



TREEHOUSE FOODS INVESTOR DAY

DECEMBER 11, 2018

SAFE HARBOR STATEMENT

From time to time, we and our representatives may provide information, whether orally or in writing, including certain statements in this Investor Day presentation which are deemed to be “forward-looking” within the meaning of the Private Securities Litigation Reform Act of 1995 (the “Litigation Reform Act”).

These forward-looking statements and other information are based on our beliefs as well as assumptions made by us using information currently available.

The words “anticipate,” “believe,” “estimate,” “project,” “expect,” “intend,” “plan,” “should,” and similar expressions, as they relate to us, are intended to identify forward-looking statements. Such statements reflect our current views with respect to future events and are subject to certain risks, uncertainties, and assumptions. Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, actual results may vary materially from those described herein as anticipated, believed, estimated, expected, or intended. We do not intend to update these forward-looking statements following the date of this report.

In accordance with the provisions of the Litigation Reform Act, we are making investors aware that such forward-looking statements, because they relate to future events, are by their very nature subject to many important factors that could cause actual results to differ materially from those contemplated by the forward-looking statements contained in this presentation and other public statements we make. Such factors include, but are not limited to: our level of indebtedness and related obligations; disruptions in the financial markets; interest rates; changes in foreign currency exchange rates; customer consolidation; raw material and commodity costs; competition; our ability to continue to make acquisitions in accordance with our business strategy; changes and developments affecting our industry, including consumer preferences; the outcome of litigation and regulatory proceedings to which we may be a party; product recalls; changes in laws and regulations applicable to us; disruptions in or failures of our information technology systems; and labor strikes or work stoppages; and other risks that are set forth in the Risk Factors section, the Legal Proceedings section, the Management’s Discussion and Analysis of Financial Condition and Results of Operations section, and other sections of our Quarterly Report on Form 10-Q, our Annual Report on Form 10-K for the year ended December 31, 2017, and from time to time in our filings with the Securities and Exchange Commission.

TODAY'S SPEAKERS

STEVE OAKLAND

CEO & President

MATTHEW FOULSTON

EVP & Chief Financial Officer

SHAY BRAUN

Chief Operations Officer

MOE ALKEMADE

SVP & Chief Strategy Officer

Mark Fleming
Division President, Baked Goods

Rob Hanlon
Chief Information Officer

Tom O'Neill
*EVP, General Counsel and Chief
Administrative Officer*

Triona Schmelter
Division President, Condiments & Meals

Lee Wise
VP, Treasurer

KEY TAKEAWAYS

CUSTOMER CENTRIC STRATEGY

**SIGNIFICANT
OPPORTUNITY TO
CAPITALIZE ON
PRIVATE LABEL
GROWTH**

**Unmatched scale
Building capabilities
Aligning with
customers' private
label growth
aspirations**

**SOLID
TURNAROUND
SUCCESS IN 2018**

**TreeHouse 2020
(THS2020)
Structure to Win
IT capabilities**

**AT A STRATEGIC
INFLECTION POINT**

**Pivot THS2020
efforts
Smaller, leaner,
higher margin, less
levered organization
Strengthen
capabilities around
commercial
excellence**

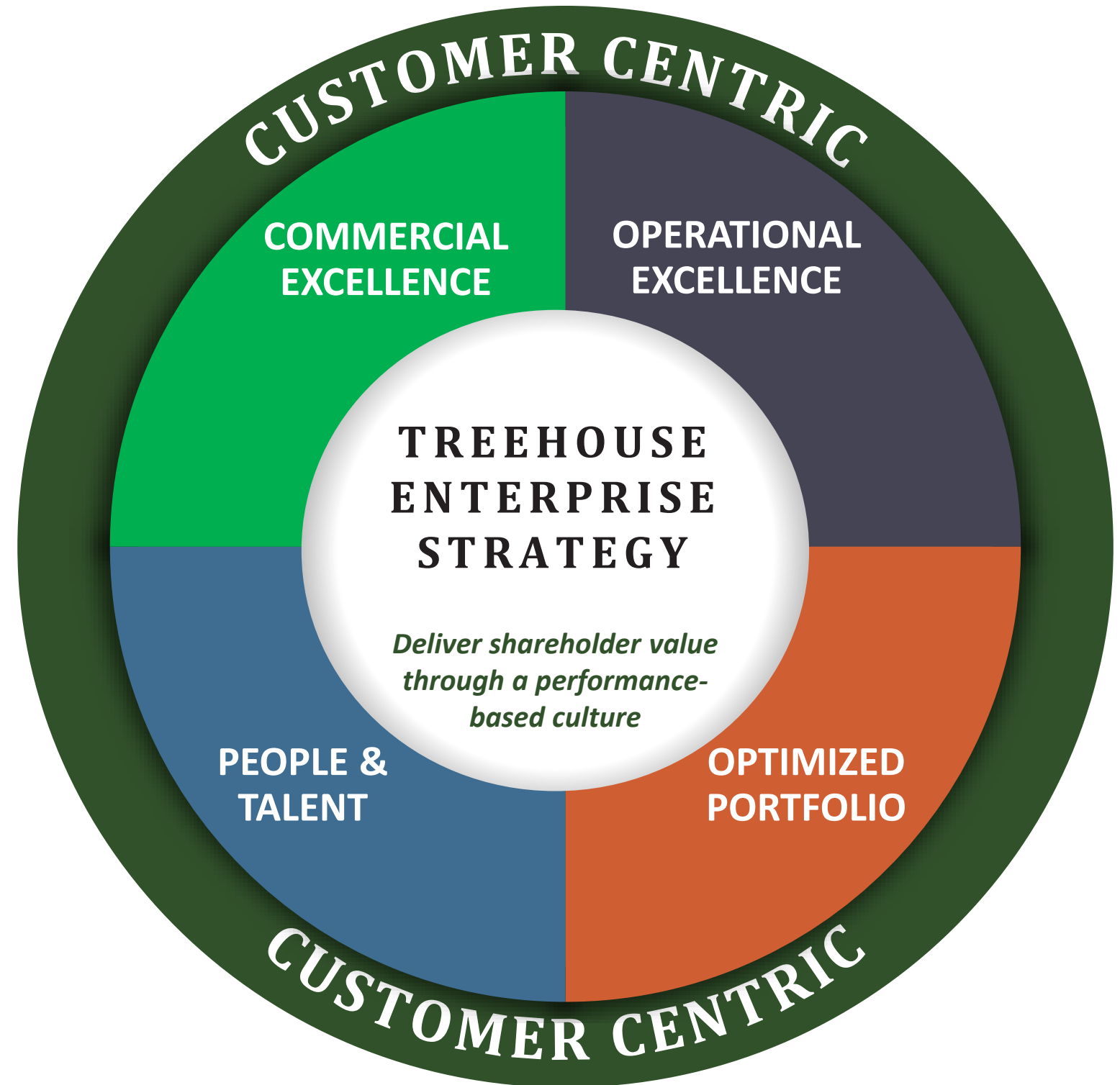
**INCREASE FOCUS
ON GROWTH IN
THE SECOND HALF
OF 2019**

**Preliminary 2019
sales guidance of
\$5.45 to \$5.75B
Preliminary 2019
EPS guidance of
\$2.35 to \$2.75**

**RETURN
TREEHOUSE TO
GROWTH OVER
STRATEGIC
TIMEFRAME**

**1-2% organic growth
EPS growth at or
above 10%
Relentless focus on
organic growth and
innovation
Make smaller, bolt-on,
synergistic acquisitions
over time**

FOUR-POINT
ENTERPRISE
STRATEGY,
WITH FINANCIAL
AND CULTURAL
COMPONENTS



WHY PRIVATE LABEL

PRIVATE LABEL PROVIDES CONSUMERS



SUPERIOR VALUE



QUALITY



CHOICE



ACCESS TO CLEAN LABEL,
ORGANIC AND LOCAL

PRIVATE LABEL HELPS RETAILERS



UNIQUE
“PROMISE”



DIFFERENTIATION



HIGHER MARGIN



DRIVE LOYALTY

CUSTOMERS ARE COMMITTED TO THE GROWTH OF PRIVATE LABEL



Wal-Mart has increased its focus on private labels in an effort to boost quality and profit margins in the category, which is vital when competing with online retailers.

DOUG MCMILLON
Walmart CEO
Q1 2017



Customers love our brands better than the national brands and better than other private label offerings. We are especially focused on our top brands of Kroger, Private Selection and Simple Truth.

W. RODNEY MCMULLEN
Chairman & CEO, Kroger
June 2018



We pioneered a grocery model built around value, convenience, quality and selection and now Aldi is one of America's favorite and fastest growing retailers. We're growing at a time when other retailers are struggling.

