



THE J.M. SMUCKER COMPANY  
FISCAL YEAR 2020 SPOTLIGHT



Over  
**7,000**  
Talented & Experienced  
Employees

Headquartered in  
Orrville, Ohio



## OUR PURPOSE

Helping to bring families  
together to share memorable  
meals and moments



More Than  
**30**  
Locations Across  
North America



**\$7.4 Billion**  
Net Sales in  
Fiscal Year 2018

Smucker  
Family-Led for  
120+ Years

**90%**  
of U.S. Homes  
Have a Smucker  
Product in the  
Pantry

# SMUCKER AT A GLANCE





## DELIVERING CONTINUED SUCCESS

### MARK SMUCKER

President and Chief Executive Officer

On behalf of the entire leadership team, I am excited to introduce the first-ever J.M. Smucker Company Spotlight. This new communication allows us to share our perspectives on some of the important work advancing our business as we enter fiscal year 2020.

As the fifth generation of Smucker family leadership, I am humbled to serve as steward of this Company. I am passionate about maintaining the unique culture that allows us to collectively thrive. One of the keys to achieving that is a clearly defined growth strategy that outlines a path to both short and long-term success.

The last 24 months have represented a significant, but necessary, transformation of our Company — one that positions us to succeed now and well into the future. I'm confident we will realize this success by continuing to lead in the best categories, building brands consumers love, and being everywhere our consumers want us.

#### In fiscal year 2020, that means prioritizing the following:

**Achieve our fiscal year 2020 performance targets.** Meeting and exceeding our fiscal year performance targets ensures we remain a healthy business, well positioned for long-term growth. I have complete confidence in our ability to do just that in fiscal year 2020 and beyond.

**Ensure our culture engages and inspires employees.** I am incredibly proud of the brands we have built and the innovation we bring to market. But, what I'm most passionate about is the people who work here—those who drive our success. Inspired by our *Basic Beliefs* and *Our Commitment to Each Other*, we've built a culture where people can express themselves, feel their opinions will be heard, work collaboratively, and enjoy themselves. Most importantly, we are committed to the long-term growth and development of every employee — helping them realize their full potential by providing a supportive environment.

**Fully leverage our enhanced capabilities.** In the past few years, we have made significant investments in capabilities that position us to better meet the demands of a modern-day food company. A few of the investments that will support our continued success in fiscal year 2020 include:

- o A new marketing model that positions us to better market our brands to multiple generations of consumers
- o An evolved approach to innovation that has successfully delivered products consumers truly want, such as *1850*<sup>®</sup> coffee, *Jif Power Ups*<sup>®</sup> snacks, and *Milk-Bone*<sup>®</sup> long lasting chews
- o The construction of our Longmont, Colorado, manufacturing facility to support our growing *Smucker's*<sup>®</sup> *Uncrustables*<sup>®</sup> brand
- o Leveraging data analysis experts and enhanced technology that creates competitive advantages in how we position our brands for omni-channel success

In fiscal year 2020, it is critical that we fully leverage these enhanced capabilities.

When my great-great-grandfather started this business, it was never about just making a profit. It was about creating opportunities for his family, employees, partners, and local community to experience success. I am proud to say this spirit of "Thriving Together" is as strong at Smucker today as it was more than 120 years ago. While the business environment and categories we participate in are as competitive as ever, we believe our commitment to ensuring all those connected to our business thrive with us helps set us apart.

As you will read in the subsequent sections of this Spotlight, there is a lot to look forward to in fiscal year 2020. I am confident our Company will continue to experience success in this new year and am excited to share in that success as we thrive together with all our partners.

## CREATING FINANCIAL FLEXIBILITY FOR REINVESTMENT AND GROWTH

### MARK BELGYA

Vice Chair and Chief Financial Officer

As a leadership team, we believe a key attribute of our overall financial strength as a Company is flexibility. This attribute enables both the short and long-term execution of our strategic initiatives and priorities. Flexibility is established by margin or profit improvement, capital and asset efficiency, and free cash flow generation. A linkage occurs between the management of these things: profits, capital, and cash flow, which leads to achieving our top and bottom-line growth objectives.

