



Campbell's

Campbell Soup Company
2019 Corporate Responsibility Report



**Where We're
Headed**

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About This Report

The 2019 Campbell Corporate Responsibility Report marks a decade of providing our stakeholders with a balanced view of our corporate responsibility strategy and performance across our global operations. This report covers initiatives and performance metrics associated with our material corporate responsibility issues during the fiscal year 2018, which ended July 29, 2018. This report has been prepared in accordance with the GRI Standards: Core option.





Where We're Headed

This has been a transitional year for Campbell. We completed the acquisition of Snyder's-Lance, the largest transaction in our company's history, and added Pacific Foods to our portfolio. We undertook a strategic review of the business. And we shared the decision to divest our Campbell International and Campbell Fresh businesses to drive growth, focusing on two distinct businesses moving forward: Campbell Snacks and Campbell Meals and Beverages.

Our vision now for Campbell is to be a leading, focused snacks and simple meals company, with a portfolio of best-in-class products and brands in our core North American market.

While there has been a lot of change, we remain committed to our Purpose, *Real food that matters for life's moments*.

In this year's report, we invite you to explore our corporate responsibility initiatives and commitments that are helping us live into this Purpose. We continue to integrate our two newest acquisitions, Snyder's-Lance and Pacific Foods, and as a result, will not include data from these two businesses. We expect to include this data in our 2020 Report.

CEO MESSAGE



“Campbell continues to have a strong foundation, as our Purpose, *Real food that matters for life’s moments*, and our values set a clear course to deliver on our commitments to all our stakeholders.”

Mark Clouse
President and Chief Executive Officer

Dear Campbell Stakeholders,

Throughout my more than 20 years in the food business, I have long admired Campbell and the passion and commitment of the company and its people to be a positive force in the world. It is one of the many reasons why I am honored to be leading Campbell today, and why I am committed to building on our leadership in this area.

The food industry is experiencing one of the biggest periods of transformation we have ever seen. For Campbell, 2018 was also a year of change, including my appointment as President and CEO. We acquired two companies, Snyder’s-Lance and Pacific Foods. We conducted a strategic and portfolio review that resulted in a new path forward focused on our two core North American businesses, Campbell Snacks and Campbell Meals & Beverages. In addition, we made the difficult decision to divest non-core assets, including Campbell International

and Campbell Fresh—both of which are featured prominently in this report. While it was a year of refocusing, Campbell has been, and will continue to be, a great company. I am confident in the direction we are headed because of the combination of our talented people, iconic brands and an ambition to do something remarkable together. Campbell continues to have a strong foundation, as our Purpose, *Real food that matters for life’s moments*, and our values set a clear course to deliver on our commitments to all our stakeholders.

Real Food Prepared with Care and Accessible to All; Building Trust Through Transparency

As we transform our company, we have recommitted to our brands, our products and the way we make our food to drive sustainable, profitable growth. We believe real food should be more accessible to all communities, where it can be part of,



2018 Calendar Year Recognitions

- **100 BEST CORPORATE CITIZENS**
Ranked #12
Corporate Responsibility Magazine
9th consecutive year
- **COMMUNITY CHAMPION AWARD**
United Way of Greater Philadelphia and Southern New Jersey
- **DOW JONES SUSTAINABILITY INDEX**
10th consecutive year on the North American Index;
Scored 100% in health and nutrition
- **THE REPUTATION INSTITUTE**
Ranked #1 Most Reputable Company in America
- **FTSE4GOOD INDEX**
4th consecutive year
- **HUMAN RIGHTS CAMPAIGN CORPORATE EQUALITY INDEX**
100% Score—for the 9th time
- **JUST CAPITAL**
Recognized on the JUST 100 list as one of the most JUST companies in America for the second consecutive year;
3rd among food and beverage companies
- **MSCI INDEX SERIES**
Included as a constituent of the MSCI Global ESG and SRI Indices
- **PRODUCE FOR BETTER HEALTH FOUNDATION**
Fruits & Veggies—More Matters®
Industry Role Model
5th consecutive year

and even help improve, the overall quality of peoples' lives. Families rely on us to make real food with ingredients they recognize. We believe giving back matters and work to ensure families in times of need have access to food and beverages—whether due to natural disasters or challenging circumstances.

