# Stephens



Conference Call

Conference Call with Michael Bufano, Former CFO of Panera Bread

Friday, April 17th at 11:00 a.m. ET/10:00 a.m. CT

Stephens is hosting a conference call for institutional investors with Michael Bufano, the former CFO of Panera Bread. The call will discuss how to best manage a public company's financial operations intelligently through the severe Covid-19 down cycle from a cost reduction and cash preservation perspective, and what a CFO critically needs to be focused on in this dynamic environment.

#### About Featured Speaker Michael Bufano



Mike Bufano served as Chief Financial Officer of Panera Bread from April 2015 through February 2020. In this role, he was responsible for Panera's finance, accounting and investor relations departments. Bufano previously served as Senior Vice President of Planning and was responsible for financial planning and forecasting, as well as business analysis. Previously, he served as Vice President of Planning from July 2010 to August 2014.

Prior to joining Panera, Bufano spent nine years at PepsiCo in various strategy, financial planning and business analysis roles for the company's soft drink and bottle water business. In addition, Bufano helped build the sales strategy and analysis function supporting the teams selling to PepsiCo's largest retail partners. He also served as the head of Financial Planning & Analysis for Americas Beverages, including North and Latin America. Prior to PepsiCo, Bufano worked for Accenture, consulting for clients in the telecommunications, banking, and pharmaceutical industries.

Bufano earned a Bachelor of Arts in Political Science from The University of Chicago and a Master of Business Administration from The Wharton School of Business

Conference call date and time subject to change. To join the call or to obtain more information, please contact your Stephens sales representative.

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- What are the critical factors for success in managing through the Covid-19 down cycle with respect to cost reduction, restructuring and cash management from a general perspective? What are some key mistakes to avoid?
- The CFO's perspective on the pros/cons of keeping employees vs. cutting hours vs. furloughing vs. laying off.
- The unique challenges of re-hiring and restarting a restaurant after this crisis passes. Also a discussion on other unique dining and retail challenges.
- Thoughts on what Mr. Bufano believes Panera is doing to weather the storm. Finally, what is his personal perspective on the prospect for a consumer led Vshaped or U-shaped recovery, in general and in the context of the pronounced challenges in dining, retail and consumer environments in 2020-21.

### **Conference Call Hosts**

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