The notion of margin or profit enhancement is driven by several factors, one being our cost management initiatives. The focus on cost savings and our *Right Spend* program has allowed for a balance between funding investments in our brands and Company, while at the same time supporting earnings growth. Our cost management focus is not a cost cutting exercise; rather, it is us being good stewards of our budgets while supporting reinvestments in our key brands and internal capabilities.

We have fully embraced the continuous improvement mindset needed to take out unnecessary costs, while cultivating programs to better manage spend and activity. This mindset gives our teams the opportunity to prioritize their respective initiatives to deliver on our growth objectives most effectively and efficiently.

At the heart of our approach to reinvestment is the simple concept of making sure every single dollar we invest as a Company delivers more than a single dollar in return both in the near and long-term. To enhance the return on our strategic decisions, we will be implementing a new performance metric in fiscal year 2020 – Return on Invested Capital (ROIC). This metric ensures we improve margins or profits, while managing capital or asset efficiency, and focuses on both short and long-term decisions.

When we dedicate resources to innovating new brands and products, we support the Company's continued growth and help maintain the relevance of our brands as consumer tastes and preferences evolve. An important element of this investment is our commitment to enhanced insights to drive purposeful innovation. We are dedicated to understanding consumers and their needs to accurately determine where to invest in products and services as a Company.

We are also reinvesting in technology and analytics as part of our commitment to data-driven decision-making. For example, we have introduced new predictive analytics capabilities to supplement our traditional reporting processes. This allows us to assess sales performance and make decisions before a given month or quarter is over – so we have time to recognize and act on opportunities we previously might not have seen in advance. We're also investing in self-service business intelligence across the Company to ensure our teams have the capabilities they need to win.

Along with our enhanced capabilities, we have also embedded data scientists within our business teams to further support front-line decision-making. Having this expertise has extended our use of analytical tools and has fostered a spirit of data-driven decision making.

Freeing resources through smart cost control gives us the flexibility to reinvest savings in ways that have a direct impact on how we serve consumers. I'm excited about the opportunities for our Company in fiscal 2020 and strongly believe financial flexibility will be a key component of our ongoing success.



**“When we dedicate resources to innovating new brands and products, we support the Company's continued growth and help maintain the relevance of our brands as consumer tastes and preferences evolve.”**

## ANTICIPATING AND MEETING CONSUMERS' PREFERENCES

### TINA FLOYD

Senior Vice President and General Manager, Consumer Foods

### AMY HELD

Senior Vice President, Corporate Strategy, M&A, and International

### DAVE LEMMON

President, Pet Food and Pet Snacks

### JOE STANZIANO

Senior Vice President and General Manager, Coffee

At Smucker, we are relentlessly consumer-centric. That means consumers drive our strategy and execution – they are at the center of everything we do.

Nowhere is this more critical than in the way we set the priorities for our strategic business categories: consumer foods, coffee, and pet food and pet snacks. We are committed to understanding our consumers so well that we're not only able to deliver on their current needs but also able to anticipate their future behaviors. When we anticipate what consumers will need tomorrow, we can work today to introduce solutions that will be waiting to satisfy them.

However, it takes more than desire to know and adapt to consumer preferences. Our innovation is powered by a renewed commitment to sophisticated data analytics. Today, our capabilities in this area are light years beyond where we have been.

Our predictive analytical capabilities model both traditional and non-traditional data at the individual consumer and item level to help optimize future strategies. These investments helped ensure our launches of 1850® coffee, Jif Power Ups® snacks, and Milk-Bone® long-lasting chews were successful.