Today more than ever, Campbell is committed to transparency, because we believe our values and integrity are best demonstrated through a commitment to openness and sharing both in our work and with the ingredients in our food. Our engagement with consumers inspired us to evolve some of our traditional recipes, and we've crafted new products that deliver more whole grains, vegetables, lean protein and plant-based options.

Protecting the Environment and Supporting Sustainable Agriculture

Families rely on us to ensure our ingredients are grown with care by farmers who share our commitment to food rooted in goodness, flavor and authenticity. We uphold this standard by working with others across the supply chain to ensure our food is grown sustainably. For instance, in collaboration with the Land O'Lakes SUSTAIN program, Campbell helped growers, representing 10,000 acres of wheat used in our Pepperidge Farm products, to adopt more sustainable fertilizer practices to nurture soil health. This strategic partnership reflects our long-standing commitment to providing farmers with the tools to support and sustain a resilient agricultural supply chain.

Our commitment to driving progress against our 2025 climate, water and waste goals remains steadfast. In fiscal year 2018, we saw a reduction in our greenhouse gas emissions, diverted 92 percent of waste from landfills, and made further progress on measuring and reducing food waste.

Building a Culture Around Purpose, Values and Accountability

At Campbell, culture is a serious part of our agenda—something we continue to nurture and grow together. While we are proud of the progress we have made, we must continue to ensure that purpose, values and accountability are part of the fabric of our company and that diversity and inclusion are embedded in our business operations. This past year, we have worked to enhance inclusivity in the workplace, with a commitment to listen to, learn from and understand one another in every interaction. For me, this is what a winning team feels and acts like, and one that is best able to reflect the needs of our consumers and the communities we serve. Our employee resource groups continue to provide unique connections and insights, as well as support for employees across the company. As an Army veteran, I am proud that Campbell's Veterans Connection group allows us to better understand the needs of our employees who have protected the greater good of our communities through military service.

I am humbled and honored by the privilege to serve as the 14th CEO in Campbell's storied history. In 2019, Campbell will celebrate its 150th Anniversary as we continue to build on the work of those who came before us. Our predecessors devoted their time to creating a strong company rooted in iconic brands loved by people around the world. As I join the Campbell family, I also join the ranks of a dedicated, passionate team of people committed to our legacy and to the journey ahead. Thank you to the thousands of employees, customers, partners and friends—past and present—who continue to make Campbell's Purpose a reality.

Sincerely,



Mark Clouse
President and Chief Executive Officer
Campbell Soup Company

CORPORATE PROFILE

Campbell is driven and inspired by our Purpose: *Real food that matters for life's moments*. Founded in 1869, our 23,000 employees remain true to our founders' values as we provide authentic, flavorful and readily available foods and beverages that connect our consumers to each other and what's important to them. In FY2018, our products were sold in more than 100 countries around the world and generated sales of \$8.685 billion.

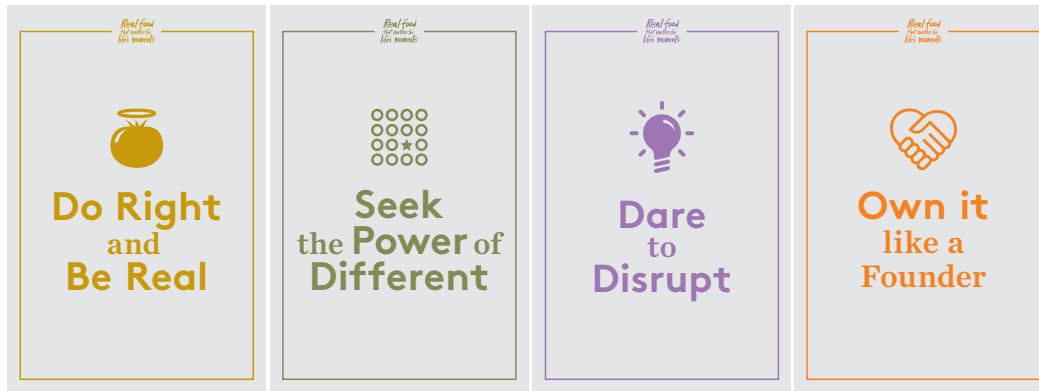
Real Food Philosophy

Guided by our Purpose, focused on the future and inspired by the proud legacy of Dr. John Dorrance, we carefully crafted our Real Food Philosophy to further define real food at Campbell.