JASON HART
CEO, Aldi
June 2017

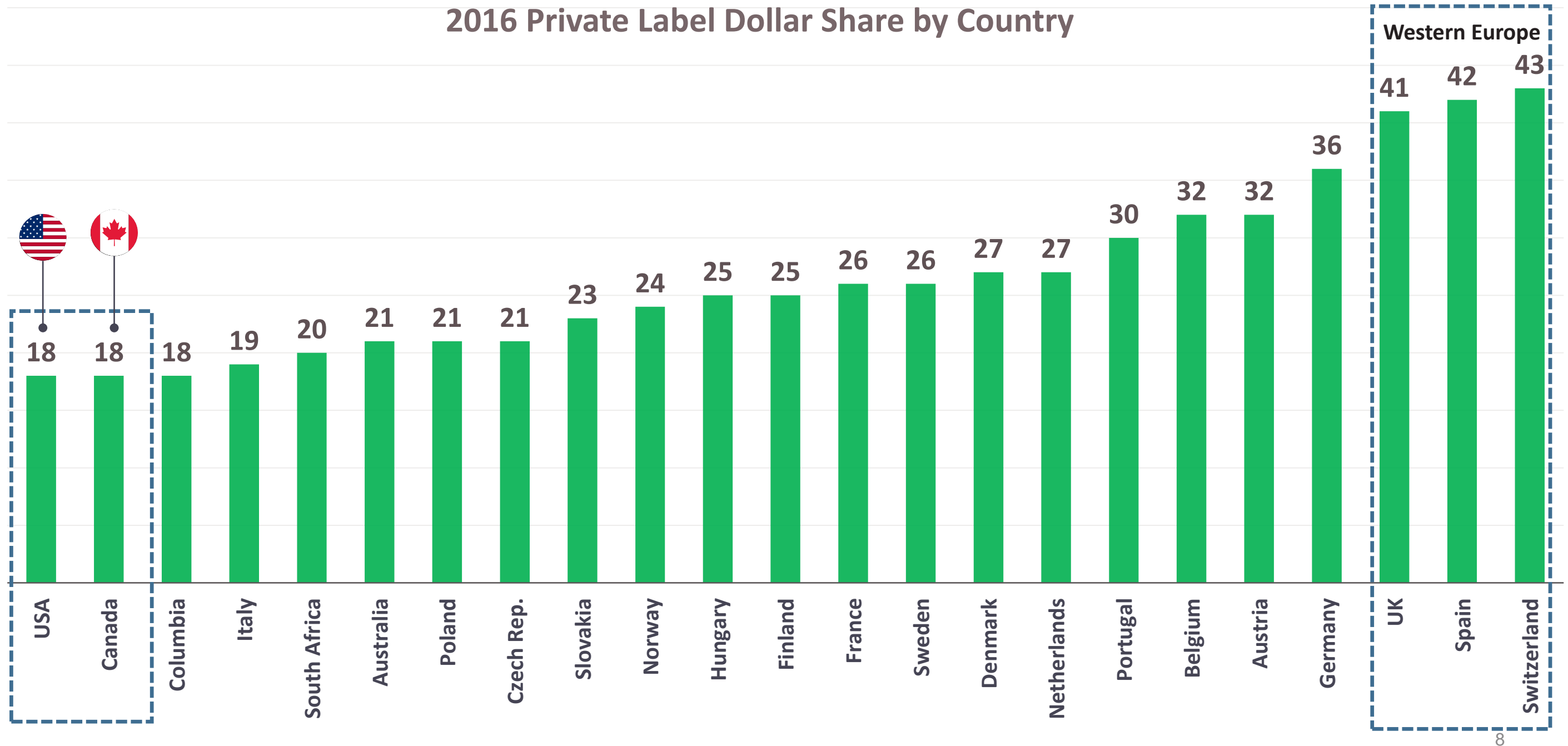


By 2020, we intend to have 50% of our own-brand sales coming from healthier products. We are the only retailer that dares to set a hard target of this kind.

DICK BOER
Ahold Delhaize CEO
Q2 2018





















































EUROPEAN PRIVATE LABEL PENETRATION INDICATES UPSIDE OPPORTUNITY IN NORTH AMERICA



Source: Nielsen Retail Hot Buttons, Q4 2017. Data refreshed through calendar year 2016.

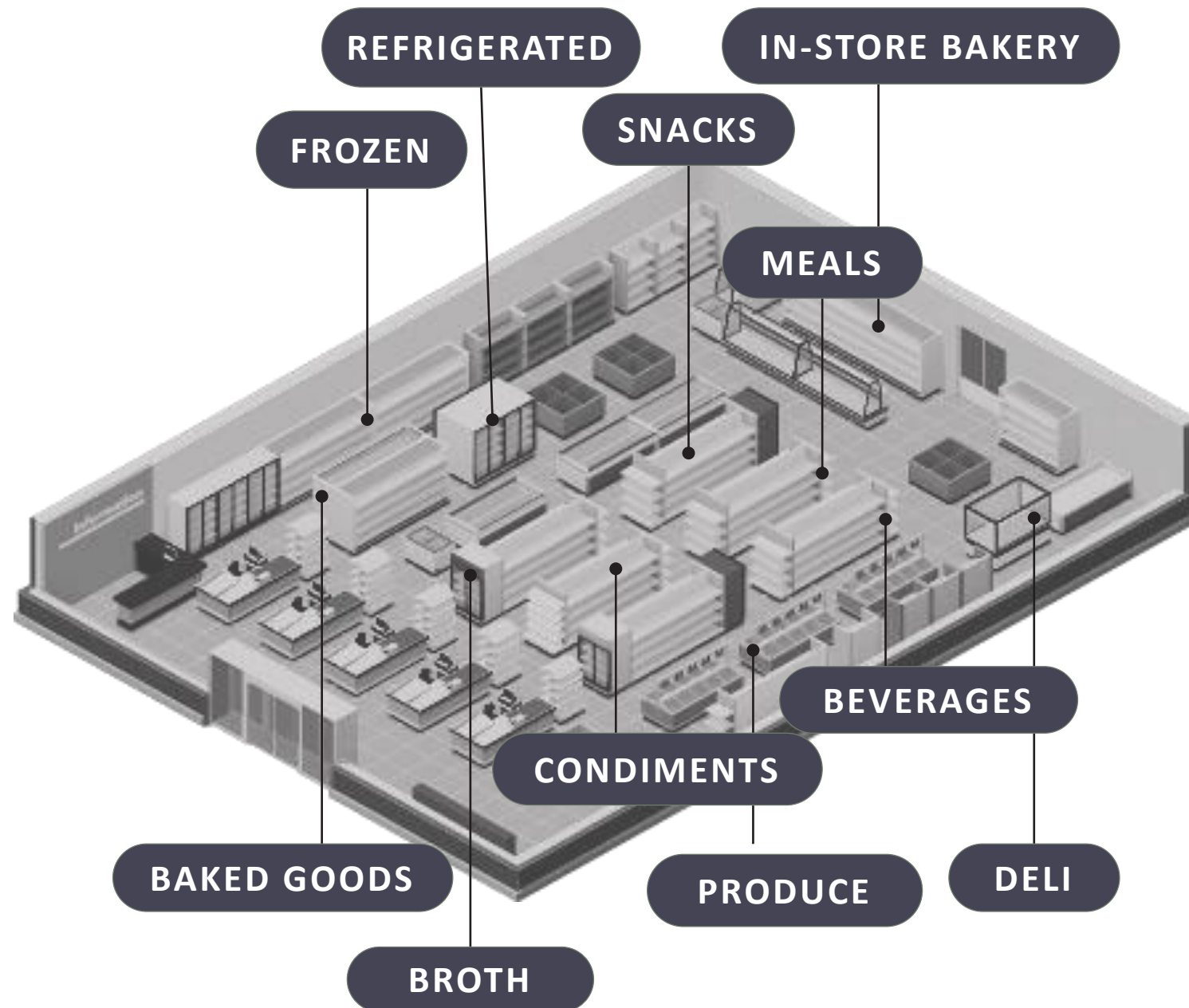
WE HAVE AN UNMATCHED PORTFOLIO ACROSS 32 FOOD & BEVERAGE CATEGORIES

BAKED GOODS	BEVERAGES	CONDIMENTS	MEALS	SNACKS
Refrigerated Dough  	Creamers  	Pickles  	Pasta  	Snack Nuts  
Griddle  	Powdered Beverages  	Pourable Dressings  	Dry Dinners  	Trail Mix  
In-Store Bakery 	SS Beverages  	Preserves  	Boullion 	Bars  
Pita 	Liquid Beverages 	Tomato Sauces  	Hot Cereal  	
Pretzels  	Other Blends  	Spoonable Dressings 	RTE Cereal  	
Cookies	Broth  	Salsa  		
Crackers  	Tea 	Syrups		
Other		Cheese/Pudding		
		Sauces		

 Indicates an area where we are #1 in private label
  Indicates Clean Label or Better-For-You Offerings

