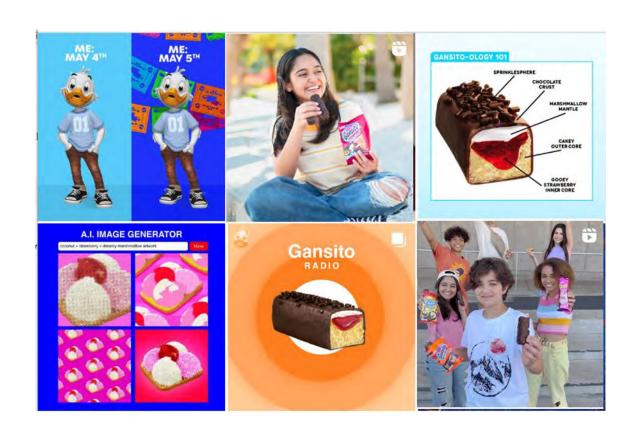
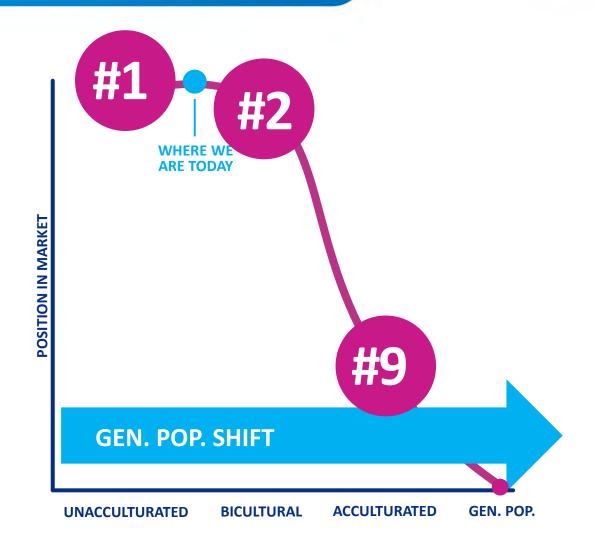




Brand Preference Among Consumers







Source: Collage Survey (weighted data).

Question: Please indicate your familiarity with the following brands. (n = 1051 minus non-consumers).

The Hispanic segment is the only whose household growth is outpacing cookie spend growth

For Hispanic and Non-Hispanic households, cookie penetration is about 5%-6% higher in households with children

Hispanics stand out in being more likely to eat them at **breakfast** (17% higher) relative to other segments

Mostly bought in Mass & Club

Marinela remains the 4th most preferred brand by Bicultural consumers and 2nd in Unacculturated winning vs Gamesa



Becoming a \$370 MM US Brand



We aspire to maintain our #1 snack cake position for the US Hispanic consumers and become #2 in the cookie category among all Hispanic acculturation levels and a bigger player in both categories with teens and young adults with mainstream consumers who are seeking insurgent brands

Business Objective: \$378 MM in 2025

Retain Consumers

- Consumer Centric Promotions
- Focus on high velocity & highly profitable items
- Shopper programs in Convenience and Hispanic Groceries
- Maintain Innovation for our core consumers

Distribution Voids

- Portfolio standardization in national accounts
- Focus on high velocity & highly profitable items

Recruit Consumers

- Launch a new appealing packaging
- Create regional and strategic content to connect with new consumers

Mainstream Expansion

- Focus on cookie expansion with correct portfolio
- Leverage unique and high velocity items for the snack cake consumers



2023 Positioning

Marinela brings out the best in every person and every moment.

Marinela introduces everyone to a colorful and delicious culture that everyone ends up craving for.

Marinela is the brand that rewards you with flavor and fun in every bite.

POINTS OF DIFFERENCE

Variety of decadent treats

Unique flavors and textures

On-the-go options

CORE

US Hispanics who have a strong emotional connection with the Marinela brand and are looking for a delicious reward that brings an excitement and decadence to their everyday.

ASPIRATIONAL

Gen-Pop moms with Gen Z teens who are feeding the next generation of snackers. They like to explore different flavors to surprise and delight their family.