Our Values

The food industry is changing, characterized by a new generation of consumers who want to buy from brands that share their values. This shift has encouraged us to look inward to consider what Campbell values most today. Put simply, we are proud of our rich heritage but focused on the future. The Campbell Values and behaviors establish a challenger mindset inspired by the integrity and innovation of our founders. They inform how we recruit and develop our people and how we conduct ourselves in the marketplace.



Our Business in FY2018

Meals and Beverages

Includes the retail and food service businesses in the U.S. and Canada. The segment includes the following products: *Campbell's* condensed and ready-to-serve soups; *Swanson* broths and stocks; *Pacific* broth, soups, non-dairy beverages and other simple meals; *Prego* pasta sauces; *Pace* Mexican sauces; *Campbell's* gravies, pasta, beans and dinner sauces; *Swanson* canned poultry; *Plum* food and snacks; *V8* juices and beverages; and *Campbell's* tomato juice. Beginning in fiscal 2019, the segment also includes the simple meals and shelf-stable beverages business in Latin America.

Global Biscuits and Snacks

Includes the U.S. snacks portfolio consisting of *Pepperidge Farm* cookies, crackers, bakery and frozen products in U.S. retail, and *Snyder's-Lance* pretzels, sandwich crackers, potato chips, tortilla chips and other snacking products. The segment also includes *Arnott's* biscuits in Australia and Asia Pacific, *Kelsen* cookies globally, and the simple meals and shelf-stable beverages business in Australia and Asia Pacific. We are pursuing plans to divest the *Arnott's* biscuits, *Kelsen* cookies and the Australia and Asia Pacific simple meals and shelf-stable beverages business. In FY2018, this segment also included the simple meals and shelf-stable business in Latin America.

Campbell Fresh

Includes *Bolthouse Farms* fresh carrots, carrot ingredients, refrigerated beverages and refrigerated salad dressings; *Garden Fresh Gourmet* salsa, hummus, dips and tortilla chips; and the U.S. refrigerated soup business. We are pursuing plans to divest these businesses.

\$4.2 Billion Annual Sales

Worldwide Locations

NORTH AMERICA

World Headquarters
Camden, New Jersey

Administrative Offices
Charlotte, North Carolina
Norwalk, Connecticut
Santa Monica, California
Toronto, Canada

Manufacturing Facilities

Arizona
Goodyear (GBS)

California
Bakersfield (CF)
Dixon (MB)
Stockton (MB)

Connecticut
Bloomfield (GBS)

Florida
Lakeland (GBS)

Georgia
Columbus (GBS)

Illinois
Downers Grove (GBS)

Indiana
Jeffersonville (GBS)

Massachusetts
Hyannis (GBS)

Michigan
Ferndale (CF)**
Grand Rapids (CF)**

New Jersey
East Brunswick (GBS)

North Carolina
Charlotte (GBS)
Maxton (MB)

Ohio
Ashland (GBS)
Napoleon (MB)
Willard (GBS)

Oregon
Salem (GBS)
Tualatin (MB)

Pennsylvania
Denver (GBS)
Downingtown (GBS)
Hanover (GBS)

Texas
Paris (MB)

Utah
Richmond (GBS)

Washington
Everett (CF)**
Prosser (CF)

Wisconsin
Beloit (GBS)
Franklin (GBS)
Milwaukee (MB)

Canada
Toronto (MB)*

AUSTRALIA AND ASIA PACIFIC

Administrative Office
North Strathfield, Australia

Manufacturing Facilities

Australia
Huntingwood (GBS)
Marleston (GBS)
Shepparton (GBS)
Virginia (GBS)

Indonesia
Bekasi (GBS)

Malaysia
Selangor Darul Ehsan (GBS)

EUROPE

Administrative Office
Nørre Snede, Denmark

Manufacturing Facilities

Denmark
Nørre Snede (GBS)
Ribe (GBS)

England
Norwich (GBS)
Wednesbury (GBS)

*Expected to close by the end of FY2019 **Announced divestiture in FY2019
MB—Meals and Beverages, GBS—Global Biscuits and Snacks, CF—Campbell Fresh

SUSTAINABILITY STRATEGY

Our sustainability strategy reflects our Purpose to provide *Real food that matters for life's moments* and our strong commitment to transparency in the decisions we make and the actions we take. During our annual formal strategic planning process in FY2017, we revised our sustainability strategy to more closely align with our value chain and to support our business objectives. This new framework reflects how we grow, source, produce and share our food.