PRIVATE LABEL LEADERSHIP POSITIONS IN 22 CATEGORIES
CLEAN LABEL AND BETTER-FOR-YOU IN 26 CATEGORIES

WHERE WE ARE IN THE STORE



ADDING CAPACITY

Single serve coffee and tea

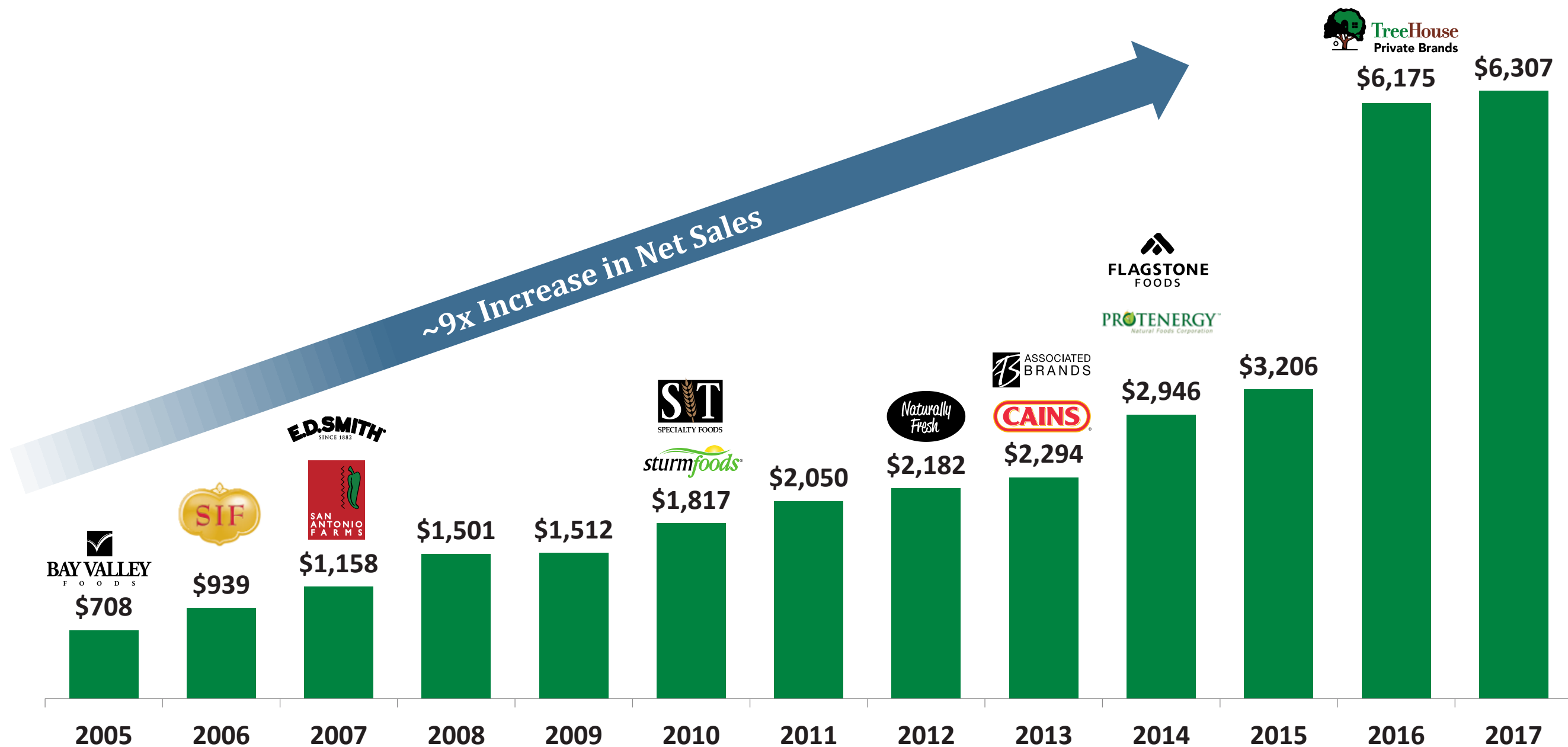
Frozen waffles

Snack bars

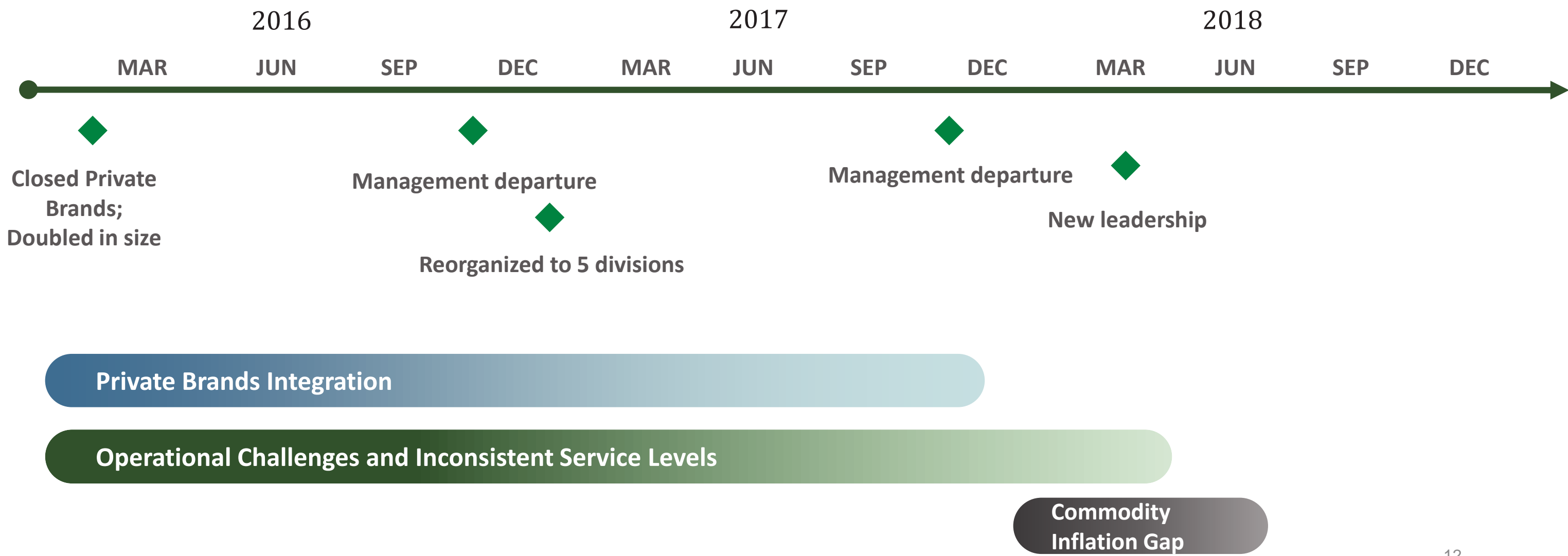
Broth

Ready-to-drink beverages

WE HAVE GROWN TO BE THE LARGEST PRIVATE LABEL FOOD & BEVERAGE MANUFACTURER IN NORTH AMERICA



FOLLOWING THE PRIVATE BRANDS ACQUISITION, WE FACED MULTIPLE CHALLENGES



FOUNDATION INVESTMENTS THROUGH TREEHOUSE 2020

ANNOUNCED AUGUST 2017

PROGRESS TO DATE

SIMPLIFY THE PORTFOLIO

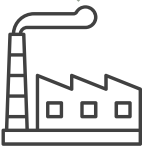


SKU REDUCTION

27% of SKUs

Sold McCann's

OPTIMIZE THE NETWORK



PLANT CLOSINGS

Ayer, MA
Azusa, CA
Ripon, WI
Delta, BC
Brooklyn Park, MN
Plymouth, IN
Dothan, AL (partial)

Announced/Ongoing
Battle Creek, MI
Visalia, CA

INCREASE AGILITY IN DELIVERY



WAREHOUSE CONSOLIDATION

Down 10% by YE18

BUILD CONTINUOUS IMPROVEMENT CULTURE

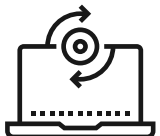


TMOS (*TreeHouse Management Operating Structure*)

14 plants by YE18
All plants by YE20

Dedicated Continuous Improvement Group

SYSTEMS SIMPLIFICATION



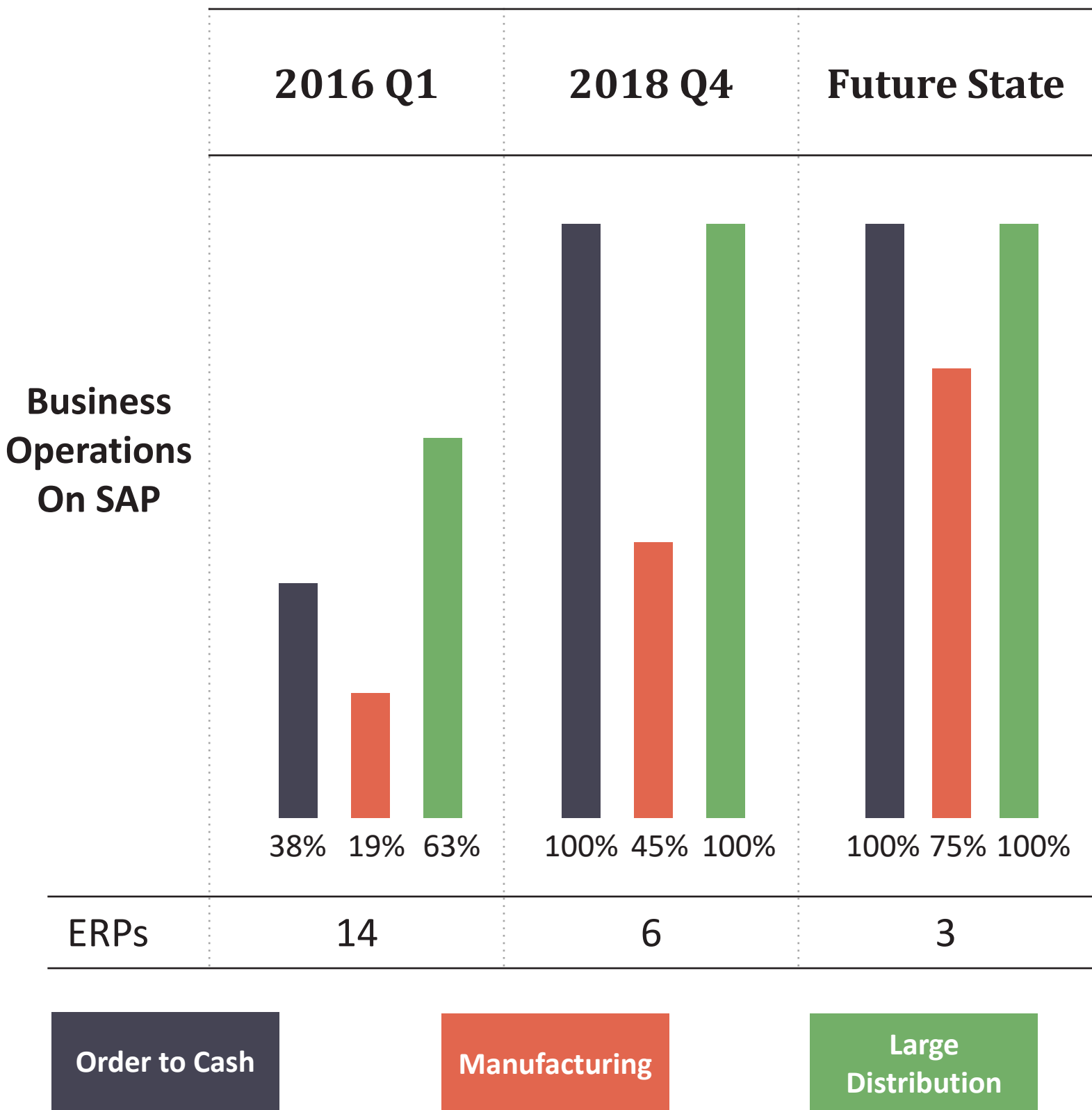
IT PLATFORMS

100% Order-to-Cash by YE18
2016: 13 mfg ERPs
2018: 6 mfg ERPs

INFORMATION
TECHNOLOGY
CAPABILITIES
ARE IMPROVING
RAPIDLY

IMPROVEMENTS
AND BENEFITS

- Customer service
- Forecasting
- Inventory management
- Data visibility
- Shortened financial close from 14 days to 7
- More timely, better informed decision making

