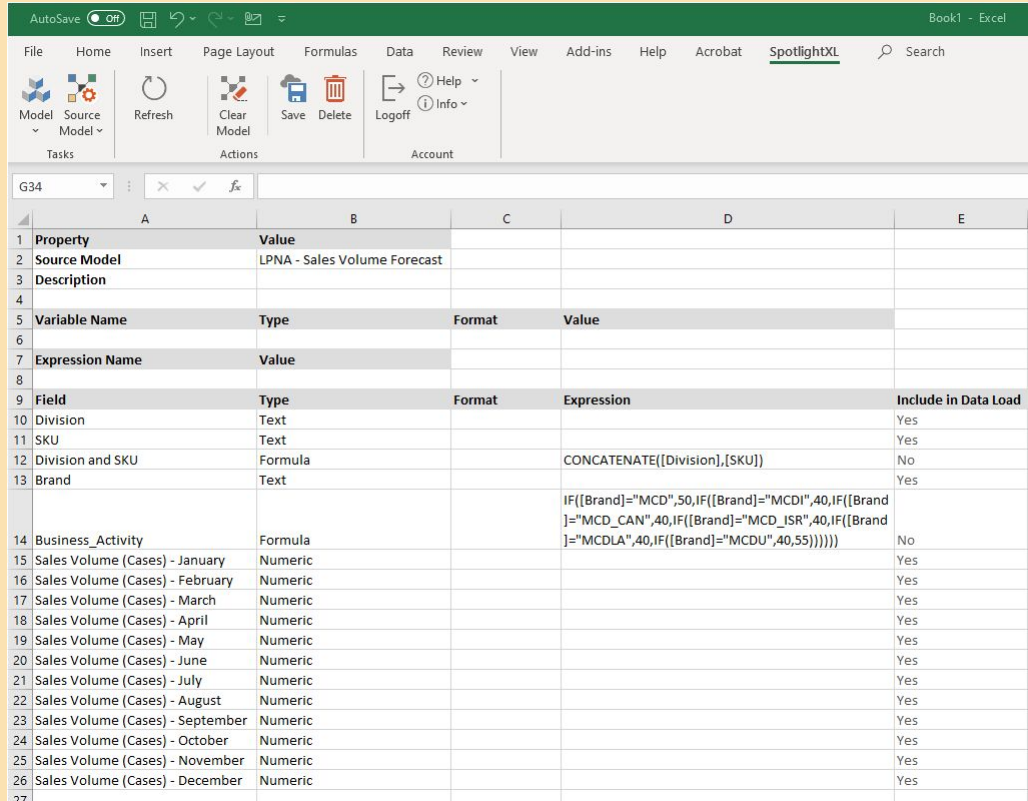
The 'Member Properties' panel shows the following fields:

- Selected Member: Account
- Display Label: Account
- Number Format: # \$ %
- Rollup: [Dropdown menu]

Master Model

Create an External Source Model (ESM)

Model > Source Model



The screenshot shows the Microsoft Excel interface with the 'Model' task pane open. The task pane displays 'Model' and 'Source Model' options. The main worksheet area shows a table with the following data:

Property	Value			
Source Model	LPNA - Sales Volume Forecast			
Description				
Variable Name	Type	Format	Value	
Expression Name	Value			
Field	Type	Format	Expression	Include in Data Load
Division	Text			Yes
SKU	Text			Yes
Division and SKU	Formula		CONCATENATE([Division],[SKU])	No
Brand	Text			Yes
Business_Activity	Formula		IF([Brand]="MCD",50,IF([Brand]="MCDI",40,IF([Brand]="MCD_CAN",40,IF([Brand]="MCD_ISR",40,IF([Brand]="MCDLA",40,IF([Brand]="MCDU",40,55))))))	No
Sales Volume (Cases) - January	Numeric			Yes
Sales Volume (Cases) - February	Numeric			Yes
Sales Volume (Cases) - March	Numeric			Yes
Sales Volume (Cases) - April	Numeric			Yes
Sales Volume (Cases) - May	Numeric			Yes
Sales Volume (Cases) - June	Numeric			Yes
Sales Volume (Cases) - July	Numeric			Yes
Sales Volume (Cases) - August	Numeric			Yes
Sales Volume (Cases) - September	Numeric			Yes
Sales Volume (Cases) - October	Numeric			Yes
Sales Volume (Cases) - November	Numeric			Yes
Sales Volume (Cases) - December	Numeric			Yes



The diagram consists of two overlapping arrow-shaped polygons pointing to the right. The left polygon is dark blue and contains the text 'Master Model'. The right polygon is light purple and contains the text 'External Source Model'. The two polygons overlap in the middle, with the light purple polygon partially covering the dark blue one.