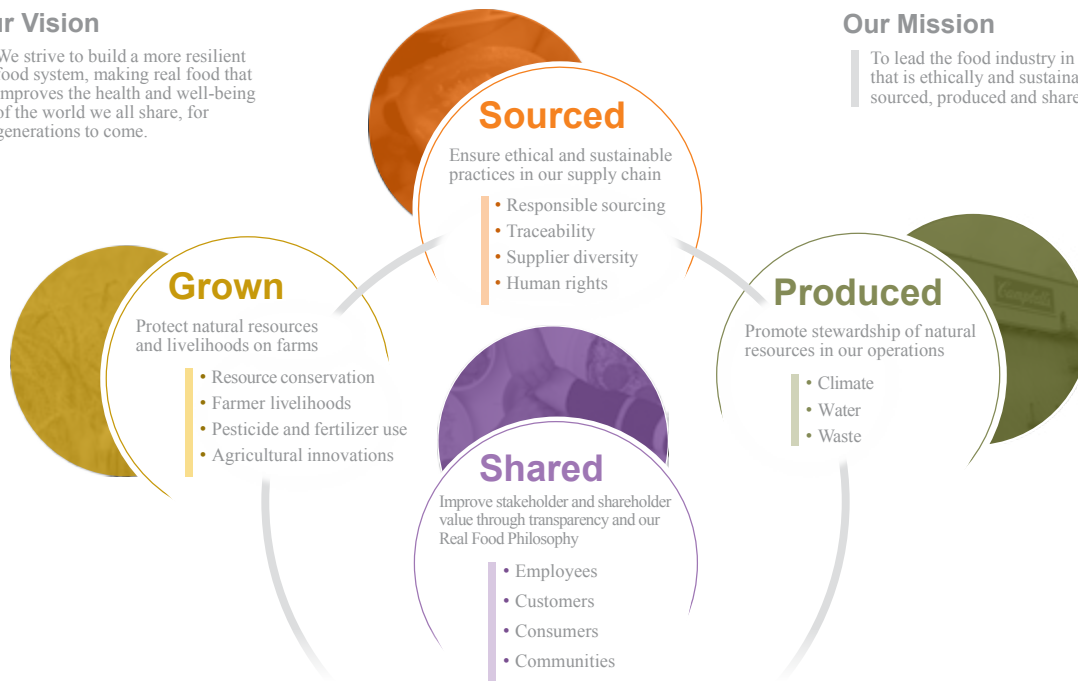
We developed this strategy with major food industry trends in mind. Global population growth, water scarcity, climate change and constraints on agricultural land are placing massive strain on the food system. A growing number of people lack ready access to good, affordable food, while food-related health issues such as obesity and diabetes continue to rise. At the same time, demographic shifts are producing a base of aging consumers interested in foods that can help them manage chronic diseases, and a younger generation that craves food that suits their active, wellness-focused lifestyles. Both changes add up to an increased focus on health and well-being, and Campbell is rising to meet this demand. We are not only developing healthier products—we're being more transparent about how our food is grown and produced and where we stand on issues that matter, like animal welfare and mandatory labeling of GMOs.

Our Vision

We strive to build a more resilient food system, making real food that improves the health and well-being of the world we all share, for generations to come.

Our Mission

To lead the food industry in food that is ethically and sustainably grown, sourced, produced and shared.



Strategy, cont.

Strategic Foresight Into the Future




Throughout the year, we maintain dialogue with our suppliers, customers, NGOs and investors to monitor and assess emerging issues and the evolution of the topics in Campbell's materiality assessment. We have engaged a broad cross-section of Campbell leaders in developing an actionable, enterprise-wide view of the future of food. More specifically, we sought to define disruptions and opportunities in the five- to seven-year horizon within the areas of real food and food and technology.

We gathered and synthesized marketplace, consumer, culinary and technology trends, and conducted extensive interviews with futurists, academics, chefs, designers, nutritionists and anthropologists. The themes identified represent an emerging pattern of change that combines and categorizes internal stakeholder perspectives, external influences and broader strategic drivers. These platforms cut across real food, technology and sustainability and are informing our decision making.