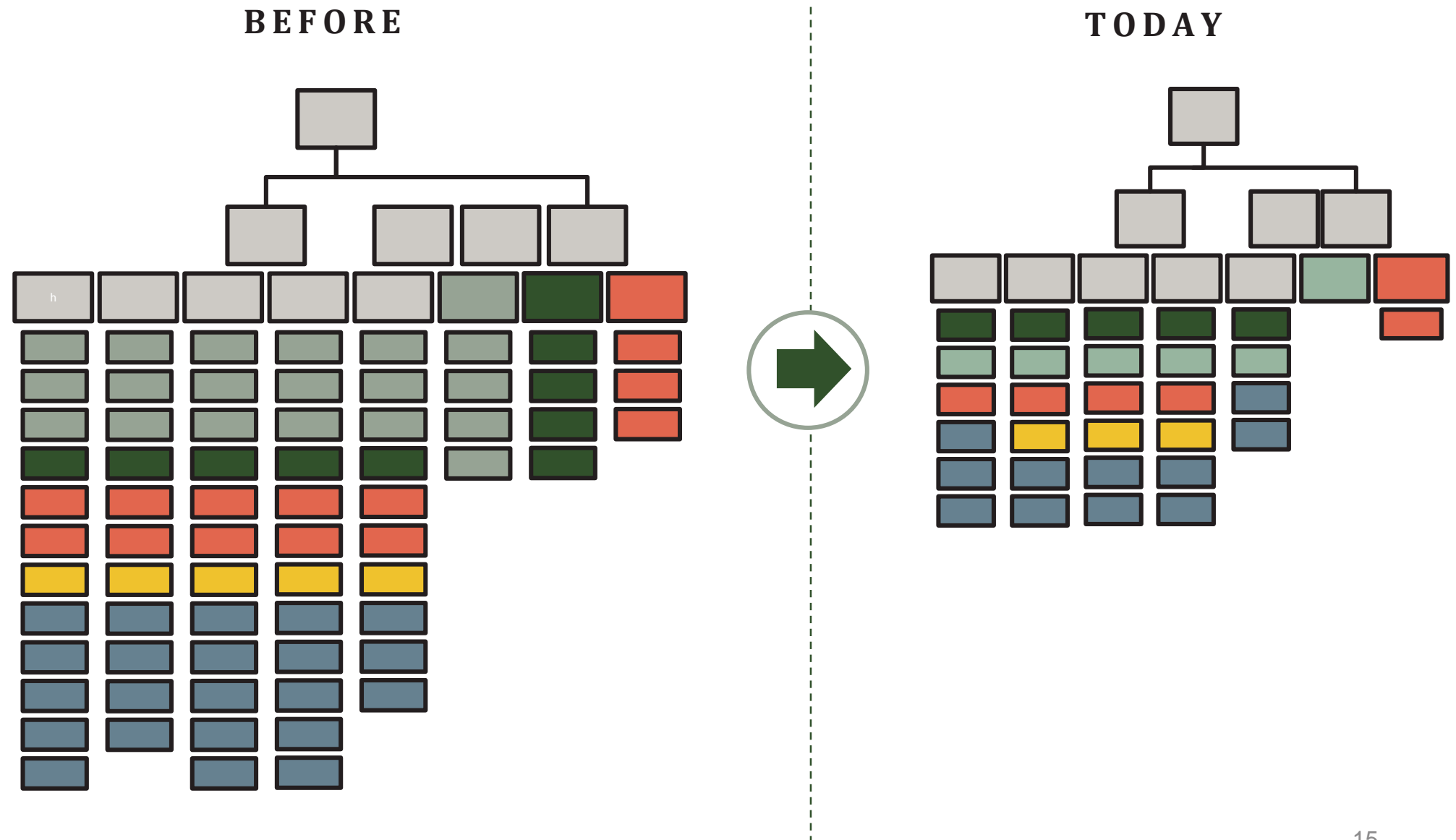


STRUCTURE TO WIN HAS SIGNIFICANTLY STREAMLINED OUR ORGANIZATION

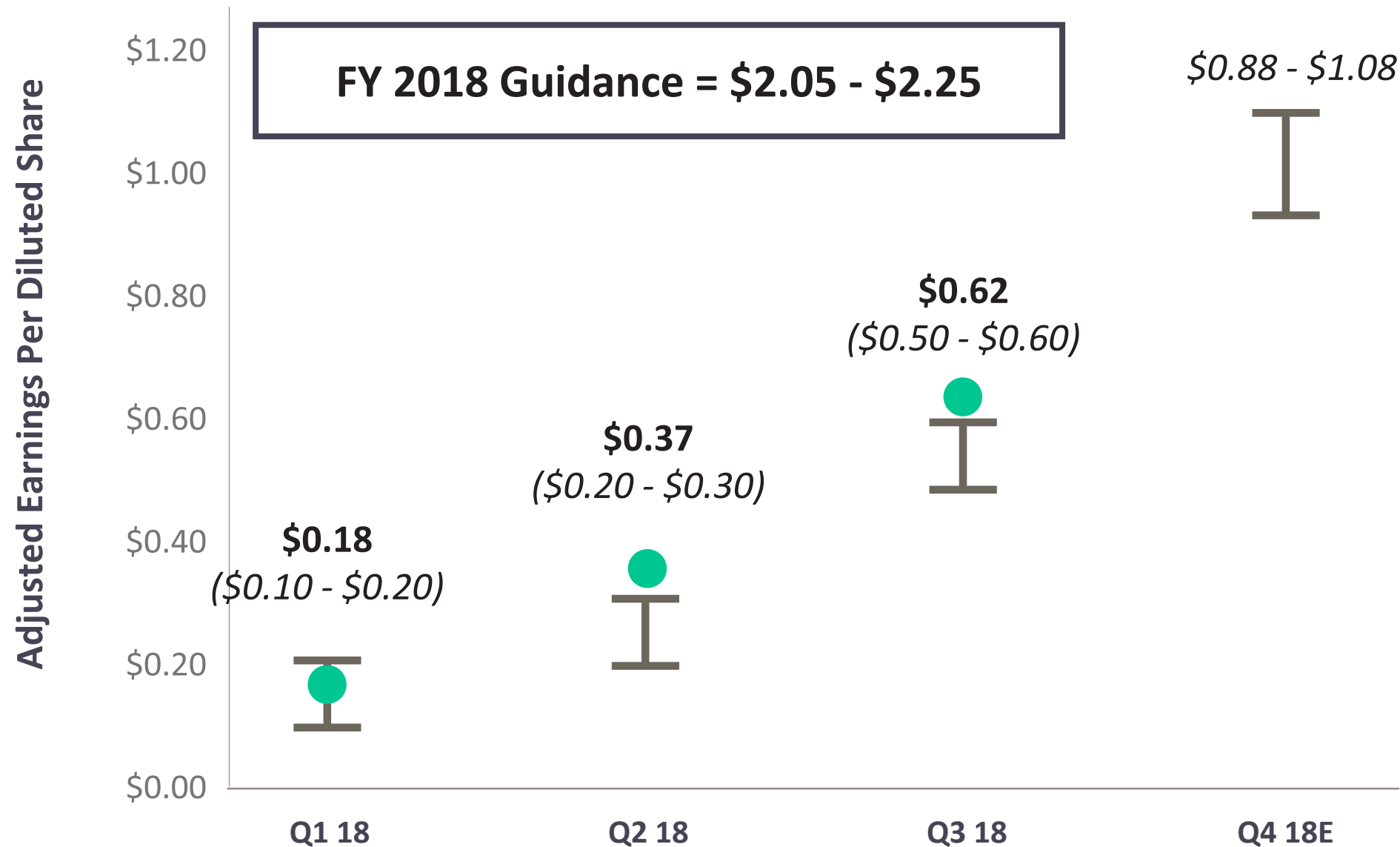
Announced SG&A
restructuring Feb 2018

Original goal was
\$30m in FY 18 and
\$55m run rate

We expect to achieve
>\$55m in Structure to Win
savings in 2018



DELIVERING ON COMMITMENTS

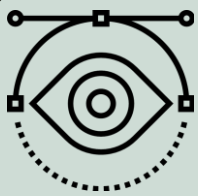


A NEW TREEHOUSE



PURPOSE

Make high quality food and beverages affordable to all



VISION

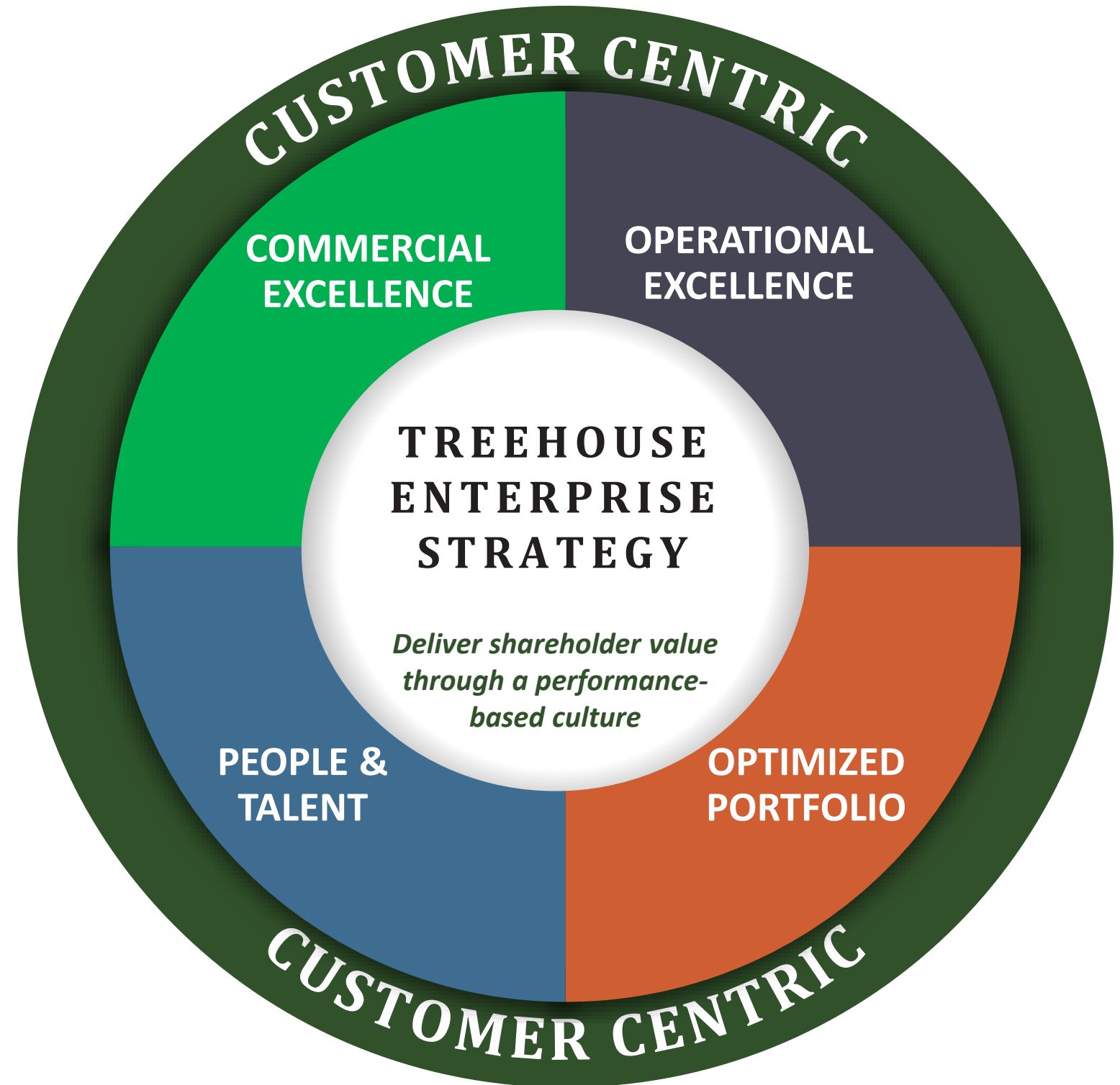
Be the undisputed solutions leader for custom brands



MISSION

Create value as our customers' preferred manufacturing and distribution partner, providing thought leadership, superior innovation and a relentless focus on execution

FOUR-POINT
ENTERPRISE
STRATEGY,
WITH FINANCIAL
AND CULTURAL
COMPONENTS



THE WAY FORWARD

CUSTOMER CENTRIC CULTURE



OPERATIONAL EXCELLENCE

DELIVER THE BENEFITS OF SCALE

Pivot THS2020 to more rapid
payback projects

From plant closures to
accelerated TMOS rollout

Manufacturing, logistics and
distribution excellence



COMMERCIAL EXCELLENCE / PEOPLE & TALENT

FOCUS ON THE CUSTOMER

4 divisions

Best in class go-to-market
capability

Optimize administrative
footprint

Further SG&A reductions



OPTIMIZED PORTFOLIO

IMPROVE THE PROFILE OF THE PORTFOLIO

Strategic review of Snacks

Evaluate additional divestitures
of up to \$300m in revenue

Provides ~ 200 bp EBITDA
margin improvement with
negligible EPS reduction



REVENUE & EARNINGS GROWTH

RETURN TREEHOUSE TO GROWTH

1-2% revenue growth post 2019

≥10% EPS growth

Smaller bolt-on synergistic
acquisitions over time



OPERATIONAL EXCELLENCE

SHAY BRAUN

Chief Operations Officer

**CONTINUOUS
IMPROVEMENT
IS INTEGRAL
TO THE SUPPLY
CHAIN**



FOSTERING A HIGH PERFORMANCE CULTURE OF CONTINUOUS IMPROVEMENT



PEOPLE

Engage
Educate
Enable