Master Model

External
Source
Model

Create a Source Map for ESM

Model > Source Map

AutoSave Off | Book1 - Excel

File Home Insert Page Layout Formulas Data Review View Add-ins Help Acrobat SpotlightXL Search

Model Source Map | Model: LPNA - Sales Volume Forecast | Map: LPNA - Sales Volume Forecast ESM to Mode... | Refresh Save Delete Logoff Help Info

B3 | % | * | "LPNA - Sales Volume Forecast ESM to Model (Cases Sold)"

Property	Value	Target Dimension	Target Member	Match Criteria
Source Model	LPNA - Sales Volume Forecast	Division	LeafMembers	
Name	LPNA - Sales Volume Forecast ESM to Model (Cases Sold)	SKU	LeafMembers	
Description		Brand	LeafMembers	
Type	Data	Business_Activity	LeafMembers	
Target Model	LPNA - SKU Level Model			
Append Missing Dimension Members	No			
Suppress Zero Values	Yes			
Filter Field	Value			
Field	Maps To	Target Dimension	Target Member	Match Criteria
Division	DimensionMember	Division	LeafMembers	
SKU	DimensionMember	SKU	LeafMembers	
Brand	DimensionMember	Brand	LeafMembers	
Business_Activity	DimensionMember	Business_Activity	LeafMembers	
Sales Volume (Cases) - January	Value	Time	Period 1	
Sales Volume (Cases) - February	Value	Time	Period 2	
Sales Volume (Cases) - March	Value	Time	Period 3	
Sales Volume (Cases) - April	Value	Time	Period 4	
Sales Volume (Cases) - May	Value	Time	Period 5	
Sales Volume (Cases) - June	Value	Time	Period 6	
Sales Volume (Cases) - July	Value	Time	Period 7	
Sales Volume (Cases) - August	Value	Time	Period 8	
Sales Volume (Cases) - September	Value	Time	Period 9	
Sales Volume (Cases) - October	Value	Time	Period 10	
Sales Volume (Cases) - November	Value	Time	Period 11	
Sales Volume (Cases) - December	Value	Time	Period 12	
None	DimensionFilter	Scenario	LPNA LE - 2021 (P06 - O2)	
None	DimensionFilter	Account	90104	
None	DimensionFilter	Department	00	
None	DimensionFilter	Zone	Default	

Master Model

External
Source
Model

Source Map

Source Map

Create a Map to Write Back to Core Application

Model > Map

The screenshot shows the Microsoft Excel interface with the 'SpotlightXL' ribbon selected. The active map is 'LPNA - SKU Level Model Write-Back'. The map configuration is displayed in a table with the following data:

Property	Value					
Target Model	HACPM_Financial					
Name	LPNA - SKU Level Model Write-Back					
Description						
Type	Data					
Source Model	LPNA - SKU Level Model					
Transfer	Leaf					
Write Back Id	MODELING - LPNA SKU Level Model					
Access Token						
Append Missing Dimension Members	No					
Target Dimension	Lookup					
Source Dimension	Source Filter	Source Value	Target Dimension	Target Filter	Target Value	Match Criteria
Time	FixedMember	Period 7	Time	FixedMember	Jul-21	
Time	FixedMember	Period 8	Time	FixedMember	Aug-21	
Time	FixedMember	Period 9	Time	FixedMember	Sep-21	
Time	FixedMember	Period 10	Time	FixedMember	Oct-21	
Time	FixedMember	Period 11	Time	FixedMember	Nov-21	
Time	FixedMember	Period 12	Time	FixedMember	Dec-21	
Scenario	FixedMember	LPNA LE - 2021 (P06 - Q2)	Scenario	FixedMember	LPNA LE - 2021 (P06 - Q2)	
Account	MemberAndBelow	GL Accounts	Account	MemberAndBelow	Account Main	
Department	MemberAndBelow	Department	Department	MemberAndBelow	Department Main	
Division	MemberAndBelow	Division	Division	MemberAndBelow	Consolidated	
Business_Activity	MemberAndBelow	Business_Activity	Business_Activity	MemberAndBelow	Consolidated	
SKU	DimensionFilter	SKU	None	None	None	
None	None	None	Company	DimensionFilter	1000	
None	None	None	Intercompany	DimensionFilter	ICDefault	
None	None	None	Measures	DimensionFilter	MTD	
None	None	None	Product	DimensionFilter	Default	
None	None	None	Reporting	DimensionFilter	G/L Data (CC)	
None	None	None	Sub_Account	DimensionFilter	0000	
Brand	DimensionFilter	Brand	None	None	None	
Zone	DimensionFilter	Zone	None	None	None	

Create a Map to Write Back to Core Application

Model > Map

Planful EPM04 14A Suite - Gold

na04.planful.com/Utilities/MainFrame.aspx#/data-load-rules

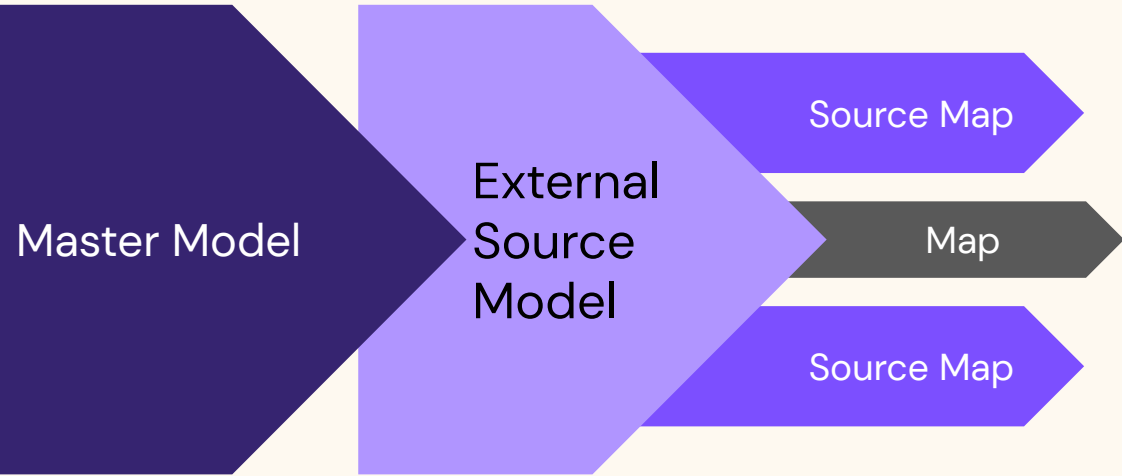
Data Load Rules

Rule: MODELING - LPNA SKU Level Model | Data:GL Data

Source Column	Maps To
COL1	Account
COL2	Business_Activity
COL3	Company
COL4	Department
COL5	Division
COL6	Intercompany
COL7	Product
COL8	Sub_Account
COL9	Fiscal Year
COL10	Fiscal Month
COL11	Amount