In addition to our internal efforts, we've been aggressive in working with third parties and thought leaders to turn their expertise into insights that directly apply to our consumers. That's one reason we know some truths extend across all our product categories—for example, that people are looking for convenience, nutritional benefits, and low prep, whether they're shopping for snacks, spreads, coffee, or pet food.

**Other insights speak more specifically to buying habits in each of the categories we offer:**

**In consumer foods, we continue to see a decided preference for snacking.** As consumer preferences change, our brands will continue to evolve with them. Our consumer-first mindset means we meet that consumer preference with a balance of taste and function, a "right place, right time" approach, and convenience that gives people portable options requiring minimal preparation. We know our core brands, like Jif® and Smucker's®, will always be a part of consumers lives, but it is likely that will show up in additional forms and formats, such as Jif Power Ups® snacks and Smucker's® Uncrustables® sandwiches. That confidence in these trusted brands

highly influences our path forward – encouraging our continued innovation to grow Jif® and efforts to refresh Smucker's® with new, exciting products and a fresh vision for branding and marketing. We complement the success of our leading brands by investing in growing brands, like Sahale Snacks®, which is uniquely positioned to meet the needs of consumers with convenience and one-of-a-kind flavor varieties. Knowing consumers and being responsive to their needs helped our snacking sales grow 20 percent in the last few years.

**In coffee, we are seeing a continued desire for convenience and darker roasts.** Folgers® was the first major brand to participate in the one-cup space and we continue to broaden our one-cup offerings to make the at-home experience easy and enjoyable. The growing preference for premium, darker roasts is met by brands like Café Bustelo® and 1850® coffee as well as planned innovations, including the upcoming introductions of Folgers® Noir™ and Dunkin® Signature Series.

**Premiumization and engagement are two trends rapidly shaping the pet food and pet snacks category, as pet parents look for products that offer added benefits to their pets nutritionally and emotionally.** We're bringing innovation to established and growing brands to serve this new generation of pet parents. Milk-Bone® is entering the engagement space with introductions including Wonder Bones® and Milk-Bone GnawBones®, both of which are designed to ensure pets are engaged and active even while pet parents are away. We have also introduced new Nature's Recipe® True Treats™ to

serve those interested in clean ingredients and natural meat selections. We are also continuing to innovate to bring new dog and cat food offerings to market, including introductions from Rachael Ray™ Nutrish®, Meow Mix® Grain-Free, and the relaunch of Natural Balance® Ultra. As we enter fiscal year 2020, pet parents are confirming our strategy is working as we're experiencing growth in a majority of the pet food and treat segments we participate in.

**Bringing our beloved brands to consumers outside of the U.S. remains a focus, however we recognize the unique needs of those in different areas and develop our strategy accordingly.** For example, while we divested our baking business in the U.S., the category continues to thrive in Canada and we remain invested in it with leading brands such as Robin Hood® and Five Roses®. We are also committed to delivering innovations internationally, primarily as part of our Canadian and export businesses, and will continue to do so thoughtfully with an eye toward our unique understanding of the needs and preferences of each geography's consumers.

There are exciting opportunities ahead across all our categories and geographies based on our continued commitment to the consumer. Each of us takes pride in the products we offer, but we know the measure of success is how well those products meet our consumers' needs, not ours. When we truly understand our consumers, success is never far behind.

## NEW INNOVATION PLATFORMS

1850® Coffee

Jif Power Ups® Snacks

Milk-Bone® Long Lasting Chews



## BEING EVERYWHERE CONSUMERS WANT US TO BE

### KEVIN JACKSON

Senior Vice President, U.S. Retail Sales and North American Away From Home

### DAN COOKE

Vice President, eCommerce

### TIM WAYNE

Vice President and General Manager, North American Away From Home

Being everywhere consumers want us is one of our core growth imperatives, but what exactly does that mean? In short: Offer what a consumer wants, when and where they want it. While some may view this as an overwhelming challenge, we are motivated by these new opportunities. We're taking advantage of them to deliver great consumer experiences while simultaneously growing our brands.

