ROOTED IN REAL FOOD
CELEBRATING 150 YEARS

We proudly celebrated 2019 as Campbell’s 150th anniversary. This anniversary is much more than a number for us. It’s a testament to Campbell’s heritage and to the iconic brands that Campbell employees – past and present – have created and continue to nurture and grow. Not many companies have endured such a test of time, particularly given today’s rapidly changing trends. Campbell has demonstrated staying power, being guided by a clear purpose and a strong corporate responsibility and sustainability strategy. Take a look at some key milestones along our journey.

1876  Our original packaging – tin cans and glass jars – is inherently sustainable, meant to be reused over and over again. At this time, the company name is stamped into the glass so the jars can easily be sent back to Campbell to be sanitized and used again.

1897  Dr. John T. Dorrance invents condensed soup. By condensing soup and letting consumers add the water at home, the cans are smaller and lighter, which in turn means using less steel and less fuel when shipping to customers.

1914  Dr. John T. Dorrance becomes President of Campbell, and his approach to procurement becomes the company standard: don’t buy anything you wouldn’t put in front of your own family. This is where our Real Food Philosophy originates.

1920s  Throughout the 1910s and 1920s, John Dorrance and his wife, Ethel, host annual meetings for farmers at their home on Campbell’s research farm in New Jersey. Campbell’s in-house agricultural experts discuss new growing techniques and methods, educating our farmers on crop rotation, water savings, seed selection and how to maximize yields.

1948  Campbell acquires V8 and with it, the Napoleon, Ohio, plant. With this plant, we can now procure vegetables from local farmers in Ohio and Michigan. Many vegetables going to the Napoleon plant continue to be sourced from those same regions today. Later, this plant becomes the first in the legacy Campbell family to have solar installed on site.

1961  Campbell acquires Pepperidge Farm, founded by Margaret Rudkin in 1937. Margaret Rudkin becomes the first woman to sit on Campbell’s Board of Directors the same year.

1980s  Snyder’s of Hanover consolidates its operations in Hanover, Pennsylvania, beside a wheat field owned by the brand’s founder. The wheat from that field is used to make Snyder’s of Hanover pretzels, and continues to supply us today. Later, the site builds a LEED Gold certified Research Center and a 26-acre solar field.

2014  Campbell declares its intention to be a purpose-driven company and launches our purpose, Real food that matters for life’s moments. The Real Food Philosophy, rooted in the values of Campbell’s founders is launched in 2016.
In 1869, a fruit merchant had a simple idea: to make the most delicious food with the best ingredients affordable to all. Rooted in natural ingredients, sourced responsibly, and delivering the same delicious taste, every time. 150 years later, we’re still staying true to those ideals while striving to fulfill our purpose, Real food that matters for life’s moments. This report demonstrates the progress we made in fiscal 2019 across our Corporate Responsibility priorities, focusing on the family of brands that now make up Campbell Soup Company.
CAMPBELL AT A GLANCE

OUR PURPOSE:

Real food that matters for life’s moments

REAL FOOD PHILOSOPHY

THE NEW CAMPBELL SOUP COMPANY

1 STRATEGY

1. CREATE A PROFITABLE GROWTH MODEL
2. FUEL INVESTMENTS WITH TARGETED COST SAVINGS
3. BUILD A WINNING TEAM AND CULTURE
4. DELIVER ON THE PROMISE OF OUR PURPOSE

1 GEOGRAPHY

2 DIVISIONS

Campbell’s SNACKS

ACCELERATED GROWTH

47% of Sales

2019 NET SALES $8.1B

Campbell’s MEALS & BEVERAGES

STEADY PERFORMANCE

53% of Sales
We strive to build a more resilient food system, making real food that improves the world we all share, for generations to come. Our strategy is built with major food industry trends in mind. From water scarcity, climate change and animal welfare to affordability, nutrition and transparency. And as we work together now to lay the foundation for Campbell’s next 150 years, we remain resolute in our belief that while the world continues to change around us, some things must remain constant: our commitment to real food and our commitment to transparency.

**CORPORATE RESPONSIBILITY STRATEGY**

We have made considerable progress in our work with nonprofits on tackling hunger and expanding nutrition education for our communities, especially for children. So, in FY2019, we formalized five new FY2025 community goals to help guide our work across brands:

**GOAL #1**
Increase food access for **100,000 residents** in Campbell communities.

**GOAL #2**
Provide nutrition education to **50,000 people** to encourage healthy living in Campbell communities.

**GOAL #3**
Invest **$5 million** to improve the school food environment for children.

**GOAL #4**
Engage **70 percent** of Campbell employees in community-based activities.

**GOAL #5**
Contribute **75,000** traditional and skills-based employee **volunteer hours** across Campbell’s footprint to increase the capacity of our community partners.