RESPONSE

MEANING

TARGET



Channel Strategy

CONVENIENCE

Work together with customer teams to keep leveraging shopper and customer programs to increase display placement, portfolio standardization and product velocity





MASS & GROCERY

Create display momentums through seasonalities and consumer centric programs which will lead is an differentiate to increase distribution, as well as bringing new formats and product innovation









CLUB

Bring variety available products to compete in the market with the correct portfolio (minis) and branding









Marinela and Bimbo Arch Display Kit



97.5" H (8' 1.5")

- New WOW display for large format customers
- Utilizes two clip hutches, with additional weekender for two more shelves for product.
- Expandable to fit in smaller or larger areas
- Arch can be placed in front lobbies, over endcaps, etc.
- Spacers for Bimbo products keep merchandising world-class
 - Kit includes:
 - Two (2) 26" clip hutches
 - Two (2) 26" weekenders for tops
 - Fillers for Bimbo side hutch to adjust down to world class 21" shelf space
 - Two (2) arch toppers
 - One (1) connecting center piece
 - One (1) Osito cut out
 - One (1) Gansito cut out





8' 1.5" H, 13" D 11' 8" **max** W, 9' 8" **min** W





Tart-A-Let Chocolate

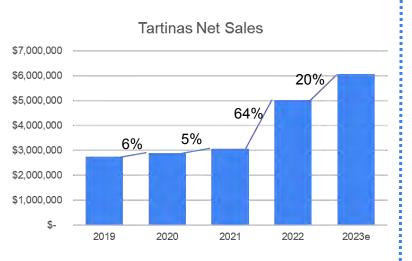
Launch 2024



Chocolate Tart-A- Let RTB

Objective: Fit with the chocolate flavor lovers to drive household penetration within the cookie category with a differentiated cookie type

Tartinas is a product that keeps growing in the past 5 years, not only in its core strawberry items but bringing new Caribbean flavors for the East consumers



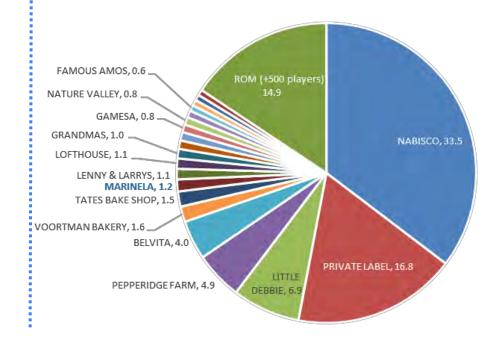
86% of consumers love or like it. Equally popular with all consumer types.

Mostly used in cookies and cakes which bring us top to mind for consumers

Cake	24.2%
Cookie	16.4%
Frozen Treat	14.8%
Sundae	9.9%
Other Dessert	5.2%
Breakfast Bakery	4.5%
Pie/Tart	4%
Brownie	4%
Ethnic Dessert	3,3%
Cheesecake	2.9%
Dessert Beverage	2.3%
Pudding/Jello	2%



Marinela is within the Top 10 cookie category leaders with 20% growth in dlls and 13% growth in units. And a convenience share of 6.3 pp





Based on 2023 Trends Milk chocolate is a mainstream flavor that keeps growing

TRENDS 2023



TOP 10 FLAVORS FOR THE PAST 5 YEAR

Mainstream

diik Chocolate trawberry

berry a

Coconut

Finnamian

NEXT 15 FLAVORS FOR THE PAST 5 YEARS

Key

Cherry

emon

ange

Salted Carami

Hone

oney

lazelnut

Peppermin

Cocoa

and Cream

Pumpkin Spice

Birthday Cake

WEE]

30 EACTECT GOOWING O AVOID CEND THE DACT 3 VEADS

Up and Coming

Brown Sugar

Gingerbread

White Chocolate

Passi

Cheesecake Pineapple S'mores

French Vanilla

Madagascar Vanilla

irshmallow

Sea Salt

Strawberry & Cream

rscotch Du

spherry

OP 20 FASTEST GROWING FLAVORS LAST YEAR

Emerging

Cream Cheese

Truffle Chocola

Duice de Leche

Pomegranate

Black Ch

Key Lime

Fig

Blackberry

Pecan Nut

Tulfon

Watermelor

Macadamia Nut



Chocolate Tart-A- Let- Sell sheet









Chocolate Tart-A- Let— Nut fact

Nutrition Facts

24 serving per container

Serving size

1 piece (17g)