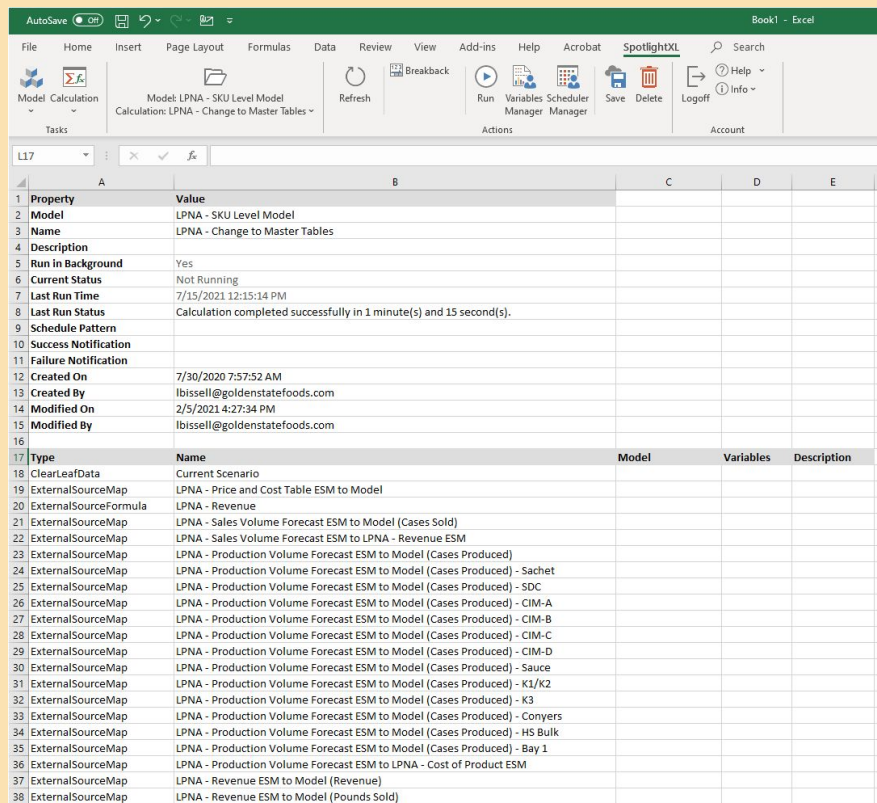
Step 6 of 7

Back Next Finish Cancel



Create a Calculation Upon Save

Model > Calculation



AutoSave On

Book1 - Excel

File Home Insert Page Layout Formulas Data Review View Add-ins Help Acrobat SpotlightXL Search

Model Calculation

Model: LPNA - SKU Level Model
Calculation: LPNA - Change to Master Tables

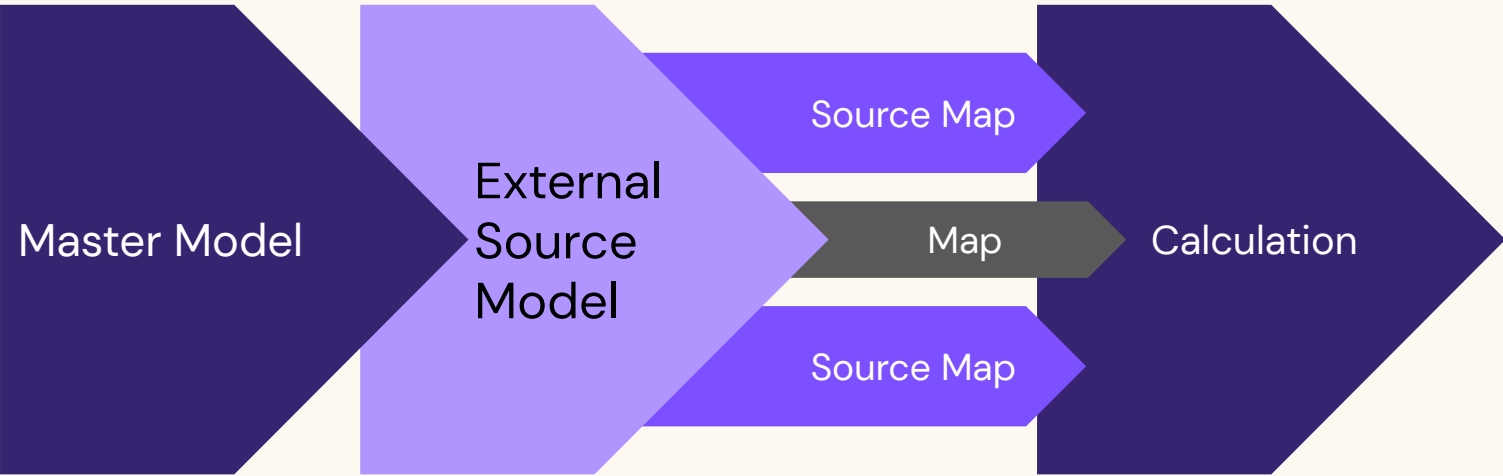
Refresh Breakback Run Variables Scheduler Manager Manager Save Delete Logoff Help Info