SAFETY

Target zero injuries
Trusted by
consumers



QUALITY

Consistency
Delight consumers



SERVICE

On time & in full on
the original order
Distribution excellence



WINNING MINDSETS

High performance
Zero based



ELIMINATE WASTE

All waste is
compressible



CREATE VALUE

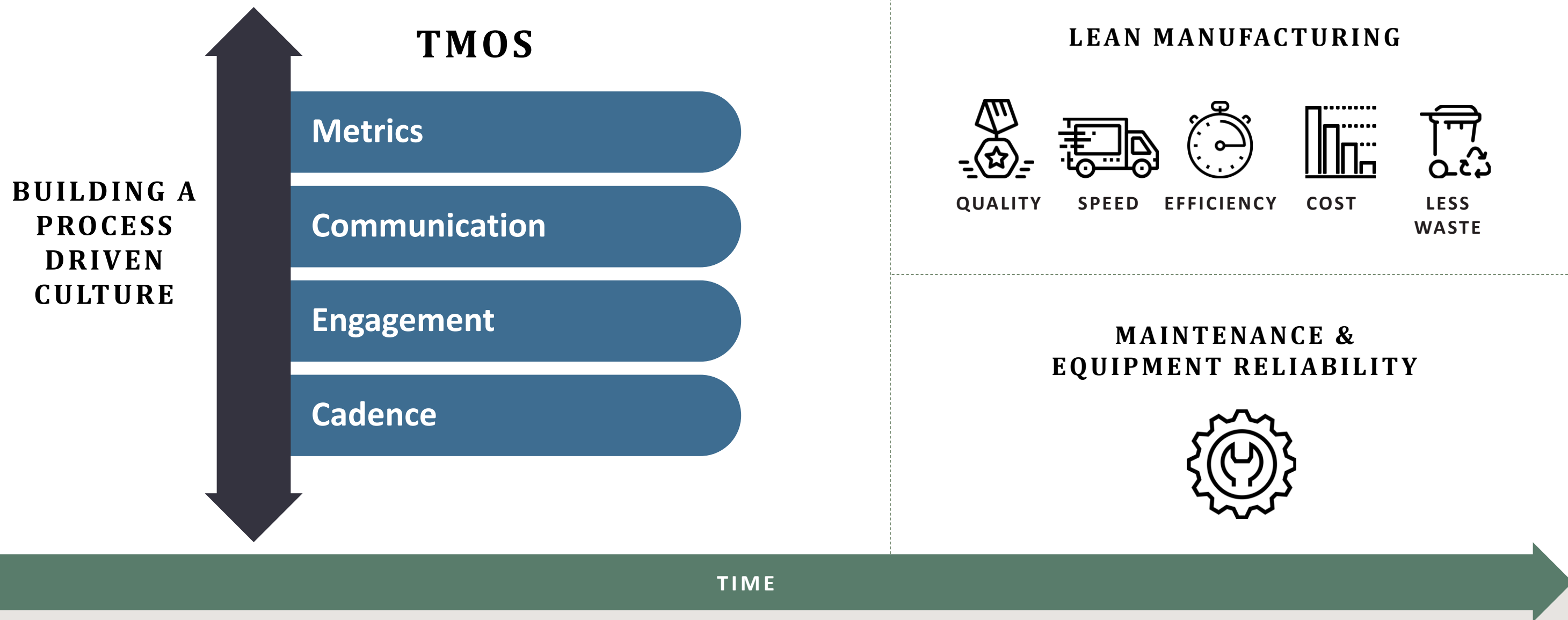
Build capacity for
growth



CONTROL COST

Maintain discipline

MANUFACTURING IS ON A CONTINUOUS IMPROVEMENT JOURNEY



PERFORMANCE IMPROVEMENT TOOL BOX

Discovery | Profit Improvement Teams | Line Studies | Speed Trials | Cycle Time Reduction | 5 S | Center-Lining | Measles Maps | Process Maps | SMED

TMOS IS DRIVING SUPERIOR RESULTS

IMPLEMENTATION SUMMARY

	2018 GOAL	COMPLETE BY YE18
# Sites Full TMOS	12	14

COST SAVINGS INITIATIVES*



2018E	14 TMOS	32 NON-TMOS
Better than Budget	72%	41%

PLANT PERFORMANCE SUMMARY

METRICS	COMPLETED TMOS SITES
Safety	Improved ~11% vs. PY
Quality	50% improvement vs. PY
Service	Improved to 98%
Cost	~5% better than budget

**Data as of 10/12/18; All other data as of Q3. Excludes 2 plants in Italy.*

PIVOT FROM PLANT CLOSURE FOCUS TO ACCELERATED TMOS ROLL-OUT

WORKSTREAM	 PLANT/LINE NETWORK OPTIMIZATION	 TMOS FULL IMPLEMENTATION
Payback timeframe	2-3 years	≤1 year
To date	6 closures	14 plants
YE19	2 closures (Visalia, Battle Creek)	29 plants
YE20	46 plants	All N. America plants

WE REMAIN COMMITTED TO 300 BPS OF MARGIN IMPROVEMENT THROUGH 2020
GIVEN CONSTANT VOLUME, PRICE & MIX

**SUSTAINING A
CONTINUOUS
IMPROVEMENT
CULTURE TAKES
RESULTS,
REPLICATION AND
CELEBRATION**



An aerial photograph of a dense forest. The trees are mostly evergreens, with some deciduous trees showing lighter green foliage. A road or path is visible, running diagonally from the top right towards the bottom right. The word "VIDEO" is overlaid in the center of the image in a white, serif font.