Amount per serving

80

Calones	00
% D	aily Value*
Total Fat 3.5g	4%
Saturated Fat 2g	10%
Trans Fat 0g	
Polyunsaturated Fat 0g	
Monounsaturated Fat 1g	
Cholesterol 5mg	2%
Sodium 25mg	1%
Total Carbohydrate 11g	4%
Dietary Fiber 1g	4%
Total Sugars 4g	
Includes 4g Added Sugars	8%
Protein 1g	
Vitamin D 0mcg	0%
Calcium 0mg	0%
Iron 0.5mg	2%
Potassium 30mg	0%
Thiamin 0.04mg	4%
Riboflavin 0.03mg	2%
Niacin 0mg	0%
Folate 25mcg DFE (15mcg folic acid)	6%
Zinc 0.4mg	4%

*The % Daily Value tells you how much a nutrient in a serving of food contributes to a daily diet. 2,000 calories a day is used for general nutrition advice. INGREDIENTS: BLEACHED WHEAT FLOUR, SUGAR, VEGETABLE SHORTENING (PALM AND/OR FRACTIONATED PALM OIL, PALM KERNEL AND/OR FRACTIONATED PALM KERNEL OIL), FILLING (SUGAR, VEGETABLE SHORTENING (PALM AND / OR PALM KERNEL), COCOA (PROCESSED WITH ALKALI), SOY LECITHIN, MILK SOLIDS, ARTIFICIAL FLAVOR), WATER, EGGS, CORNSTARCH, SOY LECITHIN, SALT, SODIUM STEAROYL LACTYLATE, NATURAL & ARTIFICIAL FLAVOR, MONO AND DIGLYCERIDES, POLYGLYCEROL ESTERS OF FATTY ACIDS, WHEY, SODIUM PROPIONATE (PRESERVATIVE), ENRICHMENT (THIAMIN MONONITRATE, RIBOFLAVIN, NIACIN, FOLIC ACID, REDUCED IRON, ZINC OXIDE).

CONTAINS WHEAT, SOY, EGG, MILK, MADE IN A BAKERY THAT MAY ALSO USE PEANUT, TREE NUTS.



Chocolate Tart-A- Let SS — Nut Facts

BBU Products





Program Details

Offer: New Product Launch, New Look

Dates: March 18th

BUs: ALL BUs

Accounts: National distribution, Walmart, Food 4 Less, Kroger,

Hispanic Accounts

Display & POS Support

Action	Start	Finish
Go Sell Now	10/19/2023	
POPshop Open Orders	11/16/2023	12/14/2023
POPshop Open Approvals	12/14/2023	12/21/2023
Final Artwork Due	12/14/2023	
Finalized Orders to Submit to Vendor	12/22/2023	
In Sales Center ending:	2/16/2024	
In Market Week:	2/23/2024	



Goals/KPIs

Goal: Fit with the chocolate flavor lovers to drive household penetration within the cookie category with a differentiated cookie type

KPIs: 22,000 units per week.

Chocolate Tart-A- Let SS — Sell sheet





Attributes	 Marinela is one of the top 10 cookie brands in the US Tartinas keep growing sales (20% vs LY) Chocolate is the fastest growing flavor in the past 10 years Perfectly portioned size for any occasion Unique offer in the market
Description	Weight: 3.5 oz (100g)
Margin Minder Name	MLA TARTINAS CHOCOLATE 6P
Sell-In Samples	Spring 2024
Launch Date	March 11th, 2024
Package UPC / Oracle	BUSS: 014741 ORACLE: 950234 UPC: 0 74323 73858 2
Manufacturing Plant	Suandy
Import Point	Mexicali (West) / Monterrey (Central/East)
Shelf Life	24 weeks
Coverage	National
Case Count/ Units per Tray	36 units per case / 144 cases per pallet
Product Dimensions	H: 6.89 in D: 1.18 in W: 2.28