Tasks Actions Account

L17

Property	Value
Model	LPNA - SKU Level Model
Name	LPNA - Change to Master Tables
Description	
Run in Background	Yes
Current Status	Not Running
Last Run Time	7/15/2021 12:15:14 PM
Last Run Status	Calculation completed successfully in 1 minute(s) and 15 second(s).
Schedule Pattern	
Success Notification	
Failure Notification	
Created On	7/30/2020 7:57:52 AM
Created By	lbissell@goldenstatefoods.com
Modified On	2/5/2021 4:27:34 PM
Modified By	lbissell@goldenstatefoods.com

Type	Name	Model	Variables	Description
ClearLeafData	Current Scenario			
ExternalSourceMap	LPNA - Price and Cost Table ESM to Model			
ExternalSourceFormula	LPNA - Revenue			
ExternalSourceMap	LPNA - Sales Volume Forecast ESM to Model (Cases Sold)			
ExternalSourceMap	LPNA - Sales Volume Forecast ESM to LPNA - Revenue ESM			
ExternalSourceMap	LPNA - Production Volume Forecast ESM to Model (Cases Produced)			
ExternalSourceMap	LPNA - Production Volume Forecast ESM to Model (Cases Produced) - Sachet			
ExternalSourceMap	LPNA - Production Volume Forecast ESM to Model (Cases Produced) - SDC			
ExternalSourceMap	LPNA - Production Volume Forecast ESM to Model (Cases Produced) - CIM-A			
ExternalSourceMap	LPNA - Production Volume Forecast ESM to Model (Cases Produced) - CIM-B			
ExternalSourceMap	LPNA - Production Volume Forecast ESM to Model (Cases Produced) - CIM-C			
ExternalSourceMap	LPNA - Production Volume Forecast ESM to Model (Cases Produced) - CIM-D			
ExternalSourceMap	LPNA - Production Volume Forecast ESM to Model (Cases Produced) - Sauce			
ExternalSourceMap	LPNA - Production Volume Forecast ESM to Model (Cases Produced) - K1/K2			
ExternalSourceMap	LPNA - Production Volume Forecast ESM to Model (Cases Produced) - K3			
ExternalSourceMap	LPNA - Production Volume Forecast ESM to Model (Cases Produced) - Conyers			
ExternalSourceMap	LPNA - Production Volume Forecast ESM to Model (Cases Produced) - HS Bulk			
ExternalSourceMap	LPNA - Production Volume Forecast ESM to Model (Cases Produced) - Bay 1			
ExternalSourceMap	LPNA - Production Volume Forecast ESM to LPNA - Cost of Product ESM			
ExternalSourceMap	LPNA - Revenue ESM to Model (Revenue)			
ExternalSourceMap	LPNA - Revenue ESM to Model (Pounds Sold)			



Create Input Screens for End Users

Analyze > Design View > Model: ESM

The screenshot displays the Microsoft Excel interface. The ribbon is set to the 'SpotlightXL' tab, which includes the following groups: 'Tasks' (Analyze, Design View), 'Actions' (Reset, Properties, Delete), and 'Account' (Save, Logoff, Help, Info). The 'Model: LPNA - Sales Volume Forecast' and 'View: Sales Volume Forecast Input' are visible in the ribbon. Below the ribbon, the spreadsheet grid is shown with columns A through K and rows 1 through 4. The header row (row 1) contains the following text: 'Division', 'SKU', 'Brand', 'Sales Volume (Cases) - January', 'Sales Volume (Cases) - February', 'Sales Volume (Cases) - March', 'Sales Volume (Cases) - April', 'Sales Volume (Cases) - May', 'Sales Volume (Cases) - June', 'Sales Volume (Cases) - July', and 'Sales Volume (Cases) - August'. The data rows (rows 2, 3, and 4) are currently empty.

	A	B	C	D	E	F	G	H	I	J	K
1	Division	SKU	Brand	Sales Volume (Cases) - January	Sales Volume (Cases) - February	Sales Volume (Cases) - March	Sales Volume (Cases) - April	Sales Volume (Cases) - May	Sales Volume (Cases) - June	Sales Volume (Cases) - July	Sales Volume (Cases) - August
2											
3											
4											

Create Input Screens for End Users

Analyze > Design View > Model: ESM

The screenshot shows the Microsoft Excel interface with the 'SpotlightXL' add-in ribbon. The spreadsheet contains the following data:

Property	Property Value
Description	
Width	Autofit
Decimal	
Master Model Map	LPNA - Sales Volume Forecast ESM to Model (Cases Sold)
Enable Save	Yes
Calculation on Save	LPNA - Change to Master Tables
Created On	Thu Jun 18 18:33:15 CDT 2020
Created By	lbissell@goldenstatefoods.com
Modified On	Thu Jul 30 10:03:06 CDT 2020
Modified By	lbissell@goldenstatefoods.com
POV Dimensions	
Division	
Group	
LPNA	
admin	
Variable Name	Dimension