**WE ADDED FIVE NEW MEASURABLE GOALS TO GAUGE OUR PERFORMANCE IN THE COMMUNITY**

- **GROWN**
  - Protect natural resources and livelihoods on farms
    - Resource conservation
    - Farmer livelihoods
    - Pesticide & fertilizer use
    - Agricultural innovations

- **SOURCED**
  - Ensure ethical and sustainable practices in our supply chain
    - Responsible sourcing
    - Traceability
    - Supplier diversity
    - Human rights

- **PRODUCED**
  - Promote stewardship of natural resources in our operations
    - Climate
    - Water
    - Waste

- **SHARED**
  - Improve stakeholder value through transparency and our Real Food Philosophy
    - Employees
    - Customers/Consumers
    - Investors
    - Communities
## Corporate Responsibility Goals

### Grown

<table>
<thead>
<tr>
<th>Category</th>
<th>Target</th>
<th>Scope</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture</td>
<td>Reduce GHGs per short ton of tomatoes by 20% by the end of 2020, as compared to 2012</td>
<td>U.S. tomatoes</td>
<td>Goal achieved, 26% reduction</td>
</tr>
<tr>
<td></td>
<td>Reduce water use per pound of tomatoes by 20% by the end of 2020, as compared to 2012</td>
<td>U.S. tomatoes</td>
<td>Goal achieved, 25% reduction</td>
</tr>
<tr>
<td></td>
<td>Reduce nitrogen applied per short ton of tomatoes by 10% by the end of 2020, as compared to 2012</td>
<td>U.S. tomatoes</td>
<td>Reduced 6%</td>
</tr>
<tr>
<td></td>
<td>Enroll 70,000 acres of wheat in a fertilizer optimization plan by the end of 2020</td>
<td>U.S.</td>
<td>30,000 acres</td>
</tr>
<tr>
<td></td>
<td>Source 50% (by volume) of each plant-based priority ingredient from suppliers engaged in an approved sustainable agriculture program by FY2025</td>
<td>Global</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Jalapeños</td>
<td></td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td>Potatoes</td>
<td></td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td>Soy</td>
<td></td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td>Tomatoes</td>
<td></td>
<td>90% of volume</td>
</tr>
<tr>
<td></td>
<td>Wheat</td>
<td></td>
<td>8% of volume</td>
</tr>
</tbody>
</table>

### Sourced

<table>
<thead>
<tr>
<th>Category</th>
<th>Source 100% cage-free eggs by the end of 2025</th>
<th>Global</th>
<th>11%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Source 100% “No Antibiotics Ever” (NAE) chicken for diced and canned chicken products by the end of 2017</td>
<td>U.S. and Canada</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>Source 100% gestation crate-free pork by the end of 2022</td>
<td>Global</td>
<td>18%</td>
</tr>
<tr>
<td></td>
<td>Source 100% U.S. chicken meat that complies with higher broiler chicken welfare standards by the end of 2024</td>
<td>U.S.</td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td>Purchase 100% Roundtable on Sustainable Palm Oil (RSPO) certified palm oil by the end of FY2021</td>
<td>Global</td>
<td>Campbell legacy brands: 100% Snyder’s-Lance brands: &lt;1%, will convert to RSPO by FY2021</td>
</tr>
<tr>
<td></td>
<td>By FY2025, responsibly source 100% of priority raw materials</td>
<td>Global</td>
<td>83%</td>
</tr>
<tr>
<td></td>
<td>By FY2025, 100% of priority raw materials are traceable to country of origin</td>
<td>Global</td>
<td>89%</td>
</tr>
<tr>
<td>CATEGORY</td>
<td>TARGET</td>
<td>SCOPE</td>
<td>PROGRESS</td>
</tr>
<tr>
<td>----------</td>
<td>--------</td>
<td>-------</td>
<td>----------</td>
</tr>
<tr>
<td><strong>PRODUCED</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Climate</strong></td>
<td>Reduce Scope 1 and 2 greenhouse gas (GHG) emissions by 25% on an absolute basis by FY2025, as compared to FY2017</td>
<td>North America</td>
<td>Reduced 6%</td>
</tr>
<tr>
<td><strong>Water</strong></td>
<td>Source 40% of our electricity from renewable or alternative energy sources by FY2020</td>
<td>North America</td>
<td>10% renewable electricity</td>
</tr>
<tr>
<td><strong>Waste</strong></td>
<td>Reduce water use by 20% on an absolute basis by FY2025, as compared to FY2017</td>
<td>North America</td>
<td>Reduced 9%</td>
</tr>
<tr>
<td></td>
<td>Reduce the amount of waste sent to landfills by 25% on an absolute basis by FY2025, as compared to FY2017</td>
<td>North America</td>
<td>Reduced 2%</td>
</tr>
<tr>
<td></td>
<td>Cut food waste in half by FY2030, as compared to FY2017</td>
<td>North America plants</td>
<td>Reduced 36%</td>
</tr>
<tr>
<td><strong>SHARED</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Community</strong></td>
<td>Increase food access for 100,000 residents in Campbell communities</td>
<td>Campbell communities</td>
<td>Just launched</td>
</tr>
<tr>
<td></td>
<td>Provide nutrition education to 50,000 people to encourage healthy living in Campbell communities</td>
<td>Campbell communities</td>
<td>Just launched</td>
</tr>
<tr>
<td></td>
<td>Invest $5 million to improve the school food environment for children</td>
<td>Campbell communities</td>
<td>Just launched</td>
</tr>
<tr>
<td></td>
<td>Engage 70 percent of Campbell employees in community-based activities</td>
<td>Campbell communities</td>
<td>Just launched</td>
</tr>
<tr>
<td></td>
<td>Contribute 75,000 traditional and skills-based employee volunteer hours across Campbell’s footprint to increase the capacity of our community partners</td>
<td>Campbell communities</td>
<td>Just launched</td>
</tr>
<tr>
<td></td>
<td>Achieve 3% decrease in reportable and lost time incidents per year with long-term goal of 0 incidents</td>
<td>North America</td>
<td>Goal achieved, 14% reduction</td>
</tr>
<tr>
<td><strong>Safety</strong></td>
<td>Reportable incidents</td>
<td></td>
<td>Goal achieved, 31% reduction</td>
</tr>
<tr>
<td></td>
<td>Lost time incidents</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. Due to the sale of the Bolthouse Farms business, carrots are no longer a priority ingredient for Campbell and have been removed from our list of priority raw materials. In FY2020, we plan to reassess raw material risks to confirm that this is the appropriate list of priority raw materials, given our new family of brands.