Meeting the preferences of today's omni-channel shopper requires a commitment to evolve so we can align with the ways consumers discover, research, and shop our brands. It is essential we meet and engage consumers in a way that is convenient and relevant across every touchpoint, and we're well positioned to do that.

Grocery store shelves are the channel most people traditionally associate with our products, and they are still critical. Today, we work with our customers to maximize every inch of retail real estate – both physical and digital – to deliver the most convenient shopping experience. Increasingly, this requires sophisticated data analysis to identify the optimal selection of products for each retail partner. It also means providing store-by-store recommendations on how retailers can optimize their merchandising approach to best address how consumers want to shop each category – both in store and online.

Of course, being everywhere doesn't only apply to the availability of products. We also need to tell our story in the right places, so we meet consumers wherever they seek information and inspiration. This is a critical aspect of our ecommerce experience, a strength we continue to invest in and scale aggressively. We view ecommerce not simply as

a sales channel, but in terms of the relationship it allows us to have with the consumer. We are committed to making it as easy as possible for consumers to learn about our products and engage with our brands as part of their daily digital habits - to go beyond a sale and to encourage advocacy. As we continue to grow our ecommerce efforts, we are being thoughtful about the best ways to partner with retailers while enhancing our capabilities across the board.

A unique aspect of our business and our ability to reach consumers is our North American Away From Home strategic business area. In addition to consumers trusting our products in their homes, they also have an opportunity to enjoy them in restaurants, hotels, hospitals, schools, and other venues across the country. This allows us to strengthen relationships with current consumers and create relationships with new ones.

As you would imagine, all our efforts are powered by data and market intelligence. Our use of information helps us understand consumer needs and anticipate future behavior, so we can be there waiting for them. This is reflected in everything from where and how we distribute certain products to our pack sizes to the convenience of our offerings and assortment, among countless other considerations, all based on our data-driven understanding of the consumer and our commitment to serving them daily.

Consumers don't see that effort—and they shouldn't have to. They see only whether we're there when they need us, and we are committed to being there every single time.





## BUILDING BRANDS CONSUMERS LOVE

### GEOFF TANNER

Senior Vice President, Growth and Consumer Engagement

There has never been a more important time to be world-class at building brands. Our marketplace is rapidly evolving, with new competitors, new channels, and new business models. Having a portfolio of brands that consumers love, and that are available everywhere, is how we will continue to thrive in this evolved marketplace.

Achieving the objective of building brands consumers love in today's marketplace is very different than it was even five years ago. It is more complex, requiring new capabilities and a level of agility that is not normally associated with large companies. In short, companies need to rethink how they operate, which takes a great deal of courage and vision.

These new requirements of brand building were the catalyst for the transformation of our marketing model. With the new model, which we call the Power of One, we collapsed multiple, internal teams and external agencies into three multi-discipline teams, supporting each of our key businesses. This new structure places the omni-channel consumer at the center of everything we do and enables us to move at the speed of culture.

Today, more than ever, brands need to clearly stand for something in consumers' lives and strive to make a positive impact. The bar on creative has been raised too, as consumers have more of a choice on whether they engage with our content. Our brands need bold, breakthrough creative, and to be part of culture.

I believe marketers have a responsibility to create disruptive work that gives consumers a reason to take notice – that makes them feel something. Their time is valuable and limited. We need to give them a compelling reason why we deserve it.

Another critical element of building brands consumers love is bringing to market new products to meet changing consumer needs and tastes. Over the past few years, we have established a dedicated innovation capability to better enable us to identify consumer needs and deliver not only new products but also new product platforms that perform important jobs for consumers.

At the core of this new model is design thinking, including the application of new, deep research techniques, rapid prototyping, and a design-led approach to craft every aspect of the consumer experience. The recent launches of 1850® coffee, Jif Power Ups® snacks and Milk-Bone® long lasting chews were born from this new innovation model. The success of these launches has inspired a robust product pipeline that we are excited to bring to market in fiscal year 2020 and beyond.