VIDEO



COMMERCIAL EXCELLENCE

MOE ALKEMADE

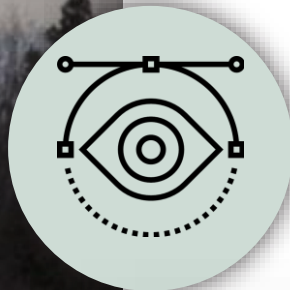
SVP & Chief Strategy Officer

A NEW TREEHOUSE



PURPOSE

Make high quality food and beverages affordable to all



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WHAT IT MEANS TO BE A SOLUTIONS PROVIDER



**UNDERSTAND
OUR
CUSTOMERS'
NEEDS**

Consumer dynamics

**Shopper
Demographics**

**Understand the
channel**



EXECUTION

Commercialization

Customer service

**Supply chain
solutions**



**QUALITY AND
SAFETY**

Certifications

Verifications

Monitoring

Documentation



**COMPETITIVE
COSTS**

Scale

Transparency



INNOVATION

Organic

Better-for-you

Clean label

Premium

Packaging

Flavors

PRIVATE BRANDS CONTINUE TO EVOLVE

CUSTOMERS' PRIVATE BRANDS MODELS

VALUE-BASED PRIVATE BRANDS

Profit driver
Consumer compares prices on shelf
Basic items and formats

Price

Customer
Service

EMERGING PRIVATE BRANDS STRATEGY

Variable development by category
Occasional price tiers
Retailer incentives may be mixed

Price

Customer
Service

Category
Management

EXPERIENCE-BASED PRIVATE BRANDS

Differentiator for retailers
Consumer is engaged store-wide
Innovative and differentiated products

Price

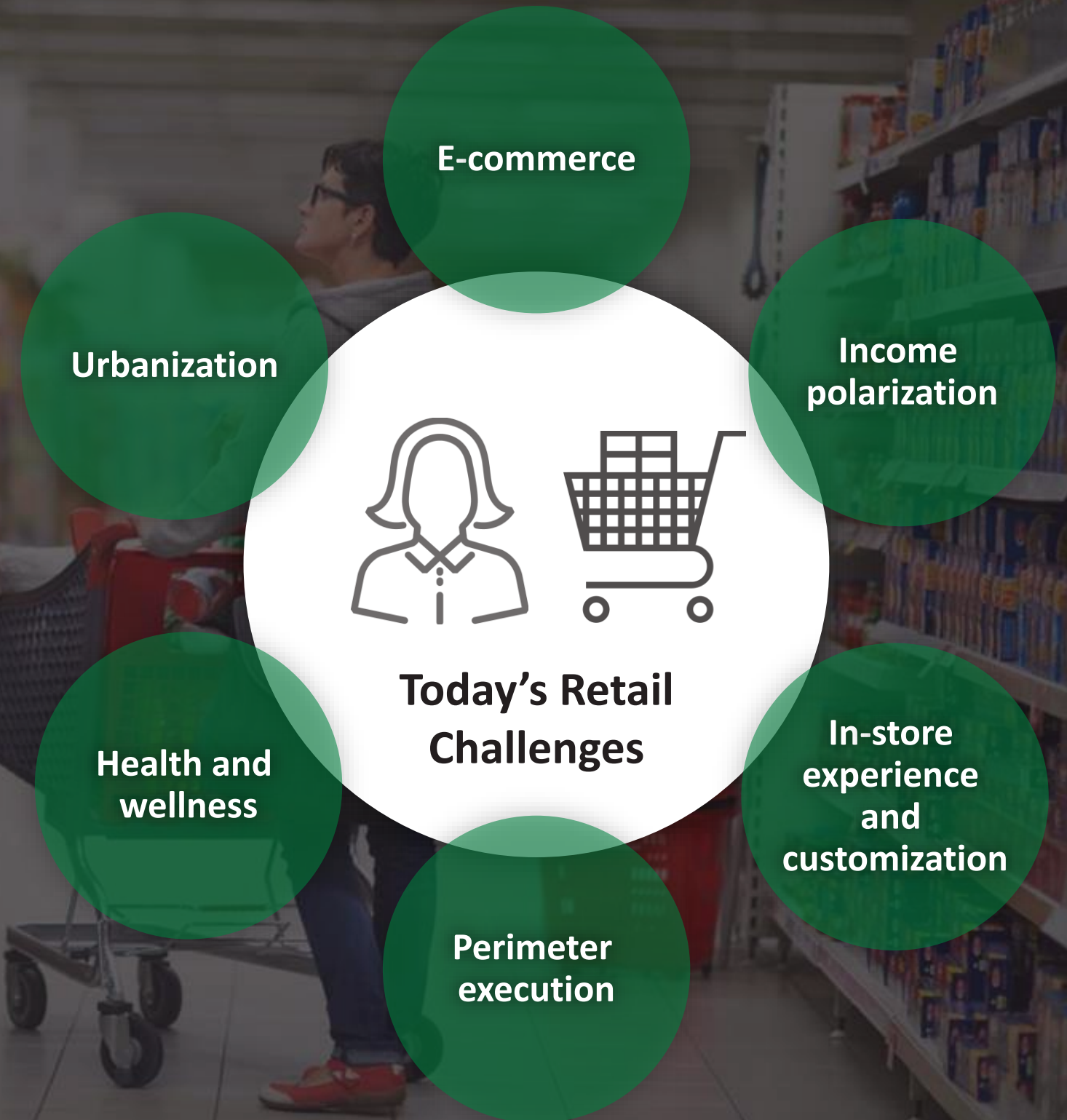
Customer
Service

Category
Management

Innovation

HOW WE RESOURCE

WE NEED TO UNDERSTAND OUR CUSTOMERS' EVOLVING CHALLENGES

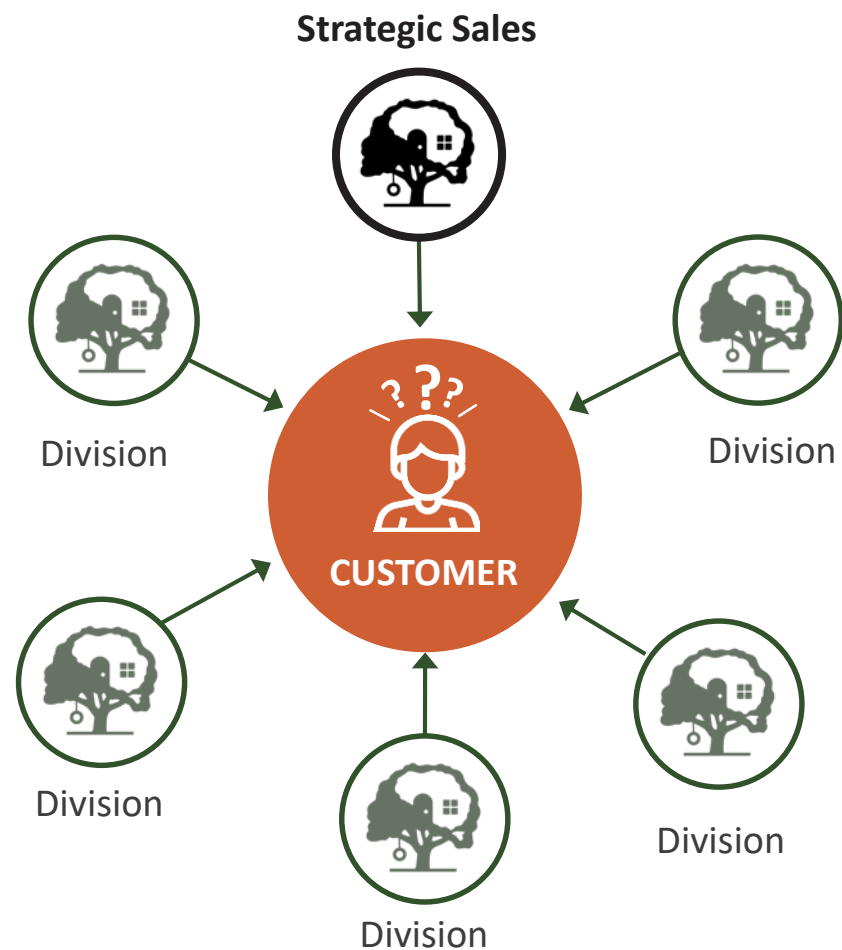


HOW WE LEVERAGE SCALE

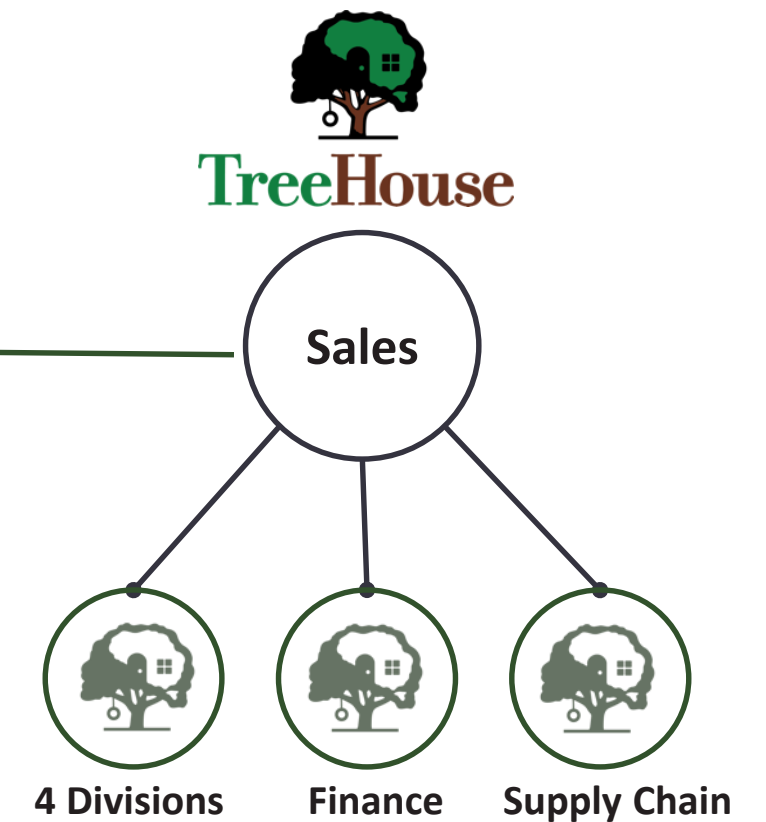


OPTIMIZING THE GO-TO-MARKET PLATFORM

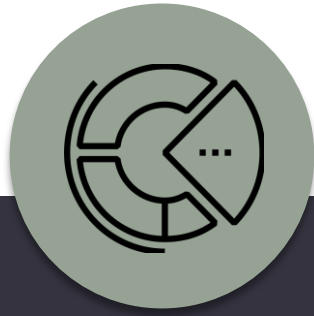
**Approached the Customer as
5 Divisions Plus Strategic Sales Lead**