2. We removed two goals from our commitments in 2019, reflecting the change in our portfolio with our recent divestitures and acquisitions and our focus as a North American company:
   - By FY2020, measurably advance Campbell’s Supplier Diversity Program
   - By FY2020, proactively assess 100% of Campbell-owned facilities for compliance with Campbell’s Human Rights Principles

3. We have removed our commitment to transition steel cans to non-BPA linings in the U.S. and Canada because we reached the commitment in 2017.

4. With the divestiture of Kelsen and Arnott’s, 11 percent of Campbell’s portfolio now meets our cage-free egg commitment.

5. We have integrated Snyder’s-Lance and Pacific Foods into our gestation crate-free commitment. After integrating these acquisitions, the total volume of pork in our portfolio has increased and most of this acquired pork volume does not yet meet our animal welfare standards. As a result, our progress will show as 18 percent, but our goal has become more robust, and we remain committed to converting this new volume by 2022.

6. Campbell defines its food waste commitment in accordance with Sustainable Development Goal 12.3. As such, we exclude animal feed and biomaterial processing from the scope of our goal.
WHAT WE’RE MOST PROUD OF IN FY2019

GROWN

- Drip irrigation adoption increased to cover 78 percent of tomato acres leading to a 26 percent reduction in GHG emissions from fertilizer and 25 percent reduction in water use for our tomatoes since 2012.

- Collaborated with Land O’Lakes SUSTAIN™ and the Environmental Defense Fund (EDF) on a data analytics tool called the Truterra™ Insights Engine, which helps wheat farmers track and advance their environmental stewardship.

- Enrolled 30,000 acres of wheat in Maryland, Ohio and Pennsylvania in fertilizer optimization programs toward our goal of 70,000 acres.

SOURCED

- Of our 15 priority raw materials, 83 percent were responsibly sourced and 89 percent were traceable to their country of origin.

- Became a member of Sedex (Supplier Ethical Data Exchange) to advance responsible sourcing and transparency.

- Kettle Brand redesigned their chip bags, resulting in a 43 percent reduction in plastic and a 50 percent reduction in the associated GHG emissions from packaging.

- Changed the labels on V8 bottles from shrink sleeve labels to wrap labels making them much easier to recycle.

- Expanded How2Recycle labels to six additional brands: Campbell’s, Prego, SpaghettiOs, Swanson, V8, Well Yes! and Goldfish.

PRODUCED

- Reduced our GHG emissions by 6 percent and our water use by 9 percent since FY2017.

- Reduced food waste by 36 percent since FY2017, significantly progressing toward our 2030 goal of a 50 percent reduction.

- Sourced 10 percent of our electricity from renewable sources.