The platforms, which include Future Commerce, My.Moments (snacking), Limitless Local, Connected Culinary Experiences and Clean AgTech, among others, bring together the disruptors, drivers, trends and signals existing across social, technological, economic, environmental, political and values-driven contexts.



CORPORATE RESPONSIBILITY COMMITMENTS

CATEGORY	TARGET	SCOPE	PROGRESS
 Agriculture	GROWN		
	Reduce GHGs per tonne of tomatoes by 20% by the end of 2020, as compared to 2012	U.S. tomatoes	Reduced 18% ●
	Reduce water use per pound of tomatoes by 20% by the end of 2020, as compared to 2012	U.S. tomatoes	Reduced 15% ●
	Reduce nitrogen applied per tonne of tomatoes by 10% by the end of 2020, as compared to 2012	U.S. tomatoes	Increased 1% ○
	Enroll 70,000 acres of wheat in a fertilizer optimization plan by the end of 2020	U.S.	10,000 acres ○
	Source 50% (by volume) of plant-based priority ingredients from suppliers engaged in an approved sustainable agriculture program by FY2025	Global	
	Soy		0% ○
	Wheat		8% ○
	Jalapeños		0% ○
	Tomatoes		87% ●
Carrots		22% ●	
Potatoes		0% ○	
 Packaging	SOURCED		
	Transition steel cans to non-BPA linings in the U.S. and Canada by the end of 2017	U.S. and Canada	Achieved ●
	Source 100% cage-free eggs by the end of 2025	Global	16% ○
	Source 100% "No Antibiotics Ever" (NAE) chicken for diced and canned chicken products by the end of 2017	U.S. and Canada	98% ●
	Source 100% crate-free pork by the end of 2022	Global	57% ●
	Source 100% U.S. chicken meat that complies with higher broiler chicken welfare standards by the end of 2024	U.S.	Assessing suppliers ○
	Purchase 100% Responsibly Sourced Palm Oil (RSPO) by the end of 2016	Global	Achieved for Campbell portfolio; still integrating Snyder's-Lance ●
	By FY2025, responsibly source 100% of priority raw materials	Global	Defining scope and baseline ○
	By FY2025, 100% of priority raw materials are traceable to country of origin	Global	Defining scope and baseline ○
	By FY2020, measurably advance Campbell's Supplier Diversity Program	Global	Defining scope and baseline ○
By FY2020, proactively assess 100% of Campbell-owned facilities for compliance with Campbell's Human Rights Principles	Global	21% ○	
 Responsible Sourcing			

CORPORATE RESPONSIBILITY COMMITMENTS (CONTINUED)

CATEGORY	TARGET	SCOPE	PROGRESS
PRODUCED			
 Climate	Reduce Scope 1 and 2 Greenhouse Gas (GHG) emissions by 25% on an absolute basis by FY2025, as compared to FY2017	Global	2% <input type="radio"/>
	Source 40% of our electricity from renewable or alternative energy sources by FY2020	Global	0%—power sold to others ¹ <input type="radio"/>
 Water	Reduce water use by 20% on an absolute basis by FY2025, as compared to FY2017	Global	0.2% <input type="radio"/>
	Reduce the amount of waste sent to landfills by 25% on an absolute basis by FY2025, as compared to FY2017	Global	1% <input type="radio"/>
 Waste	Cut food waste in half by FY2030, as compared to FY2017 ²	Global plants	11% <input type="radio"/>
	SHARED		
 Safety	Achieve 3% decrease in reportable and lost time incidents per year with long-term goal of 0 incidents	Global	
	Reportable incidents		Goal achieved, 14% reduction <input checked="" type="radio"/>
	Lost Time incidents		5% increase <input type="radio"/>

¹ Campbell generates renewable energy equivalent to 4 percent of its electricity use through onsite solar and fuel cell installations, but sells all of it to others.

² We define our 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.

GOVERNANCE

Campbell's commitment to sustainability is reflected in our Purpose. Because of this, our governance structure helps to ensure that sustainability and, more broadly, corporate responsibility, is integrated into our business decisions. Additionally, from FY2012 through FY2018, we included sustainability metrics in our Annual Incentive Plan (AIP) Scorecard to link incentive compensation with our sustainability goals.