Chocolate Tart-A- Let SS — Nut Facts

Nutrition Fa	cts
6 serving per container	
Serving size 1 piec	e (17g)
Amount per serving	00
Calories	80
% Dail	ly Value
Total Fat 3.5g	4%
Saturated Fat 2g	10%
Trans Fat 0g	
Polyunsaturated Fat 0g	
Monounsaturated Fat 1g	
Cholesterol 5mg	2%
Sodium 25mg	1%
Total Carbohydrate 11g	4%
Dietary Fiber 1g	4%
Total Sugars 4g	
Includes 4g Added Sugars	8%
Protein 1g	
Vitamin D 0mcg	0%
Calcium 0mg	0%
Iron 0.5mg	2%
Potassium 30mg	0%
Thiamin 0.04mg	4%
Riboflavin 0.03mg	2%
Niacin 0mg	0%
Folate 25mcg DFE	6%
(15mcg folic acid)	
Zinc 0.4mg	49

INGREDIENTS: BLEACHED WHEAT FLOUR, SUGAR, VEGETABLE SHORTENING (PALM AND/OR FRACTIONATED PALM OIL, PALM KERNEL AND/OR FRACTIONATED PALM KERNEL OIL), FILLING (SUGAR, VEGETABLE SHORTENING (PALM AND / OR PALM KERNEL), COCOA (PROCESSED WITH ALKALI), SOY LECITHIN, MILK SOLIDS, ARTIFICIAL FLAVOR), WATER, EGGS, CORNSTARCH, SOY LECITHIN, SALT, SODIUM STEAROYL LACTYLATE, NATURAL & ARTIFICIAL FLAVOR, MONO AND DIGLYCERIDES, POLYGLYCEROL ESTERS OF FATTY ACIDS, WHEY, SODIUM PROPIONATE (PRESERVATIVE), ENRICHMENT (THIAMIN MONONITRATE, RIBOFLAVIN, NIACIN, FOLIC ACID, REDUCED IRON, ZINC OXIDE).

CONTAINS WHEAT, SOY, EGG, MILK. MADE IN A BAKERY THAT MAY ALSO USE PEANUT, TREE NUTS.



*The % Daily Value tells you how much a nutrient in a serving of food contributes to a daily diet. 2,000 calories a day is used for general nutrition advice.

Chocolate Tart-A- Let SS — Nut Facts

BBU Products





Program Details

Offer: New Product Launch, New Look

Dates: March 18th

BUs: ALL BUs

Accounts: National distribution

Display & POS Support



Action	Start	Finish
Go Sell Now	10/19/2023	
POPshop Open Orders	11/16/2023	12/14/2023
POPshop Open Approvals	12/14/2023	12/21/2023
Final Artwork Due	12/14/2023	
Finalized Orders to Submit to Vendor	12/22/2023	
In Sales Center ending:	2/16/2024	
In Market Week:	2/23/2024	

Goals/KPIs

Goal: Fit with the chocolate flavor lovers to drive household penetration within the cookie category with a differentiated cookie type

KPIs: 25,000 units per week.

Chocolate Tart-A- Let

Objective: Fit with the chocolate flavor lovers to drive household penetration within the cookie category with a differentiated cookie type



Right Product

Tartinas kept growing in the past 5 years







Distribution

- National
- Walmart, Kroger.
- Independents
 Hispanic accounts
- C-stores
- Benchmark should be Principe Chocolate



Visibility

- Dedicated POS
- Try me set on displays







Media

Social media







Price

 Aligned to current price list



Trial

 In line to Bistro tour master schedule



Barritas Pre Pack Display

Description	3 rows 3 fronts and 5 packages deep to have 45 units per display Barritas Strawberry: 30 units Barritas Pineapple: 15 units
Margin Miner	MLA BARRITAS 45 PPS
Launch Date	February 2024
Package UPC / Oracle	ALL EXCEPT CALIFORNIA: FG Oracle: 927685 BUSS: 13586 CALIFORNIA: FG Oracle: 927686 BUSS: 13587
Manufacturing Plant	Marinela Mexicali
Shelf Life	24 weeks
Coverage	National
Case Count/ Units per Tray	45 units per prepacks / 15 prepacks per pallet





Holiday and Seasonal POS

Objective: Engage with all consumers through shared holidays. Increase presence in mainstream spaces utilizing favorite holidays and traditions.





