THE J.M. SMUCKER Co.

INVESTOR DAY

DECEMBER 10, 2020



AMY HELD

Chief Strategy & International Officer

Focus on Execution Excellence

1. DRIVE COMMERCIAL EXCELLENCE
2. STREAMLINE OUR COST INFRASTRUCTURE
3. RESHAPE OUR PORTFOLIO
4. UNLEASH OUR ORGANIZATION TO WIN

Drive Commercial Excellence



LEAD IN THE BEST CATEGORIES

BUILD BRANDS CONSUMERS LOVE

BE EVERYWHERE

FOCUS ON THE CONSUMER AND CUSTOMER

OPPORTUNITY TO **MAINTAIN** & **STRENGTHEN** OUR CURRENT **MOMENTUM**

- **IMPLEMENTING PROPRIETARY DIGITAL AND AI-POWERED TOOL**
- **IMPROVING OUR BUSINESS PLANNING WITH RETAILERS**
- **REORGANIZING OUR SALES TEAM**

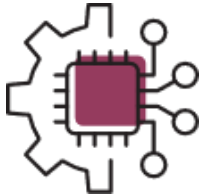
Streamline Cost Infrastructure

A PERVASIVE MINDSET OF

- CONTINUOUS IMPROVEMENT
- DESIGN TO VALUE
- OPERATIONAL EFFICIENCY







EVALUATING ALL SPEND AND IMPLEMENTING **BEST-IN-CLASS** PRACTICES

Reshape Our Portfolio



DIVEST BRANDS AND BUSINESSES NOT CONSISTENT WITH OUR STRATEGIC FOCUS

OPTIMIZE ASSORTMENT TO **MAXIMIZE** PRODUCTIVITY

60% OF OUR ITEMS ACCOUNT FOR JUST **20%** OF SALES

- INCREASE RESOURCES FOR **INNOVATION**
- **REINVEST** IN MORE PRODUCTIVE SKUS
- **LESS COMPLEXITY** FOR SALES TEAMS

Unleash Our Organization To Win

SMUCKER CULTURE IS A UNIQUE DIFFERENTIATOR

WE MUST BE MORE...

AGILE THAN COMPETITORS



LEAN TO OFFSET POTENTIAL MARGIN HEADWINDS



TENACIOUS ABOUT EXECUTING WITH EXCELLENCE





Focus on Execution Excellence

1. DRIVE COMMERCIAL EXCELLENCE
2. STREAMLINE OUR COST INFRASTRUCTURE
3. RESHAPE OUR PORTFOLIO
4. UNLEASH OUR ORGANIZATION TO WIN