**One Face to Each Customer With Clearly
Aligned Resources and Ownership**



OUR GO-TO-MARKET PLATFORM WILL LEAD US TO STRONGER, MORE VALUABLE PARTNERSHIPS



GROW SHARE

*Capturing additional
distribution where we
have a right to win*



GROW THE CATEGORY

*Creating successful products that
lead to organic growth and
stable margins*

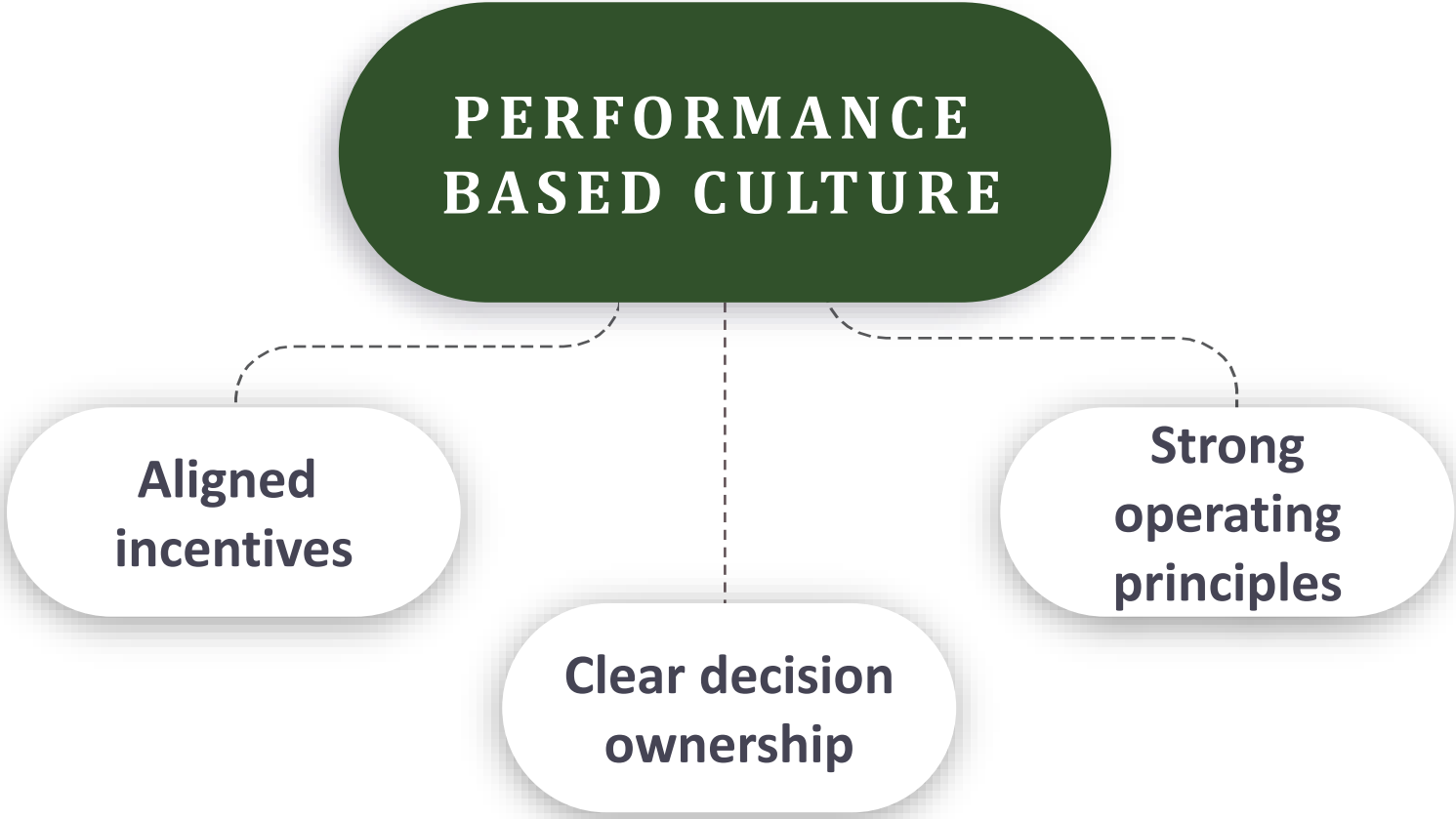


INNOVATION AND ADJACENCIES

*Lead the development of
private brands into new
categories and formats*



**COMMERCIAL AND
OPERATIONAL EXCELLENCE
ALIGNS ALL OF OUR
PEOPLE AND CULTURE**





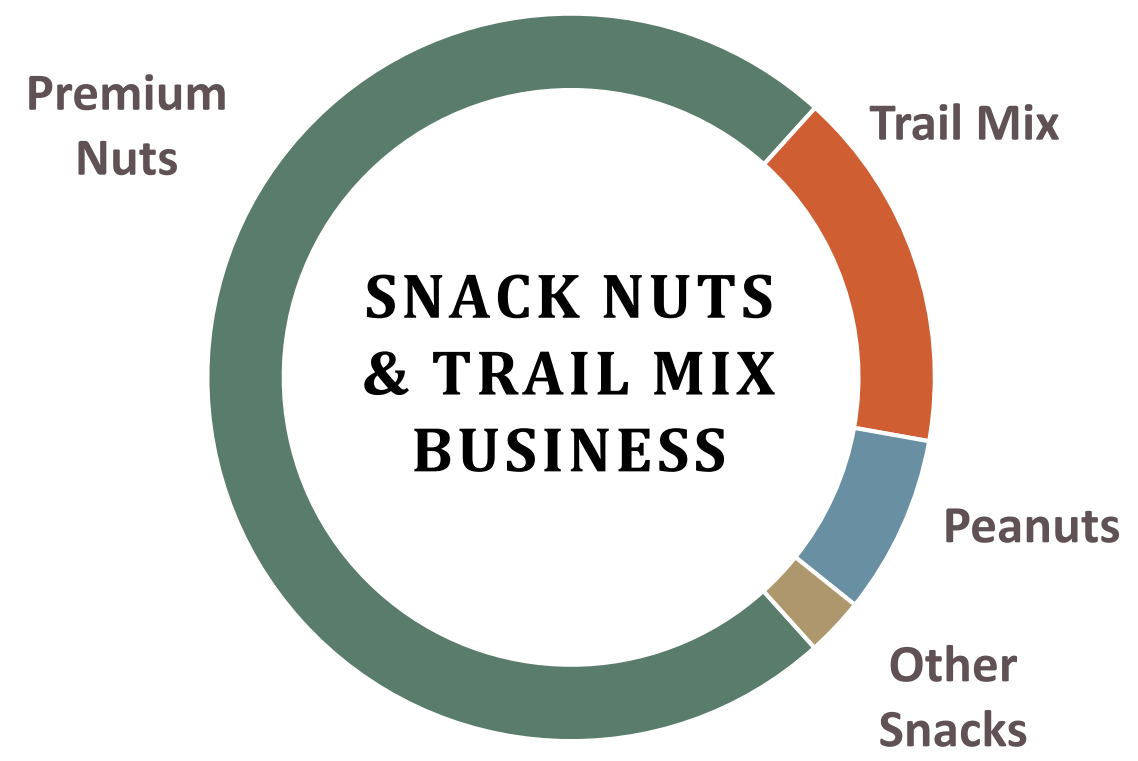
OPTIMIZED PORTFOLIO

MATTHEW FOULSTON
EVP & Chief Financial Officer

EXAMINING AND RESHAPING OUR PORTFOLIO



STRATEGIC REVIEW OF SNACK NUTS & TRAIL MIX



** Does not include bars*

OVERVIEW

#1
share in private label
snack nuts and trail
mix segments

~4%
2017-2022 U.S.
private label nut
and trail mix
forecasted CAGR

~\$1B
2018E net sales

~1,200
dedicated employees

4
strategically located
manufacturing
plants with broad
capabilities

25
customers
account for 95%
of the revenue

SNACKS DIVISION

NEW LEADERSHIP TEAM

PRESIDENT

**SVP, GENERAL
MANAGER**

VP, SALES

VP, OPERATIONS

VP, FINANCE

ILLUSTRATIVE 2018 FINANCIALS

Excluding snack nuts & trail mix and ~\$300m of additional divestitures

	FY 18E	STRATEGIC CONSIDERATIONS	ILLUSTRATIVE 2018
Sales	\$ 5,800	— \$ (1,300) —	~ \$ 4,500
Adj EBITDA Margin	8 – 9%	— + 200 bps —	~ 10 – 11%
Adj EPS (midpoint)	\$ 2.15	— \$ (0.09) —	~ \$ 2.06

- A smaller business at \$4.5B
- Substantially improved margin structure
- Negligible EPS impact
- Provides material opportunity to de-lever
- Baseline for organic and acquisitive growth
- Allows us to focus our resources on fewer, better margin expansion efforts

Considers divestiture impact only and does not include THS2020 margin improvement initiatives underway

WE WILL CONTINUE TO BE NORTH AMERICA'S PREEMINENT
PRIVATE LABEL FOOD & BEVERAGE COMPANY

GUIDANCE

	2018	PRELIMINARY 2019
Revenue	~ \$ 5.8 B	\$ 5.45 - \$ 5.75 B
Diluted EPS	\$ 2.05 - \$ 2.25	\$ 2.35 - \$ 2.75
On 11/26/18, the IRS issued proposed regulations intended to clarify various aspects of the 2017 tax reform act. The impact of such has not been incorporated into the 2019 guidance.		