- Completed a water risk assessment that included all of our plants. It concluded that none of Campbell’s facilities are currently at high risk for water quality and/or quantity impacts.

- Our Napoleon, Ohio, plant achieved a 13 percent reduction in water use, leading to annual savings of $158,000.

- Our plants in Maxton and Charlotte, North Carolina, and, Napoleon, Ohio, achieved a collective savings of $1.5 million by performing energy efficiency updates and retrofits.

RECOGNITIONS

- 50 Best ESG Companies

- 100 Best Corporate Citizens

- Bloomberg Gender Equality Index

- FTSE4Good Index

- Executive Women of New Jersey “A Seat at the Table” Honor Roll

- Forum of Executive Women “Champion of Board Diversity”

- Corporate Knights: 100 Most Sustainable Companies in the World
EMPLOYEES

• Achieved a 14 percent reduction in our Total Reportable Incident Rate and a 31 percent reduction in our Lost Time Incident Rate since FY2018.

• Launched three new training and development programs to help us build a winning team and culture: perform to WIN, manage to WIN and include to WIN.

• Created an Inclusion and Diversity Advisory Board, including 11 employees from across Campbell divisions and locations who will collaborate with the Talent Management team and advise our Campbell Leadership Team on what it believes is most important to our employees.

CONSUMERS

• Delivered over 10 billion servings of vegetables and over 1.5 billion servings of whole grains to the global marketplace.

• V8 brand introduced its newest plant-powered beverage, V8 +Hydrate, which uses the goodness of sweet potato juice to provide consumers with naturally occurring electrolytes and glucose that aid in hydration and replenishment.

• Sold over $2.5 billion in gluten-free snacks, beverages, broths and sauces.

COMMUNITIES

• Contributed $64.2 million in cash and in-kind giving.

• Launched five new public commitments to further expand our community impact.

• The Campbell Soup Foundation launched two new programs: the Healthy School Food program and the Community Impact Grants program.

• Campbell employees donated more than 10,500 volunteer hours in our hometown communities.

• Over a 20-year partnership with the Oregon Food Bank, Pacific Foods has provided more than 9 million meals to food-insecure families around the state.
Real food has roots. Roots in natural ingredients, delicious taste and sustainable agriculture. Real food has roots in quality and heritage. And our focus on integrating sustainability principles into how we grow our food and nurture our land continues in partnership with farmers across the country.

Campbell’s priority ingredients for sustainable agriculture are tomatoes, wheat, potatoes, soy and jalapeños — ingredients important to our brands and our stakeholders. In fact, with the acquisition of Snyder’s-Lance and the formation of the Campbell Snacks division, we are now one of the largest purchasers of chipping potatoes in America. We recognize our impact can be significant. That’s why we have been working on projects that conserve natural resources, improve livelihoods on farms and connect farmers with the latest innovations and data analytics.

WHEN IT COMES TO TOMATOES, WE’RE FAMILY

The most notable strengths of our tomato supply chain relate to our partnership with our tomato farmers. Two key aspects are the proximity of the family-owned farms we work with — many within just five miles of our processing plants — and the close and long-term relationships we enjoy with our tomato farmers, some of them working with us since the 1940s. Working closely with these farmers and seed companies each year, we select tomato varieties that have higher initial “tomato solids” content (sugars, minerals, proteins, etc.). This helps reduce the amount of energy required to evaporate the water out of them to create tomato paste. In the fields, farmers increasingly adopt drip irrigation, which helps save water, and regularly test soil samples to optimize fertilizer use. For years, we have worked with growers individually to embed sustainability into field management, while using data to inform best practices.

Sustainability doesn’t just stop at the edge of the tomato field. It is also embedded throughout our plant operations. Over 90 percent of the tomatoes that go into Campbell products come from our two tomato processing plants in California at Dixon and Stockton. And there is not a single part of the tomato that is wasted in the process. The people at our plants have their own personal stories with an average length of employment at our tomato plants of 20 years, although some workers have been working there for over 40 years. These are the stories that make us proud — and help us live up to our Real Food Philosophy, one tomato at a time.