Create Input Screens for End Users

Analyze > Design View > Model: ESM

AutoSave Off

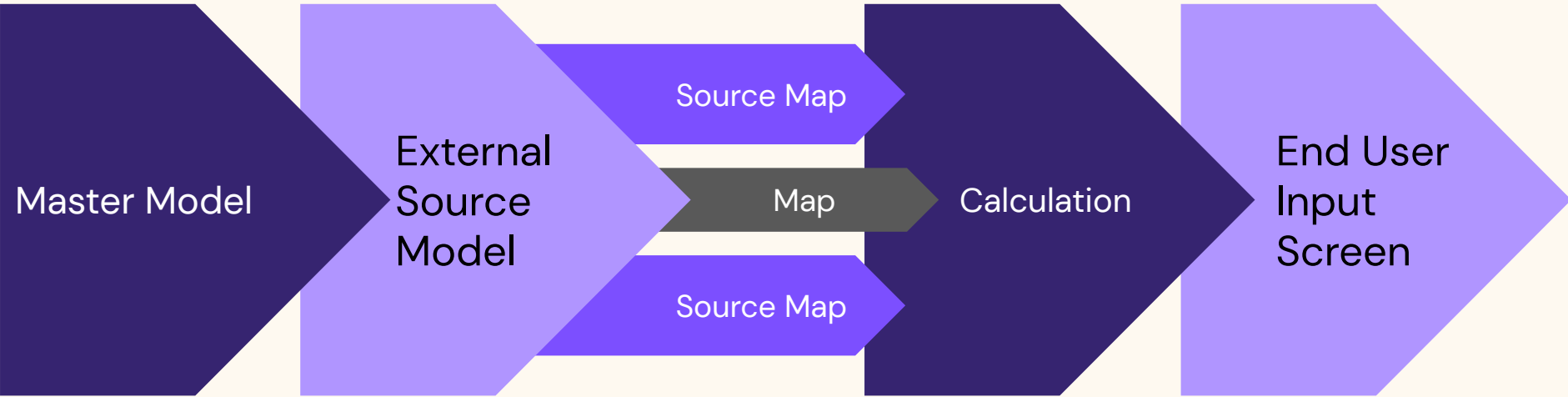
File Home Insert Page Layout Formulas Data Review View

Analyze Data Model: LPNA - Sales Volume Forecast View: Sales Volume Forecast Input Get Data Save Data Logoff

Tasks Actions

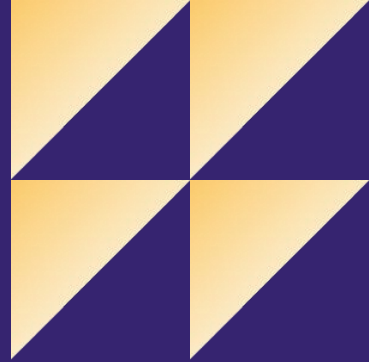
O29 4049.65280418437

	A	B	C	D	E	F
1	Filter	Value				
2	Division	52 - Burleson				
3						
4	Division	SKU	Brand	Sales Volume (Cases) - January	Sales Volume (Cases) - February	Sales Volume (Cases) - March
5	52	100150	CONA	5,948	4,759	4,759
6	52	100149	CONA	22,649	18,119	18,119
7	52	100202	DQ	0	13,625	22,955
8	52	100204	DQ	0	16,240	19,977
9	52	100205	DQ	0	1,633	5,141
10	52	102849	DQ	0	1,692	3,385
11	52	113488	DQ	0	1,923	3,846
12	52	102052	DQ	0	6,300	6,300
13	52	100111	JIB	10,644	7,110	11,535
14	52	100118	JIB	6,031	5,821	6,689
15	52	100119	JIB	2,800	2,803	3,453
16	52	100121	JIB	11,531	7,667	11,995
17	52	113246	KFC	5,463	4,371	4,371
18	52	113247	KFC	5,539	4,432	4,432
19	52	113248	KFC	5,141	4,113	4,114
20	52	113720	KFC	2,892	2,314	2,314
21	52	100047	MCD	1,957	1,566	1,566
22	52	100066	MCD	9,126	10,115	7,766





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WHAT

Enjoy the benefits of the work that
was done



Reporting Flexibility

AutoSave [ON] Book1 - Excel

File Home Insert Page Layout Formulas Data Review View Add-ins Help Acrobat **SpotlightXL** Search

Analyze Data Model: gsf Fresh Australia - Revenue and Cost o... View Scenario Check

Drill Through Get Data Zoom In Zoom Out Pivot

Keep Only Remove Only Logoff Help Info

Tasks Actions Account

		January	February	March	April	May	June	July	August	
1	Kilograms Sold									
2	Business_Activity									
3	gsf Fresh Australia Budget - 2022									
4	SKU									
5	Raw Materials									
7	QSR	2 - Lettuce	50,000	40,000	35,000	35,000	35,000	30,000	167,407	141,8
8	QSR	6 - Dry Salad	4,500	4,000	3,500	3,000	3,000	3,500	4,000	4,0
9	QSR	14 - Other Value Added	16,000	14,000	12,000	8,000	13,000	14,000	14,000	14,0
10	Retail	2 - Lettuce	3,000	2,700	2,700	2,700	2,400	2,400	2,400	2,4
11	McD	2 - Lettuce	260,000	180,000	185,000	230,000	180,000	200,000	185,000	170,0
12	McD	6 - Dry Salad	96,500	100,373	130,172	105,720	99,913	103,690	93,032	93,0
13	McD									
14	McD									

AutoSave [ON] Book1 - Excel

File Home Insert Page Layout Formulas Data Review View Add-ins Help Acrobat **SpotlightXL** Search

Analyze Data Model: gsf Fresh Australia - Revenue and Cost o... View Scenario Check