Holiday POS – Valentine's/ St. Patrick's Day

Program Details BBU Products Offer: Seasonal support January 1, 2024 – March 17, 2024 Dates: BUs: All BUs All Accounts **Accounts:** Goals/KPIs

Display & POS Support

2024 Marinela Valentine's and St.Patrick's Day			
Action	Start	Finish	
Go Sell Now	8/18/2023		
POPshop Open Orders	10/5/2023 10/19/2023		5'
POPshop Open Approvals	10/19/2023	10/26/2023	
Final Artwork Due	10/19/2023		
Finalized Orders to Submit to Vendor	10/27/2023		
In Sales Center ending:	12/15/2023		
In Market Week:	1/1/2024		١





Goal:

KPIs:

- Bring awareness to the Marinela brand through spring holiday support
- Draw new consumers to the brand through familiar holiday themes
- Sales lift for items per store
 - Increase reach, trial, first purchase





Holiday POS – Easter



Program Details

Offer: Seasonal support

Dates: February 23, 2024 – March 31, 2024

BUs: All BUs

Accounts: All Accounts

Display & POS Support

2024 Marinela Easter		
Action	Start	Finish
Go Sell Now	10/19/2023	
POPshop Open Orders	11/16/2023 12/14/2023	
POPshop Open Approvals	12/14/2023	12/21/2023
Final Artwork Due	12/14/2023	
Finalized Orders to Submit to Vendor	12/22/2023	
In Sales Center ending:	2/16/2024	
In Market Week:	2/23/2024	



Goals/KPIs

Goal:

- Bring awareness to the Marinela brand through spring holiday support
- Draw new consumers to the brand through familiar holiday themes
- Sales lift for items per store
 - Increase reach, trial, first purchase



Holiday POS – Mother's Day

BBU Products BARITAS BARITAS CONTROL CONTROL

Program Details

Offer: Seasonal support

Dates: April 18, 2024 – May 13, 2024

BUs: All BUs

Accounts: All Accounts

Display & POS Support

2024 Marinela Mother's Day		
Action	Start	Finish
Go Sell Now	12/1/2023	
POPshop Open Orders	1/25/2024 2/8/2024	
POPshop Open Approvals	2/8/2024	2/15/2024
Final Artwork Due	2/8/2024	
Finalized Orders to Submit to Vendor	2/16/2024	
In Sales Center ending:	3/29/2024	
In Market Week:	4/8/2024	



Goals/KPIs

Goal:

- Bring awareness to the Marinela brand through spring holiday support
- Draw new consumers to the brand through familiar holiday themes
- Sales lift for items per store
 - Increase reach, trial, first purchase

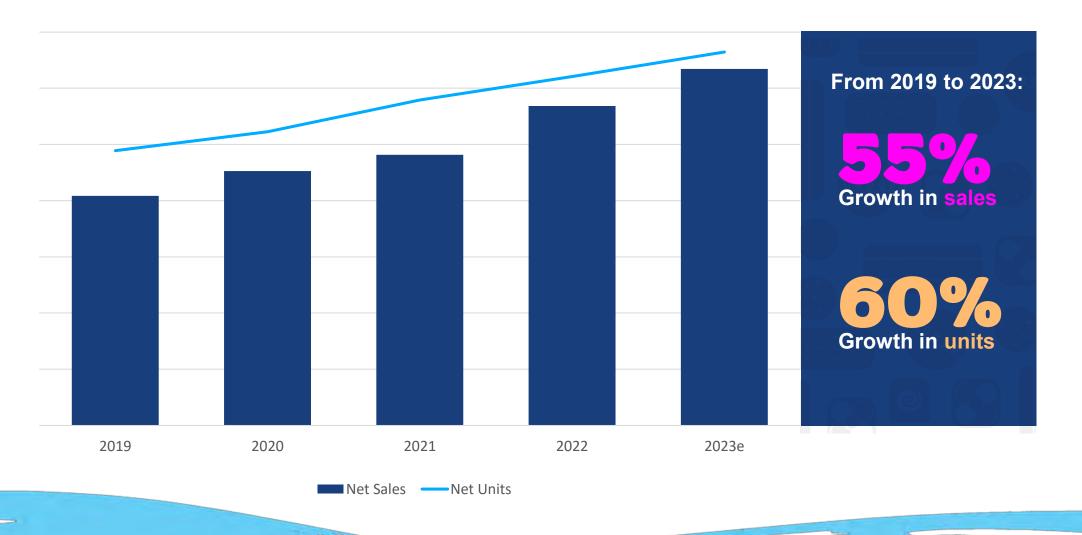








5 years of consistent growth. Opportunity to accelerate growth.