Campbell tomatoes are processed within eight hours of being harvested, helping lock in nutrients and ensuring the tomatoes are preserved at peak ripeness.
GOALS & PROGRESS HIGHLIGHTS

GOAL: Source 50% (by volume) of each plant-based priority ingredient from suppliers engaged in an approved sustainable agriculture program by FY2025

<table>
<thead>
<tr>
<th>PRIORITY INGREDIENT</th>
<th>% BY VOLUME ENGAGED IN SUSTAINABLE AG PROGRAM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jalapeños</td>
<td>0%</td>
</tr>
<tr>
<td>Potatoes</td>
<td>0%</td>
</tr>
<tr>
<td>Soy</td>
<td>0%</td>
</tr>
<tr>
<td>Tomatoes</td>
<td>90%</td>
</tr>
<tr>
<td>Wheat</td>
<td>8%</td>
</tr>
</tbody>
</table>

GOAL: GHG EMISSIONS (tonnes CO₂e/short ton of tomato)

<table>
<thead>
<tr>
<th>Year</th>
<th>2012 Baseline</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>Goal: 0.0058</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>0.0073</td>
<td>0.0057</td>
<td>0.0060</td>
<td>0.0054</td>
<td>26% SINCE 2012</td>
</tr>
</tbody>
</table>

GOAL: Enroll 70,000 acres of wheat in a fertilizer optimization plan by the end of 2020

GOAL: Enroll 70,000 acres of wheat in a fertilizer optimization plan by the end of 2020

GOAL: Reduce water use per pound of tomatoes by 20% by the end of 2020, as compared to 2012

GOAL: Reduce nitrogen applied per short ton of tomatoes by 10% by the end of 2020, as compared to 2012

1. In prior reports, these numbers were mislabeled as kg CO₂e/tonne of tomato. They have consistently been measured in metric tons (tonnes) CO₂e/U.S. short ton of tomato and the units have now been labeled appropriately.

2. In prior reports, these numbers were mislabeled as pounds Nitrogen/tonne of tomato. They have consistently been measured in pounds Nitrogen/U.S. short ton of tomato and the units have now been labeled appropriately.
One of the key principles of our Real Food Philosophy is that Transparency Builds Trust – and as we celebrated our 150th year in 2019, this holds true today more than ever. Our consumers expect us to do what’s right and be transparent with them – from the farm to their kitchen counter.

Whether that’s growing our food sustainably, sourcing our key ingredients responsibly or reducing our overall impact on the environment. In 2019, we took the opportunity to review our 15 key ingredients – 14 food ingredients and paper packaging – and began creating a plan to ultimately ensure that everything we source is done so responsibly.

The way to get there will require diverse solutions, partnerships and focus – and we are committed to working closely with suppliers, farmers and others on making that happen. We’ve already engaged more than 250 suppliers from all of our 15 priority categories, including our top six paper packaging suppliers, to gain transparency into where our raw materials come from. We also became a member of Sedex (Supplier Ethical Data Exchange), which will enable Campbell to better understand how our suppliers conduct business and hold them accountable to environmental, labor, health and safety, and business ethics standards.

One of our newly acquired brands is Kettle Brand. Sustainability has been a part of Kettle Brand’s Natural Promise for decades. When you open a bag of Kettle Brand chips, you expect real ingredients made by real people, sustainably. The brand team applied that same principle to the snack’s environmental footprint in 2019 when they redesigned the bag, resulting in a 43 percent reduction in plastic. What’s more, the associated GHG emissions from packaging are down by half and will help keep 2 million pounds of plastic from going to the landfill each year.

The efforts have paid off in another big way: the previous bag design was historically difficult to open without using scissors. Now with less packaging, the bag is easy to open without sacrificing quality.
GOALS & PROGRESS
HIGHLIGHTS

83% (volume weighted average)

GOAL: By FY2025, responsibly source 100% of priority raw materials.

100% NAE chicken

GOAL: Source 100% “No Antibiotics Ever” (NAE) chicken for diced and canned chicken products by the end of 2017.

89% (volume weighted average)

GOAL: By FY2025, 100% of priority raw materials are traceable to country of origin.

18% gestation crate-free pork

GOAL: Source 100% gestation crate-free pork by the end of 2022.

11% cage-free eggs

GOAL: Source 100% cage-free eggs by the end of 2025.

100% Campbell legacy brands
<1% Snyder’s-Lance brands

GOAL: Source 100% cage-free eggs by the end of 2025.

GOAL: Source 100% “No Antibiotics Ever” (NAE) chicken for diced and canned chicken products by the end of 2017.

GOAL: Source 100% gestation crate-free pork by the end of 2022.

GOAL: Source 100% cage-free eggs by the end of 2025.

GOAL: Source 100% cage-free eggs by the end of 2025.

PRIORITY RAW MATERIAL | RESPONSIBLY SOURCED | TRACEABLE TO COUNTRY OF ORIGIN
---|---|---
Beef | 86% | 88%
Chicken | 55% | 72%
Chocolate | 0% | 78%
Dairy | 41% | 45%
Eggs | 99% | 100%
Jalapeños | 28% | 83%
Palm Oil | 20% | 90%
Pork | 40% | 43%
Potatoes | 86% | 88%
Tomatoes | 92% | 98%
Seafood | 99% | 100%
Soy | 94% | 95%
Sweeteners | 9% | 9%
Wheat | 92% | 92%
Paper Packaging | Establishing baseline | Establishing baseline

1. Responsibly sourced means the supplier has:
   - Acknowledged compliance to and signed Campbell’s Responsible Sourcing Code.
   - Disclosed country of origin and has undergone a SMETA audit if the country of origin is high risk according to the World Bank and/or the supplier is deemed high risk.
   (High risk may be defined as supplier facing negative public attention, a third-party investigation and/or Campbell organizational focus.)