We expect the first half to be down as we lap some volume losses and reshape the portfolio. We anticipate new business wins to be reflected in the back half of the year.

The timing of closure for any potential asset divestitures is uncertain, so the guidance assumes a full year baseline. While potential asset sales will have a top line impact, the bottom line impact should not be material.

2019 PUTS & TAKES

HEADWINDS

**Volume loss wrap in H1 19
and plant absorption**

**Freight, packaging and
commodity inflation**

Investments for growth

TAILWINDS

**THS 2020 and
manufacturing savings**

**Initial pricing acceptance
from customers is
encouraging**

Material SG&A reduction

Creamer business normalized

WE WILL INCREASE OUR FOCUS ON GROWTH IN THE SECOND HALF OF 2019

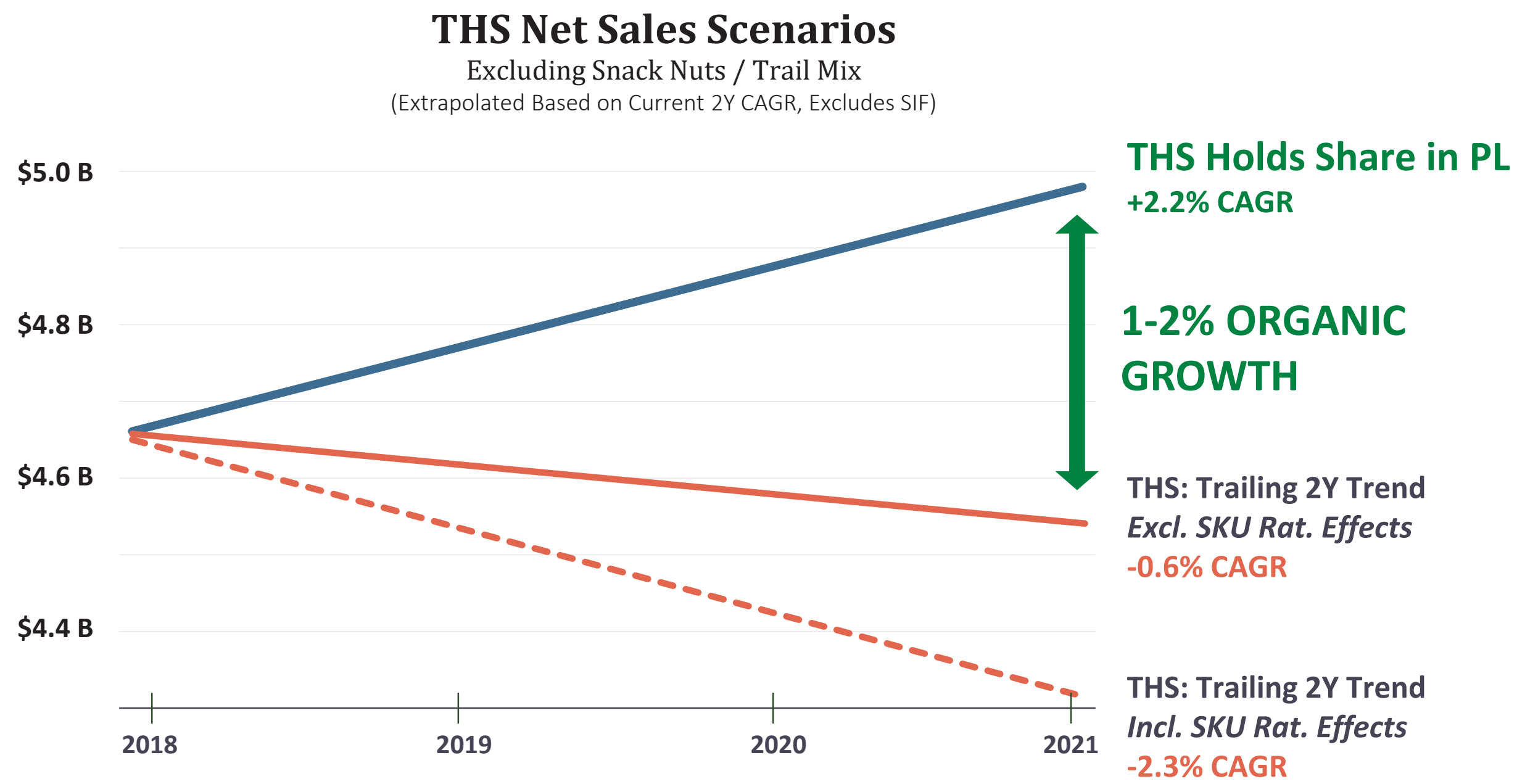


REVENUE AND EARNINGS GROWTH

STEVE OAKLAND

CEO & President

THE PATH TO 1-2% ORGANIC GROWTH POST 2019



Note: Retail CAGR uses IRI universe, with panel data for major untracked customers (Costco, Aldi, TJ), L52 as of Q3 2018.
Hold share case assumes 2018-2019 % change is annualized. Certain small or newly-defined category growth rates unknown.

WE MUST RE-IGNITE TOP LINE GROWTH



GROW SHARE

Capturing additional distribution where we have a right to win



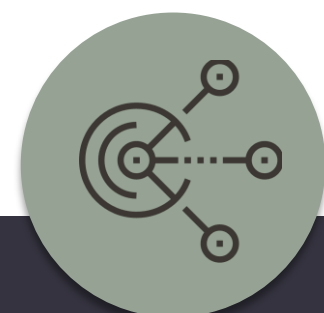
GROW THE CATEGORY

Creating successful products that lead to organic growth and stable margins



INNOVATION AND ADJACENCIES

Lead the development of private brands into new categories and formats



ACQUIRE

Bolt-on, smaller, synergistic, margin accretive acquisitions over time

~\$ 1B PROFITABLE REVENUE OPPORTUNITY

OUR STRATEGIC GROWTH GOALS BEYOND 2019

REVENUE GROWTH



1-2%
organic

EPS GROWTH



≥10%

CASH GENERATING CAPABILITY



~\$300 million

CHANGE IS NECESSARY

OUR PAST

Prioritize growth over margin

Roots in national brand equivalent (NBE)

Acquired new categories and platforms

Maintain entrepreneurship, operate independently

5 divisions

Individual businesses

Decentralized operations

Lacked consistent operating practices

Limited data availability

Less than 40% SAP Order to Cash

13 ERP systems

OUR FUTURE

Be deliberate about what we sell and who we sell to

Focus on innovation, differentiation and premium/clean label

Bolt on acquisitions: synergistic, smaller, higher margin/growth

Selected divestitures

4 divisions

Operational and commercial excellence

Centralized manufacturing, sales and shared services

100% THS Management Operating System (TMOS)

Consistent data, enterprise-wide view

100% SAP Order to Cash today

3 ERP systems



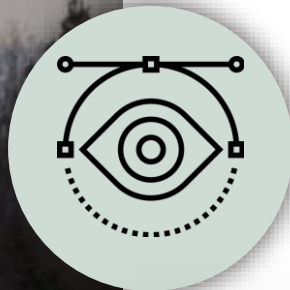
Q&A

A NEW TREEHOUSE



PURPOSE

Make high quality food and beverages affordable to all



VISION

Be the undisputed solutions leader for custom brands



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KEY TAKEAWAYS

CUSTOMER CENTRIC STRATEGY

**SIGNIFICANT
OPPORTUNITY TO
CAPITALIZE ON
PRIVATE LABEL
GROWTH**

**Unmatched scale
Building capabilities
Aligning with
customers' private
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**SOLID
TURNAROUND
SUCCESS IN 2018**

**TreeHouse 2020
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Structure to Win
IT capabilities**

**AT A STRATEGIC
INFLECTION POINT**

**Pivot THS2020
efforts
Smaller, leaner,
higher margin, less
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Strengthen
capabilities around
commercial
excellence**

**INCREASE FOCUS
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THE SECOND HALF
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**Preliminary 2019
sales guidance of
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**RETURN
TREEHOUSE TO
GROWTH OVER
STRATEGIC
TIMEFRAME**

**1-2% organic growth
EPS growth at or
above 10%
Relentless focus on
organic growth and
innovation
Make smaller, bolt-on,
synergistic acquisitions
over time**

The background of the slide is a photograph of a massive, ancient tree with thick, gnarled roots that spread out over a forest floor covered in fallen red leaves. A solid green triangle is positioned in the top-left corner of the image.

APPENDIX

TREEHOUSE FOODS, INC.
RECONCILIATION OF DILUTED EPS TO ADJUSTED DILUTED EPS

	Three Months Ended		
	March 31, 2018	June 30, 2018	September 30, 2018
		(unaudited)	
Diluted (loss) earnings per share per GAAP	<u>\$ (0.60)</u>	<u>\$ (0.36)</u>	<u>\$ 0.10</u>
Restructuring programs	0.68	0.89	0.80
CEO transition costs	0.23	—	—
Mark-to-market adjustments	0.10	(0.13)	(0.07)
Foreign currency (gain) loss on re-measurement of intercompany notes	0.03	0.03	(0.02)
Acquisition, integration, divestiture, and related costs	—	0.02	(0.17)
Debt amendment and repurchase activity	—	0.09	0.03
Tax indemnification	—	0.02	0.12
Plant restoration	—	—	0.08
Taxes on adjusting items	(0.26)	(0.19)	(0.25)
Adjusted diluted EPS	<u>\$ 0.18</u>	<u>\$ 0.37</u>	<u>\$ 0.62</u>