

## ANTICIPATING AND MEETING CONSUMERS' PREFERENCES

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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