2. Country of origin means the country of the farm and/or plantation the raw material came from.
Real food is rooted in care – care for our natural resources, for quality and safety, and for our planet. As the world’s population rises, so does the urgency of continuing to produce enough food to feed everyone amid a changing climate.

In FY2019, we focused on learning how our new brands approach sustainability, reexamining our commitments and roadmaps, and developing a comprehensive approach to continue making progress against our goals. We have much to be proud of and on which to build. In 2019, we integrated our acquired businesses into our data systems and goals and removed our divested businesses. We also reset our FY2017 baseline for our public commitments to reflect these changes and continue to strive to manage our impacts on the environment. And with our new family of brands, we have increased our on-site renewable impact to a total of five solar installations and two fuel cells that generate renewable electricity for Campbell.

TACKLING FOOD WASTE IN OUR OPERATIONS

The United States generates roughly 60 million tons of food waste annually, and nearly 40 million tons of that goes to landfill. About 25 to 40 percent of the food that is grown, processed and transported in the United States will never be consumed, making eliminating food waste a core priority for us. Here’s how we’re doing it:

**OUR APPROACH**

- **PRODUCED**
- **SOURCE REDUCTION AND REUSE:** At our Lakeland, Florida, bakery, bread that would otherwise go to waste is sold to another company to make breadcrumbs.
- **FEED ANIMALS:** Many of our plants send food byproducts that would otherwise go to waste to feed animals. This is the largest category of food waste diversion for our company. Potato waste from our Salem, Oregon, chip plant for instance, goes to a local dairy to feed their cows. And pomace from the fresh vegetables that we process at our Napoleon, Ohio, plant to make V8 beverages is made into pet food.
- **COMPOSTING:** At our headquarters in Camden, New Jersey, we send food waste from our cafeteria to compost, and at our Stockton, California, plant, a third-party composts vines and damaged fruit from tomato processing.

---

**TACKLING FOOD WASTE IN OUR OPERATIONS**

**Food Recovery Hierarchy**

**Feeding Hungry People:** In FY2019, Campbell donated product in the amount of $59.9 million to support the local communities where we operate.

**Anaerobic Digestion and Waste Oils:** At our Napoleon, Ohio, plant, where we make soups, sauces and beverages, we send product that does not meet quality standards or is expired to anaerobic digestion. The packaging is removed and recycled, while the food waste is used to create energy. At our chip plant in Salem, Oregon, waste food oil is recycled into biofuels.

**Landfill:** The remaining portion of food waste is sent to incineration or landfill. We have a goal to reduce waste to landfill by 25 percent by 2025 and aim to reduce food waste by 50 percent by 2030, in line with the United Nations Sustainable Development Goal 12.3. In FY2019, we reduced waste to landfill by two percent and food waste by 36 percent.
GOALS & PROGRESS HIGHLIGHTS

GREENHOUSE GAS EMISSIONS (tonnes CO₂e)

<table>
<thead>
<tr>
<th>Year</th>
<th>Baseline</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>Goal: 515,565</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

GOAL: 
Reduce Scope 1 and 2 Greenhouse Gas (GHG) emissions by 25% on an absolute basis by FY2025, as compared to FY2017

RENEWABLE ELECTRICITY USE

GOAL: 
Source 40% of our electricity from renewable or alternative energy sources by FY2020

WATER USE (cubic meters, in millions)

<table>
<thead>
<tr>
<th>Year</th>
<th>Baseline</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>Goal: 18.2</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

GOAL: 
Reduce water use by 20% on an absolute basis by FY2025, as compared to FY2017

FOOD WASTE GENERATED¹ (tonnes)

<table>
<thead>
<tr>
<th>Year</th>
<th>Baseline</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>Goal: 16,979</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

GOAL: 
Cut food waste in half by FY2030, as compared to FY2017

FOOD WASTE BY DESTINATION (FY2019 tonnes)

- Animal Feed: 66,665
- Aerobic Digestion: 12,394
- Biomaterial Processing: 6,461
- Landfill: 3,999
- Land Application: 2,857
- Anaerobic Digestion: 2,427
- Controlled Combustion: 175
- Total: 94,978

GOAL: 
Reduce the amount of waste sent to landfills by 25% on an absolute basis by FY2025, as compared to FY2017

WASTE TO LANDFILL (tonnes)

<table>
<thead>
<tr>
<th>Year</th>
<th>Baseline</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>Goal: 24,888</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. Campbell defines its food waste commitment in accordance with SDG 12.3. As such, we exclude animal feed and biomaterial processing from the scope of our goal.