Our marketing and innovation models are both increasingly informed by new data and analytical capabilities that we put in place last year. The teams use these new capabilities every day to identify opportunities and make more informed decisions. This includes new approaches for analyzing markets, identifying unmet consumer needs, testing products and creative, and advanced modeling to ensure every marketing dollar we spend to support our brands is spent as effectively and efficiently as possible.

We have the fortune of participating in great categories that are highly responsive to marketing and innovation. And, we have incredible brands that enjoy tremendous trust with consumers. Now, armed with these new capabilities, and inspired by the early success we are seeing, we are striving to become one of the world's leading brand building organizations.

## FOSTERING OUR UNIQUE, CARING CULTURE

### JILL PENROSE

Senior Vice President, Human Resources and Corporate Communications

If you ask our employees what makes Smucker a special place to work, they will mention our culture and their colleagues. There are few things that make me prouder. Our leadership team is passionate about our people and continuing to create an atmosphere that makes people proud to work here.

Historically, we have focused on nurturing and preserving our unique culture. We've also been bold about evolving our business and how we do things to drive growth and ensure relevance. It is the combination of preserving our core values, while being open to changing everything else, that will enable the continued growth of our Company and people.

We're purposefully building on the foundation of our *Basic Beliefs*—Quality, People, Ethics, Growth, and Independence—and *Our Commitment to Each Other*—the guiding principles that define our expectations for all employees. We are also defining new capabilities and cultural attributes that are essential to leading our Company into the future.

We are fortunate to have exceptional talent across our business. That's why we invest in our people—from training and coaching our people managers to inspire those they lead—to providing opportunities for continuous learning to employees at all levels. Career growth is critical to today's professionals and we are committed to helping our employees realize the goals they have for themselves. We do this by

providing resources to help them develop their skills and enhance their experience, and, whenever possible, the support to ultimately take on roles of increasing responsibility.

As we engage with and develop our people, we focus on supporting the whole person, including their passions and lives beyond work. Today, that means more than just appreciating the need for work life integration—it means taking intentional steps to make it a reality for our employees. That's why we've invested in wellness resources and empowered our people managers to create a more flexible and agile work environment for employees.

We are proud of who we are as a Company, our people, and our unique culture. However, we are never satisfied and constantly strive to improve. We remain steadfast in our work to ensure that our employees—at every location—in every department—and on every team are experiencing the best of the Smucker culture. Like any business, we will always have room for improvement and growth. However, when we identify gaps within our culture, we embrace the opportunity for improvement with the same passion and rigor as any business challenge because we truly believe our culture and long-term business results are inextricably linked. We look to the future with optimism and confidence because of our valued employees and remain committed to fostering a unique environment where they can thrive and grow.



## ENSURING A SUSTAINABLE, ETHICAL SUPPLY CHAIN

### JEANNETTE KNUDSEN

Senior Vice President, General Counsel and Secretary

### JULIA SABIN

Vice President, Government Relations and Corporate Sustainability

In fiscal year 2020, we will purchase ingredients and packaging materials domestically and from countries around the globe. In line with our *Basic Beliefs*, it is important to us that these are sourced in a sustainable and ethical way.

To apply this principle across a diverse array of sources, we need to remain diligent in establishing expectations, and work closely with our suppliers to make sure our standards are maintained.

However, being rigorous doesn't mean being rigid. We are committed to building trusting relationships with our suppliers and leveraging their expertise to enhance our efforts to protect the quality of the ingredients and materials we rely on and support the places they come from.

To support our commitment to ethical sourcing, we have an established Supplier Code of Conduct that clearly articulates our expectations for those we do business with. Our Supplier Code of Conduct communicates our standards across many different areas relating to the supply chain, including social, labor, and environmental practices. With these standards established, we conduct audits and assessments that ensure alignment and help

identify areas for improvement. In fiscal 2020, our Global Responsible Sourcing program will enhance our auditing and enforcement efforts.