Mainstream Strategy poised for 103% Growth in 3 Years

1. Recruit NEW Consumers:

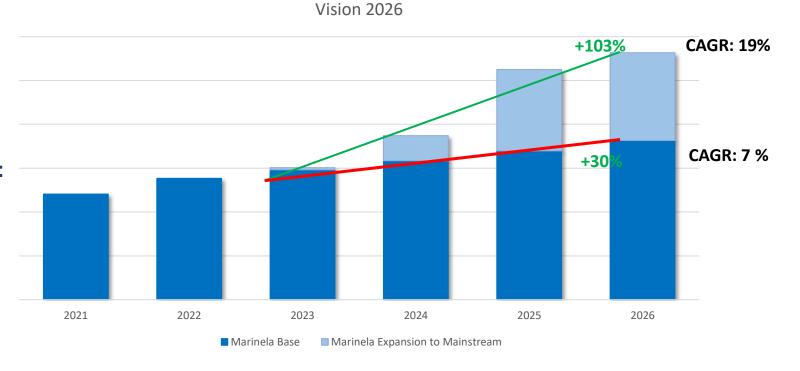
Expand the brand to gen-pop with deep consumer understanding.

2. Innovative Portfolio with right price:

Focus on innovation to grow gen-pop target

3. Distribution & Penetration:

Expand distribution in convenience and large format





PHASE 1

Exploratory Research

Do we have...

- The right to win the non-Hispanic consumer
- The right products
- The right packaging
- The right the names





Exploratory Research

Do we have the right to win with Non-Hispanics?

Answer: Yes!

Research shows Gen Pop Moms see Marinela as "for them", they enjoy cookies/ cakes and thought about them as elevated or premium.

Do we have the right products?

Answer: On our way!

We sent our products (without packaging) to non-Hispanic consumers, like Gansitos, Canelitas and Subamarinos, and asked them to rank how appealing they were, based on this we select the correct portfolio to launch

Do we have the right packaging?

Answer: **Yes, with optimization.**

After evaluating current assets, there are opportunities:

- Elevate & modernize our current packaging design
- Brandmark to connect with our consumer targets and compete with snack brands perceived as premium like Pepperidge Farm, Royal Dansk and Entenmann's.



Do we have the right names?

Answer: We're evolving!

Some of our names and packaging designs were perceived as different or international by consumers. This was neutral or positive, and sometimes perceived as negative, hard to remember, or that the product was "not intended for them." So we need to evolve our names and packaging architecture



Right Product

Purchase Intent for top Products



























70%
PI of Gen
Pop Moms



3 CAKES







Submarinos



Pingüinos- For Expansion

7 COOKIES



Canelitas



Principe



Tartinas



Pastitas For Expansion



Pastisetas



Caribeñas



Trikis-For Expansion

Market Test Plan

2 Cakes | 5 Cookies

After research there were 10 winning products for our phase one launch.

"Lighter," "not overly sweet" baked goods were most appealing to moms for themselves and their children because they would not feel "guilty" about serving them.

We can meet this need by leading with cookies and a few of our top performing cakes.



PHASE 2

Packaging Changes





Existing Packaging Optimization

MASTERBRAND

Consistent location on family of brands

COLOR

Keeping brand recognizable colors but making less bright for elevated brand perception



SUBBRAND

Retaining shapes and colors for brand recognition then evolve to a unified master brand

IMAGERY

Create appetite appeal with more dynamic angles and realistic elements like crumbs

CHARACTERS

Removing characters to appeal to a wider audience







- Spanish to English names for some products
- Larger product descriptions
- Enhance product visual
- Clear information on packaging

- Bright, "vibrant" colors stood out in shelf sets and were looked upon favorably.
- Unique product interpretations favored well in the portfolio vs. having a consistent branded look across the line.



Our naming approach.

Research shows some names need to be changed, and have a modern design package update that gives an elevated brand-feel that consumers are looking for, with an international flair.



FRESH DESIGNS

New packaging design will bring younger Consumers to the franchise









Renders of Market Test





Madda .

200 2 2 2















Vanilla Crème FILLED CAKE







8 - 1:23 oz (35 g) PACKS Net Wt 9.84 oz (280 g)

Nov. 13th 2023 **LET'S GROW**

Marinela is going Mainstream!