2. Food waste to landfill only represents a portion of Campbell’s portfolio. It does not include Snyder’s-Lance because of a lack of sufficient data. We will work to include this data in our next report.
OUR APPROACH

**SHARED: EMPLOYEES**

At Campbell, our purpose extends to how we maintain a culture of transparency, integrity, innovation and care. Our people are our most important resources and join the Campbell team because they see their values reciprocated and respected.

Our rich legacy is a keen attraction for talent and one that we take immense pride in celebrating and encouraging. As we’ve welcomed new brands into our family over the last few years, we’ve also spent time reevaluating our approach to employee engagement, inclusion and diversity, training and development, and continuous improvement. Our new CEO Mark Clouse signed the CEO Action for Diversity & Inclusion. We began embedding inclusion and diversity professionals within our operating divisions – Snacks and Meals & Beverages – to ensure more focused objectives, programming and engagement. We adjusted the types of questions we ask in interviews to make sure we are bringing people in who reflect our values. And our Human Resources team launched three new training and development programs in 2019 to support our efforts to build a winning team and culture.

**SHARED: CONSUMERS**

From our humble beginnings canning whole, fresh tomatoes for use throughout the winter, to the multitude of products we make today, Campbell has spent 150 years providing multiple generations of American families with hearty and healthy food options.

Our purpose – *Real food that matters for life’s moments* – holds true despite the many changes we’ve seen across diets, lifestyles and expectations from consumers over the years. As consumers continue to show more interest in plant-based options, more natural ingredients and clean labels, we work hard to keep our research and development efforts in line with our Real Food Philosophy and these changing consumer demands. For instance, the *Well Yes!* line of sipping soups is changing how millennials view and consume soup. They want convenience, great taste and purposefully chosen, nutritious and recognizable ingredients. And it has been a success for us because we’ve married doing the right thing with what consumers want. This has required agility, a keen sense of what’s ahead, building close supplier relationships and always ensuring that our Real Food Philosophy and our commitment to transparency are driving factors in our decision-making.

**SHARED: COMMUNITIES**

Supporting and engaging with our communities is core to who we are at Campbell.

Throughout our 150-year history, this legacy of giving has remained one of the critical ways in which we deliver on the promise of our purpose. Our Giving That Matters community affairs programming is built around our mission to strengthen and empower healthy communities in our hometowns and enhance employees’ connections to both company and personal purpose.

Through our direct grantmaking, including the Campbell Soup Foundation and signature Campbell’s Healthy Communities program, employee engagement initiatives, in-kind giving, disaster relief and more, we work to achieve this mission by focusing philanthropy on three focus areas: increasing healthy food access, encouraging healthy living and nurturing Campbell neighborhoods. With ongoing input and engagement from local residents, we focus on solutions that meet our communities’ most pressing social needs and that are championed by local residents to ensure their sustainability.
BUILDING THE SKILLS WE NEED TO WIN

As we transform our company, it’s more important than ever for us to help employees grow their skills and chart their career paths at Campbell. Our Talent Management team’s vision is to create real talent with the right capabilities to ignite our company’s growth. We’re doing this with several new programs designed for employees at varying levels of the company. These include:

**perform to WIN**

*perform to WIN* uses an objective and key result (OKR) model through which employees set clear objectives aligned to our companies’ strategic priorities for the year. It’s designed to drive greater focus and alignment, improve our operating discipline, and increase accountability. Three times per year, employees and managers meet for a check-in to help them see where they are succeeding and where they have room to improve, and at the end of the year, employees are recognized and rewarded for performance. In 2019, 98 percent of salaried employees logged their FY2020 OKRs in Campbell’s tracking system.

**manage to WIN**

Managers need support to continually build their capabilities, too. *manage to WIN* is a program providing development opportunities for managers. The program includes a two-day in-person summit combined with virtual learning on performance coaching, delegation, inclusion and other topics, and provides a forum for managers across the enterprise to come together as a learning community and strengthen their capabilities together.

**include to WIN**

*include to WIN* is a subset of our overall inclusion and diversity programs. It comprises online inclusion training that is available to all salaried employees and is mandatory for all managers. In FY2020, we will be launching two new trainings, “The In Crowd” and “Micro-messages.”