Drill Through Get Data Zoom In Zoom Out Pivot

Keep Only Remove Only Logoff Help Info

Tasks Actions Account

		2021 Budget	gsf Fresh Australia LE - 2021 (P03 - Q1)	gsf Fresh Australia LE - 2021 (P06 - Q2)
1	Kilograms Sold			
2	July			
3	Business_Activity			
4	Product			
5	Raw Materials			
7	QSR	1004026 - Subway Spinach 2 x 500 gram	4,000	4,000
8	QSR	1008002 - SUB Shredded Carrots 4 X 1 kg	14,000	14,000
9	QSR	1002003 - SUB LETTUCE Shredded 4 X 2.5 kg	30,000	25,000
10	QSR	1002013 - LETTUCE Shredded 4 X 2.5 kg	0	142,407
11	Retail	1004010 - Diced COS 1kg x 6	2,400	2,400
12	McD	1002011 - McD Win. LETTUCE Shredded 4 x 2.5 kg	135,000	135,000
13	McD	1004001 - McD DLM 4 x 1 kg	70,000	70,000
14	McD	1004031 - McD Dryslaw 5 X 200G	3,500	3,500
15	McD	1005005 - McD ONION Sliv IHP 4 x 1.25 kg	47,500	47,500
16	McD	1005011 - McD Slivered Red Onion 4 x300g	6,480	6,480
17	McD	1009008PT - McD Croutons/Bagel 15gx50	750	750
18	McD	1009009PT - McD Peppitas Seeds 15gx50	750	750
19	McD	1009010PT - McD Crispy Noodle 20gx50	1,000	1,000
20	McD	1009011PT - MCD SF Shredded lettuce 4 x2.5 kg	50,000	50,000
21	McD	1009012PT - MCD SF Slivered Onion 4 x 1.25KG	20,000	20,000
22	McD	1009013PT - MCD SF DLM Lettuce Mix 4 x 1kg	22,000	22,000
23	McD	1009014PT - MCD SF Slivered red onion 4 x 300g	1,920	1,920
24	McD	1009015PT - MCD SF Dryslaw 5 x 200g	1,000	1,000
25	McD	1004034	2,560	2,560
26	McD	1009016PT	880	880
27				

Planful EPMO4 14A Suite - Gold: X +

na04.planful.com/Utilities/MainFrame.aspx#/file-cabinet

gsf Reports Scenario Che... X

Page gsf Australia Prod... Consolidated (LC) Product Margin

	Scenario	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
1	Actual	928,022	968,218	1,275,055	1,211,531	1,059,792	1,209,836	1,190,603					
2	gsf Fresh Australia Budget - 2021	1,050,522	852,336	1,110,930	1,130,035	1,009,190	1,063,060	998,310	861,763	1,013,739	1,085,743	1,077,866	1,062,893
3	gsf Fresh Australia LE - 2021 (P03 - Q1)	928,022	968,218	1,275,055	1,189,141	1,042,917	1,076,247	1,010,220	987,123	1,021,537	1,141,877	1,132,486	1,179,190
4	gsf Fresh Australia LE - 2021 (P06 - Q2)	928,022	968,218	1,275,055	1,211,531	1,059,792	1,209,836	1,162,123	1,121,863	1,153,885	1,179,063	1,137,866	1,120,346



Time Savings

Latest Estimate (or Quarterly Business Review) Template and Schedules

Please note the Q1 Latest Estimate will be referred to as "LE1"

The templates attached and within Planful (Host Analytics) represent the most up-to-date formats and must be used to create the slides included in the attached presentation.

Please provide presentation materials to Anne Nguyen and Leslie Taylor **at least by the close of business the day before your scheduled meeting time**. The QBR presentations will be made available via Diligent Boards. Please do not change the format of the PowerPoint presentations as this has been optimized for viewing on Diligent Boards.

Your presentations should include the following:

- Executive Summary of YTD Performance. Refer to Chart Templates for further instructions
- Consolidated YTD P&Ls (Actual vs. Plan vs. PY).
- EBIT Bridge for YTD Actual vs. Plan. Refer to Chart Templates for further instructions.
- Consolidated YTD P&D Detail (Actual vs. Plan vs. PY). ***REVISED for Q1*** For manufacturing businesses or business activities, the volume on this report has been updated to cases or kilograms produced.
- Consolidated YTD G&A Detail (Actual vs. Plan vs. PY).
- Accounts Receivable Analysis (could be consolidated or divisional) Please list out anything (other receivables, misc. receivables, etc.) over \$1M and place in proper aging bucket.
- Business Development Future Sales Pipeline. Refer to Chart Templates for further instructions
- Latest estimate assumptions: volume, cost reduction initiatives, people initiatives, customer perspectives, etc.
- Consolidated Full Year P&L Latest Estimate (LE1) vs. Plan vs. PY Actual. PowerPoint slide template starts at the Consolidated business level with the Full Year P&L by Location/Business Activity in the Appendix section.
- EBIT Bridge for LE1 vs. Plan. Refer to Chart Templates for further instructions.
- Consolidated Full Year P&D Detail (LE1 vs. Plan vs. PY). ***REVISED for Q1*** For manufacturing businesses or business activities, the volume on this report has been updated to cases or kilograms produced.
- Consolidated Full Year G&A Detail (LE1 vs. Plan vs. PY).
- Consolidated LE1 by Month Bar Graphs for MTD Sales Volume and MTD Sales. Refer to Chart Templates for further instructions.
- Consolidated LE1 Cumulative by Month Line Graphs for YTD Sales Volume and YTD Sales. Refer to Chart Templates for further instructions.
- Consolidated LE1 by Month Bar Graphs for MTD EBIT and MTD EBITDA. Refer to Chart Templates for further instructions.
- Consolidated LE1 Cumulative by Month Line Graphs for YTD EBIT and YTD EBITDA. Refer to Chart Templates for further instructions.
- Divisional (or Plant or Regional) Full Year P&L Latest Estimate (LE1) vs. Plan vs. PY Actual. Refer to Proposed Reporting Entities below for requested divisions, plant or region.
- Divisional Full Year P&D Detail (LE1 vs. Plan vs. PY). ***REVISED for Q1*** For manufacturing businesses or business activities, the volume on this report has been updated to cases or kilograms produced.
- Divisional Full Year G&A Detail (LE1 vs. Plan vs. PY).
- Consolidated Capex spending status and forecast (please prioritize this accordingly and check