How Sustainability Governance Permeates Our Business

BOARD OF DIRECTORS

- Provides oversight
- Audit Committee receives annual sustainability updates



CHIEF EXECUTIVE OFFICER

- Provides executive support



VICE PRESIDENT OF CORPORATE RESPONSIBILITY & CHIEF SUSTAINABILITY OFFICER

- Reports to the CEO and leads global strategy



SUSTAINABILITY STEERING COMMITTEE

- Senior leaders from operating divisions, global engineering, corporate responsibility, global procurement, research and development, and manufacturing
- Oversees leadership network



SUSTAINABILITY LEADERSHIP NETWORK

- Cross-functional team that includes sustainable agriculture, environmental engineering, packaging, procurement and manufacturing
- Responsible for development of short- and long-term goals and performance metrics
- Reports quarterly to steering committee



Ethics

Everything we do at Campbell reflects our strong foundation of ethical business practices. This foundation allows us to attract and retain talented people who share our values, and it also reduces the potential for risk or reputational damage. We pride ourselves on having built an ethical company where employees are proud to work.

Campbell's compliance and ethics program, *Winning with Integrity*, reflects our conviction that conducting business in compliance with the law and the highest standards of business ethics is essential to our success. As reflected in our [Code of Business Conduct and Ethics](#), employees share responsibility for ensuring that the *Winning with Integrity* principles are fulfilled every day, through each and every action taken—whether in the marketplace, the workplace or the community.

The *Code* outlines our company's basic standards and expectations, highlights important policies and summarizes certain fundamental legal requirements that employees must follow. Each employee receives a copy of the *Code*, which is available in multiple languages, and participates in training regularly. We review the *Code* on a regular basis. The most recently updated version was approved by the CEO and the Board of Directors, announced and distributed to employees in their language of choice and posted on the company's internal and external websites.

Campbell's Legal Department is responsible for maintaining and administering the *Winning with Integrity* program. The Vice President, Head of Ethics and Compliance & Deputy General Counsel has overall responsibility for the direction and administration of the program and has direct access to the Chair of the Audit Committee of the Board of Directors for all compliance-related matters. A full report on the program is presented to the Audit Committee on an annual basis.

MATERIALITY

Material corporate responsibility issues are those topics that influence the judgment and decisions of our external and internal stakeholders, as well as having an impact on them and our business. We identify and prioritize material corporate responsibility issues through the four-step assessment process below.