PLANT-POWERED HYDRATION: **V8 +HYDRATE**

The V8 brand introduced its newest plant-powered beverage, V8 +Hydrate. Our new plant-based hydration beverage uses the goodness of sweet potato juice to provide consumers with naturally occurring electrolytes and glucose that aid in hydration and replenishment. With only 45 calories in each 8-oz can, V8 +Hydrate has one full serving of vegetables, no artificial sweeteners, is non-GMO, gluten free and vegan friendly. V8 +Hydrate brings consumers what they want: great taste, natural electrolytes and functionality – all at an accessible price point.

IMPROVING SCHOOL FOOD

In FY2019, the Campbell Soup Foundation allocated strategic funds toward our long-term priority of improving food offerings in schools. Building from the success at our KIPP schools in Camden, we are planning to take this work to the next level. Through a combination of larger grants to national partners and smaller grants in support of local organizations working on the ground in districts, we are helping to create a school food environment in which all students have access to real, healthy food.

In year one, we supported:

- FoodCorps service members who are placed in schools across several districts focusing on hands-on learning about healthy food, healthy school meals and creating a school-wide culture of health
- Wellness in the Schools’ efforts to rewrite school menus and train cafeteria staff to prepare fresh and healthy meals for kids
- Mini grants to improve equipment in cafeterias to make them conducive to healthy cooking and eating
GOALS & PROGRESS
HIGHLIGHTS

EMPLOYEES

42% Women in Global Workforce
41% Women in Management
33% Women on Board of Directors
14% Since FY2018 Total Reportable Incident Rate (TRIR) (per 200,000 hours)
31% Since FY2018 Lost Time Incident Rate (LTIR) (per 200,000 hours)

CONSUMERS

68% Sales from products with reduced negative nutrients
28% Sales from products with increased positive nutrients
18% Sales from healthy products

→ DELIVERED

> 10 Billion Servings of Vegetables to the Global Marketplace in FY2019

→ DELIVERED

> 1.5 Billion Servings of Whole Grains to the Global Marketplace in FY2019

COMMUNITIES

10,500 Total employee volunteer hours

CHARITABLE GIVING:

Total Giving $64.2M

In-Kind Donations: $59.9 M
Corporate Contributions: $2.4 M
Foundation: $1.9 M

83% Healthy Corner Stores reporting increased healthy product sales
Campbell is committed to meeting consumers’ needs. We’re responding to demands for convenient foods that fit into a variety of lifestyles, from a desire for more plant-based ingredients to a preference for on-the-go options. Check out some of our recent innovations:

**Pepperidge Farm Farmhouse Hearty White**
We developed a new recipe and packaging for our top-selling Farmhouse bread. Hearty White has thick slices and fresh-from-the-oven taste, plus no colors or flavors from artificial sources and no high fructose corn syrup.

**V8 +HYDRATE**
One of Campbell’s nutrition scientists discovered that a blend of sweet potato juice and water is an ideal mixture for quick rehydration and from this, the idea for V8 +Hydrate was born. We paired sweet potato juice with hints of fruit in four delicious flavors: Strawberry Cucumber, Coconut Watermelon, Orange Grapefruit and Blueberry Acai for a refreshing way to rehydrate.

**Well Yes! Sipping Soups**
Soups are a great way to get your veggies – but they’re not always easy to eat on the go. Our sipping soups provide 20 percent or more of a person’s daily vegetable needs in a microwaveable cup that can be sipped anywhere.

**Pacific Foods Barista Series Plant-Based Beverages**
The first branded line of plant-based beverages specially crafted to pair with coffee, Barista Series oat, almond, coconut, rice and soy beverages use the highest-quality ingredients to deliver great texture and taste.

**Prego Sensitive Recipe**
This traditional tomato sauce makes delicious Italian meals possible even for those who are avoiding onions and garlic. It’s also suitable for those following a low-FODMAP diet. Best of all, it’s priced right in line with the rest of our Prego portfolio.

**Plum Organics Mighty Protein & Fiber Pouches**
This line of toddler pouches delivers plant-based protein from veggies, seeds and fruit. Each pouch provides at least 2 grams of fiber per serving, 200 mg of omega-3 ALA from chia seeds and is certified organic with no genetically modified ingredients.

**Pacific Foods Bone Broths**
Simple, clean ingredients like organic chicken, turkey or beef bones are slow simmered with vegetables, herbs and just a touch of apple cider vinegar. The result is a hearty bone broth full of naturally occurring collagen protein, which can be sipped by the cup or added to your favorite recipe.
Rooted in the beliefs of our Founders, we have been making food that we are proud to serve in our own homes since 1869. The work we do every day is guided by our values, as we strive to fulfill the promise of our purpose, and deliver our corporate responsibility goals. Thank you for inviting us into your homes for these many years and for joining us on our journey to make delicious food that is rooted in goodness, prepared with care, and accessible to all.