the cash flows implications of the assumptions and year-to-date spend)

- Consolidated Free Cash Flows (information for this schedule will be for the YTD and Full Year LE)
- Consolidated Return on Assets (a year-end balance sheet will need to be projected with FCF and included in the Appendix)

The following reports are to be provided within the Appendices and will be covered time permitting:

- Consolidated Full Year by Month Latest Estimate (please provide separately in Excel to Anne Nguyen)
- Divisional YTD P&Ls (Actual vs. Plan vs. PY)
- Divisional (or Plant or Regional) LE1 by Month Bar Graphs for MTD Sales Volume and MTD Sales. Refer to Chart Templates for further instructions.
- Divisional (or Plant or Regional) LE1 Cumulative by Month Line Graphs for YTD Sales Volume and YTD Sales. Refer to Chart Templates for further instructions.
- Divisional (or Plant or Regional) LE1 by Month Bar Graphs for MTD EBIT and MTD EBITDA. Refer to Chart Templates for further instructions.
- Divisional (or Plant or Regional) LE1 Month Line Graphs for YTD EBIT and YTD EBITDA. Refer to Chart Templates for further instructions.
- Balance Sheet
- Working Capital*
- Working Capital Trend*
- Working Capital Graphs

* Business groups not creating LE within Planful (Host Analytics) will need to populate the templates with the necessary latest estimate information. The default balances populated for the LE columns for these business groups is the 2021 Plan.



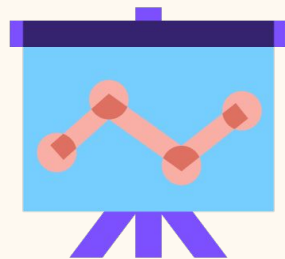
Proposed QBR Reporting Entities

The following Latest Estimate Report Collections in the Planful QBR Folder have been (or are being) configured for the following:

- LPNA Consolidated
 - CIM
 - Conyers
 - Burlison
- SSA
 - Protein Consolidated
 - Fresh & Frozen (McDonald's)
 - Grind (Nestle)
 - KAOFAK US Consolidated
 - Ark City
 - Penn Van
 - Dispenser Sales
 - Divisional G&A
 - QCD Consolidated
 - West
 - Central
 - East
 - Service Center
 - International
 - GSF Fresh Australia
 - GSF Fresh New Zealand, including Taiwan
 - GSF Fresh China
 - Australia Liquid Products
 - GSF Egypt Consolidated
 - LP
 - DC
 - GLOBALZ Consolidated
 - GLOBALZ AU
 - GLOBALZ NZ
 - KAOFAK China

You will receive a separate communication from Anne Nguyen upon completion of these Report Collections.

If there is a request to present the information differently than the above, please contact either Brad Tingey or Anne Nguyen no later than **March 31**, so Corporate Finance can support your request in a timely basis.

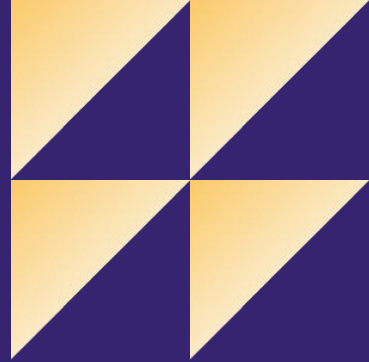


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Reports Automated for Quarterly Business Reviews



planful
perform



WHO

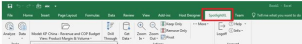
Support the end users



Resources for End Users

gF Fresh Australia Modeling – SKU Level Revenue and Cost of Product

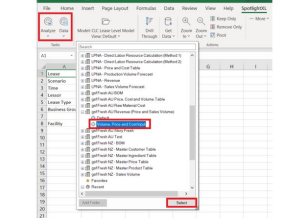
Note: All modeling takes place within the SpotlightXL ribbon of Excel



gF Fresh AU Revenue (Price and Sales Volume)

Note: This input excludes Store Fresh products as those will be input in a separate model described later.

1. To input information into the **gF Fresh AU Revenue (Price and Sales Volume)** model, navigate to Analyze > Data. Select the folder icon and navigate to gF Fresh AU Revenue (Price and Sales Volume) > Volume, Price and Cost Input > Select



Dynamic Planning User Guide

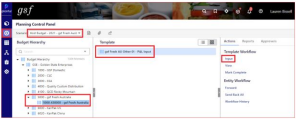
gF Fresh Australia Structured Planning – P&L and Balance Sheet Input

Note: The purpose of these instructions is to detail how to input budgeted income statement and balance sheet figures into Planful that are not derived from the SKU-level model. This allows for all budget information to be included in the Planful application for reporting purposes.