Ensuring our Company has a viable supply of ingredients is another key component of our supply chain efforts. Nowhere is this more evident than our Green Coffee Strategy. Given coffee's importance to our business and our consumers' lives, we continue to invest in responsible coffee sourcing initiatives, programs to support smallholder farmers, and integrated environmental protection efforts. These investments have helped to solidify the coffee supply chain in El Salvador, Indonesia, Honduras, and Nicaragua, while also improving the quality of life for the coffee growers who depend upon the commodity for their livelihood. Our efforts in fiscal 2020 will continue to demonstrate our commitment to the long-term viability of not only the coffee supply chain but other key ingredients in our portfolio.

Consumers today expect high levels of sourcing transparency. They are more thoughtful and conscientious about the products they enjoy, and that requires companies to act in the same spirit. Given the growing importance consumers are placing on these efforts, we have made it a priority to be as transparent as possible about our sourcing programs.

All our teams share in this dedication, and our support of this value has made transparent, ethical, sustainable practices an expectation across all aspects of our business. Having these values as a core part of our Company's DNA goes a long way to ensuring we meet both the expectations we've set for ourselves and those of our customers and consumers.

## GREEN COFFEE SUSTAINABILITY

As a market leader in the coffee category, we have pursued a three-pronged green coffee sustainability strategy built around Responsible Sourcing, Smallholder Support, and Integrated Environmental Efforts. We are proud of our accomplishments in support of the sustainability of the coffee supply chain. Some recent highlights include:

**16,500**  
SMALLHOLDER  
FARMER  
BENEFICIARIES

**\$2.4M**  
DISTRIBUTED TO  
991 FARMERS

**19,950**  
HECTARES OF  
LAND IMPACTED

**39%**  
AVERAGE  
PRODUCTIVITY  
IMPROVEMENT



## POWERING OUR BUSINESS WITH TECHNOLOGY

### BRYAN HUTSON

Vice President, Information Services

We are a company that is using technology more strategically than ever before to create competitive advantages. In the past few years, we made the decision to significantly increase our technology investments to ensure our teams have the tools they need to win. We focused our investments in four key areas:

**Enhancing the Consumer Experience.** Our teams leverage technology to enhance how we present our brands to the consumers who buy our products. In partnership with our Marketing teams, we're designing systems to capture consumer data and generate powerful insights. These systems help us understand consumers' preferences – allowing us to determine when and how it's most relevant to connect with them. The more seamless an experience, the better.

**Leveraging Data and Analytics.** We believe that our use of analytics and data visualization must tell a story that leads to actionable results to be considered valuable. Our organization is fortunate to include people who are passionate about our internal partners and their data. They bring expertise in collecting, connecting, assembling, analyzing, and visualizing data to help our business leaders have greater confidence in the decisions they make. We have team members supporting nearly every function of the Company—with some now embedded within our business units. They work with business leaders to cultivate insights and develop new ways to visualize information, so each function can make better-informed decisions.

Improvements in this area include enhancing the quality of the data we collect, in part by looking to non-traditional sources such as weather trends, crop yields, and socioeconomic patterns. We're also implementing more predictive modeling to ensure we are planning for the short and long-term.

**Updating ERP Systems.** As you can imagine, there are several enterprise resource planning (ERP) systems used across our Company, from HR to Sales to Supply Chain. We're making major investments to update these systems so they'll help our teams be more productive and responsive to changes in our business. Reminding ourselves that challenging existing business processes can often be as important as the investment in new hardware and software.

**Facilitating Productivity and Collaboration.** We want to make it easy to do business with and within Smucker—our emphasis on productivity and introducing tools to allow for greater collaboration helps us do just that. Today, about two-thirds of our employees are located somewhere other than our Orrville headquarters. Using technology to connect people, through video conferencing, for example, can nurture our culture by helping make the Company feel smaller and more connected. Another example is our leveraging of cloud systems to further collaboration and enhance agility. These tools are essential to ensure our teams effectively collaborate—delivering projects and innovation as planned. The same tools can help people outside Smucker do business with us more easily, by enhancing communication and the flow of necessary information.

