

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.

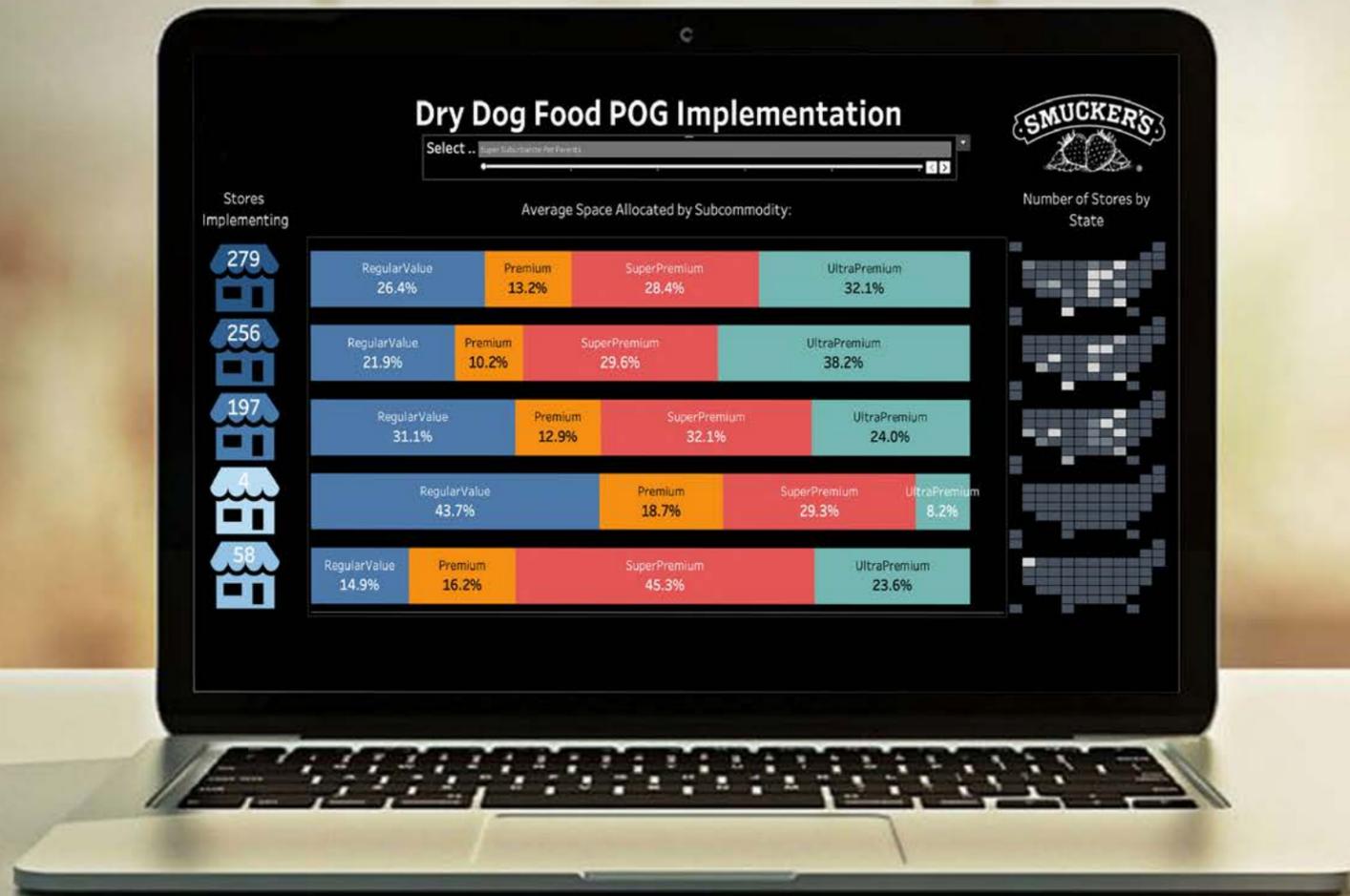
Leveraging Data and Analytics. We believe that our use of analytics and data visualization must tell a story that leads to actionable results to be considered valuable. Our organization is fortunate to include people who are passionate about our internal partners and their data. They bring expertise 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.