Goal for the Carolinas Market Test: Understand the success of this new packaging with the mainstream consumer



Support





Do we have the right to win with Non-Hispanics?

Answer: Yes!

Research shows Gen Pop Moms see Marinela as "for them", they enjoy cookies/ cakes and thought about them as elevated or premium.

Product

BUSS	ORACLE	SHORT NAME (MM-DW)
14628	950238	TP SUBMARINES 8P
14629	950239	TP SUBMARINES 2P
14630	950240	TP CINNAS 8P
14631	950241	TP BUTTER CROWNS
14632	950242	TP CROWNS BX 8P
14633	950243	TP HAWAIN DRM 8P
14634	950244	TP TART A LET 8P
14635	950245	TP GANSITOS 2P
14636	950246	TP GANSITOS 8P
14637	950247	TP CINNAS 25P
14638	950248	TP HAWAIN DRM 2P
14639	950249	TP CROWNS SS 8P

Market Test Plan

2 Cakes | 5 Cookies

After research there were 10 winning products for our phase one launch.

"Lighter," "not overly sweet" baked goods were most appealing to moms for themselves and their children because they would not feel "guilty" about serving them.

We can meet this need by leading with cookies and a few of our top performing cakes.



Renders for Expansion-Cookies in Grocery













PHASE 2

Market Test



Carolinas: Expansion is expected to understand the success of this new packaging with the mainstream consumer

Anaheim: Core stores and markets is expected to understand current consumer behavior towards the new

packaging

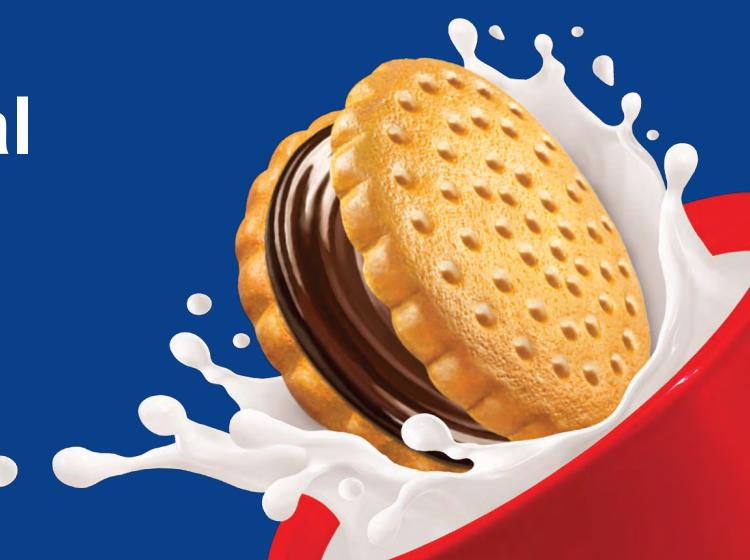
First Wave

- Dates: Starting Mid November 2023 for 3 months
- Markets:
 - Anaheim, CA- Current stores and accounts
 - North and South Carolinas Current stores plus possible expansion in Publix and Food Lion



Promotional Support

Market Test





Shelf Space Need

5 Cookies

Ideal expansion shelf space is to have 2 ft space next to current mainstream cookies them.

POS Support

Clip Hutch 26"



Weekender 12"







Promotional Support for Grocery

\$3.33 List - \$4.39 SRP Trimester Blended Realization Target = \$2.67



PROMO STRATEGY
Intro Price Point - \$3.49
Display promos at 2/\$7

IDEAL Trial Vehicle is Singles Display near Check-out 4/\$5

Distribution

Food Accounts – Ideally Cookie Aisle or SBG Section in-line

ACV TARGET

40% ACV within first 4 weeks 70% ACV within first 12 weeks

PROMO STRATEGY

FREQUENCY – 2 weeks on, 1 week off
Keep focus on item (promote multiples when on stand-alone
display or endcap)

NO promos week of Thanksgiving, Christmas or New Years (EXCEPT tpr tag of \$3.99 to keep display up, if necessary)

KEY FACTS

- Generate trial
- Always in promo price to maintain display presence during test.