We are pleased with the results our investments in technology have delivered and are excited by the promise of the capabilities on our technology roadmap for the next three to five years. We don't strive to be a technology company but, like one, we are acting on its critical importance to our success moving forward.



An example of a dashboard focused on presenting actionable insights. In this view, our team has provided a retail partner with an assessment of their pet food and snack aisle and recommendations for optimization based on an analysis of consumer purchase behavior.

## MAINTAINING JEROME'S COMMITMENT TO QUALITY

### RANDY DAY

Senior Vice President, Operations

### ROB FERGUSON

Senior Vice President, Supply Chain

Quality is one of our *Basic Beliefs*. It has been fundamental to the identity of our Company for more than 120 years. Our founder, Jerome Monroe (J.M.) signed every jar of jelly that left our facility, and we continue to take the same care with every single jar, can, and bag we sell. Today, that commitment extends to a broad array of safe, high-quality products that our consumers can trust for themselves, their loved ones, and their pets.

Taking this commitment personally, from the Smucker family through every level of our organization, is nothing new. However, the methods we use to ensure quality have evolved a great deal. We constantly push ourselves to introduce new ways of ensuring quality and accountability.

Our work starts with ensuring the ingredients we receive from our suppliers are the quality we demand, and our consumers expect. A key contributor to our success is the relationships we build with our suppliers. These often decades-old relationships allow us to focus our efforts to assure only the highest quality, ethically, and sustainably-sourced ingredients and packaging materials make it to our manufacturing sites.

Another example of our commitment to continuous improvement has been the restructuring of our process for evaluating individual quality incidents, so we not only address any issue that arises, but learn from it as well. In our system, a quality incident is any issue that occurs at any stage of production. We are proud to have internal expectations that are stricter than industry requirements and recording and tracking capabilities to help us detect issues immediately. Our process is designed to be predictive in nature, which greatly reduces the risk of issues actually reaching a consumer.

We maintain this unwavering commitment to quality while also supporting efforts around cost management and innovation. We're pioneering new ways to use data to improve processes and create greater efficiency, and we are exploring potential uses of automation or smart manufacturing that complements our work and provides demonstrable benefits. The cost savings derived from these efforts are then reinvested in innovation and process improvements.

One example of how technology automation can help promote quality is in the production of *Smucker's® Uncrustables®* sandwiches. Our manufacturing facility in Scottsville, Kentucky, produces more than 2 million sandwiches a day. With this volume, there is a need for sophisticated systems to help ensure the appropriate production of each sandwich. We are in pilot development of an imaging system that photographs every sandwich. This data will then be used to optimize upstream controls to deliver quality and consistency.

From our raw ingredients to our finished products, from our packaging to the people who put it all together, quality at Smucker has no finish line. We strive to improve every single day to ensure we are delivering excellence to every consumer.



**" Our founder,  
Jerome Monroe (J.M.)  
signed every jar of jelly that  
left our facility, and we  
continue to take the same  
care with every single jar,  
can, and bag we sell."**





This Spotlight includes certain forward-looking statements about the Company's business and the Company's future business plans, initiatives, and objectives. These forward-looking statements are based on the Company's current expectations, estimates, assumptions, and beliefs concerning future events, conditions, plans, and strategies and are subject to a number of risks, uncertainties, and other factors, many of which are outside of the Company's control and could cause actual results to differ materially from such statements. These risks and uncertainties include, but are not limited to, those described under "Risk Factors" in reports and statements filed by the Company with the U.S. Securities and Exchange Commission. The Company does not undertake any obligation to update or revise these forward-looking statements to reflect new events or circumstances.

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