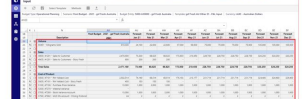
All input is in AUD

Income Statement

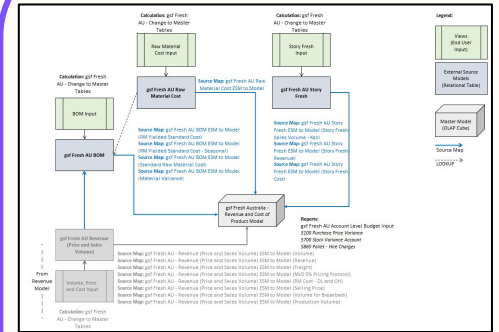
1. Navigate to Dynamic Planning within the Core Application. Select the respective Scenario from the Scenario drop-down in the top left corner of the Planning Control Panel. Navigate to the respective Budget Entry (in this case 2020-030000). Select the Template to which you would like to input information and select Input.



2. Volume, Sales and Cost of Product account balances come directly from the SKU-level model



Structured Planning User Guide



Model Architecture

Example Sales Volume Forecast

2. Select a Value from the Division filter. If you want to see all divisional information, select Division > Select > Get Data

The screenshot displays the Microsoft Excel interface. The ribbon is set to the 'Data' tab, and the 'Get Data' button is highlighted with a red box. Below the ribbon, the spreadsheet shows a table with columns labeled 'Filter', 'Value', 'Customer', and 'Sales'. The 'Filter' column has a dropdown menu open, showing a search bar and a list of options: 'Division', 'CIM', 'Conyers', and 'Burleson'. The 'Select' button at the bottom of the dropdown menu is also highlighted with a red box.

Filter	Value	Customer	Sales
Division			

Example Sales Volume Forecast

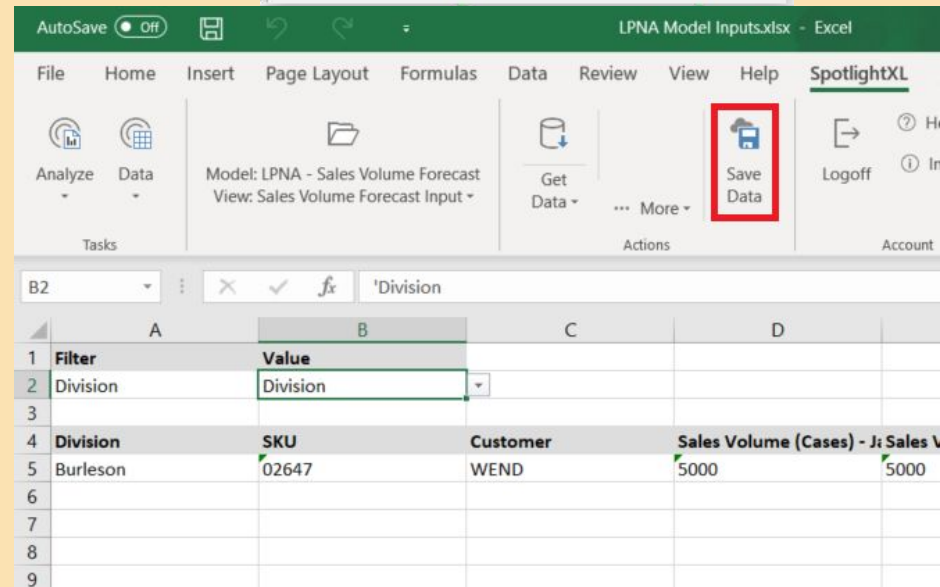
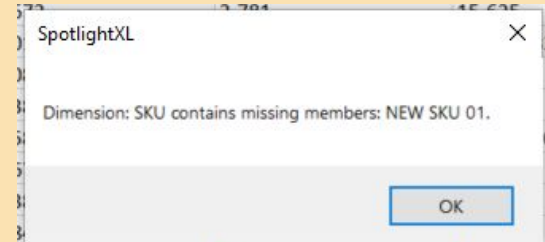
3. Input the following information into the template:

- Division (10, 52 or 75)
- SKU (SKU Code)
- Brand (MCD, DOMI, WEND, etc.)
- Sales Volume in Cases / Period

If there is a new SKU, or Brand, ensure to communicate with the Host Analytics Administrator to add the codes to the related dimensions in the model (without this step you will get an error message upon saving – see example below)

4. Once complete, select Save Data. Once Save Data is selected, information is automatically written back into the Core Application. You can then run a Dynamic Report and see your updated revenue and cost figures

Note that the following formula is used to determine Business Activity from the Brand field:
`IF([Brand]="MCD",50,IF([Brand]="MCDI",40,55))`



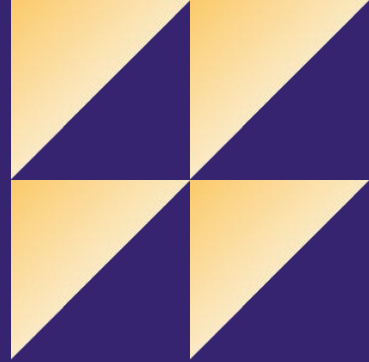
Key Takeaways

- Dimensionality flexibility
- Ownership over implementation
- Reduction of manual reporting
- Increased collaboration
- ADMIN **and** END USER benefits



"I'm not a person who defends myself very often. I kind of let my actions speak for me."

–Tom Brady



Questions