PHASE 3-2024 Plan

Expansion and Format Changes And New Items





National Packaging Change

Packaging
Architecture will
change nationwide
in all products
during Q2-2024



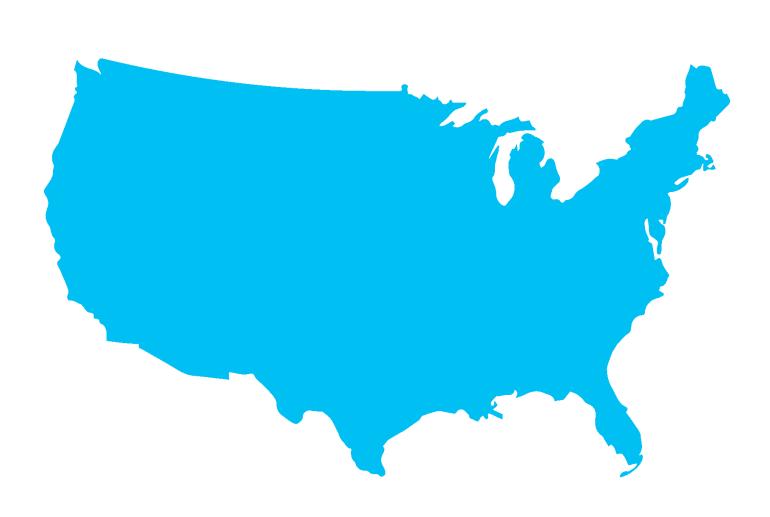


3-Year Expansion Plan

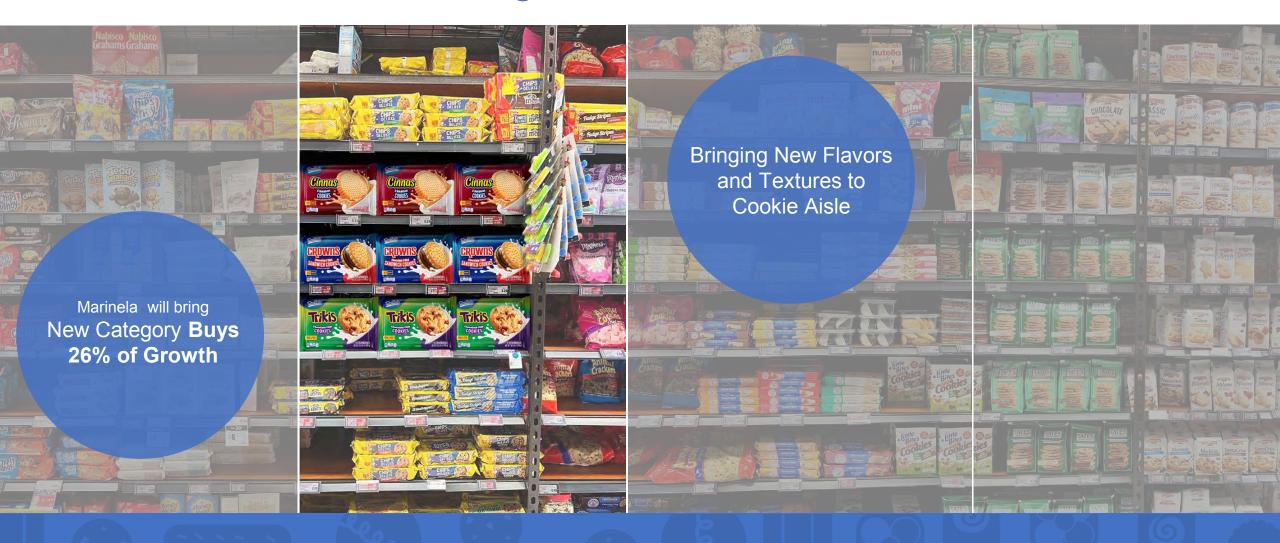
The Re-launch divided into 3 phases for resource efficiency and stronger media flights:

- 1. East Launch (Year 1-2024)
- 2. Central Launch (Year 2-2025)
- 3. West Launch (Year 3-2026)

Expansion will have marketing support



Belong in the Cookie Aisle



Location is the most important factor of success, and that is why Marinela will bring the correct formats to belong, including unique variety of flavors and textures



Reseatable Multiserve with new design will bring excitement to the category



Marinela Marketing Calendar