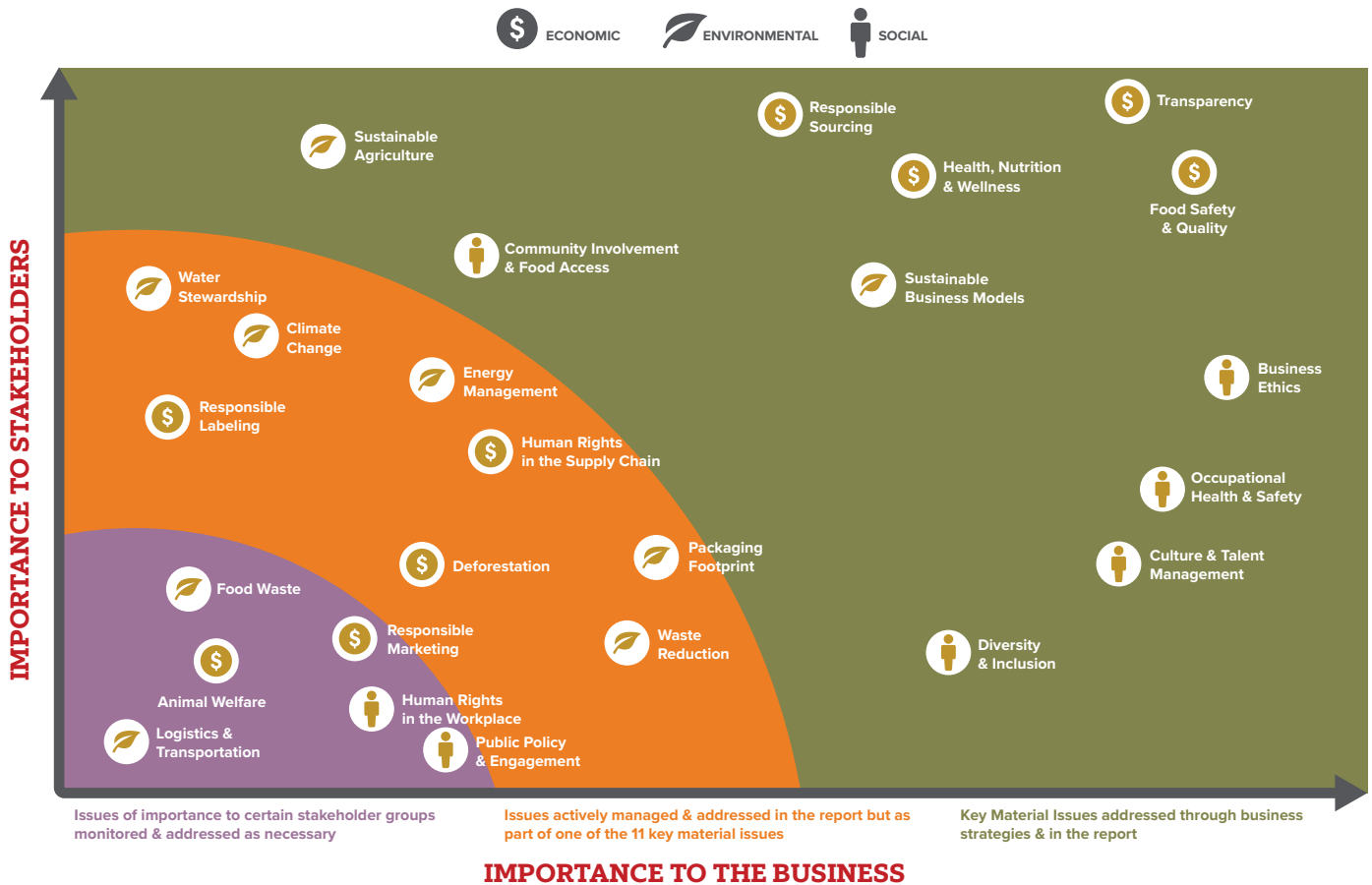
Step 1: Identify Issues—We review the priorities publicly reported by our peers, conduct a media audit of trending issues and discuss issues with NGOs and investors.

Step 2: Survey Stakeholders—We send the survey to employees, customers, suppliers, NGOs, community partners, government or regulatory agencies, investors, trade organizations and consumers, and post it publicly on social media. More than 1,250 participants responded to our most recent survey.

Step 3: Interview Stakeholders—We conduct interviews internally with global employees and external stakeholders. In addition, as part of our most recent assessment, Sustainable Brands interviewed five internal stakeholders, and Business for Social Responsibility interviewed five external stakeholders.

Step 4: Validate—Campbell’s Sustainability Steering Committee and various leaders around the organization provide feedback on the issues and validate the results of the research, survey and interview process. The results are shared below, and are reevaluated and revalidated throughout the year to allow for the inclusion of major or minor shifts in issues of priority.

For a complete description of our Materiality Assessment, please see the [Appendix](#).



UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

In 2015, world leaders at the General Assembly of the United Nations (UN) adopted the 2030 Agenda for Sustainable Development. Making up the foundation of this 2030 Agenda are 17 Sustainable Development Goals (SDGs) that are meant to transform our world in the areas of people, planet, prosperity, peace and partnership. While Campbell's material corporate responsibility initiatives and commitments map to all 17 goals (see page 78), we have prioritized the following six goals for our business. You can learn more about our commitments on page 9 of this Report.

UN SDGs

Our Commitments

2 ZERO HUNGER



Campbell is improving food security and nutrition by:

- investing in food innovations that enable consumer health and well-being
- crafting food that is accessible to all as part of our Real Food Philosophy
- enabling access to affordable, healthy food through the Healthy Corner Store Network

3 GOOD HEALTH AND WELL-BEING



Campbell is promoting good health and well-being by:

- increasing positive ingredients, like vegetables and whole grains
- reducing negative nutrients, like sodium and sugar
- removing substances of consumer concern like artificial colors and flavors, antibiotics in chicken meat and BPA linings in steel cans

8 DECENT WORK AND ECONOMIC GROWTH



Campbell is promoting decent work for all by:

- ensuring all Campbell-owned facilities comply with our Human Rights Principles
- continuing to build a safety-focused culture with a long-term goal of zero incidents
- enforcing our Responsible Sourcing Supplier Code to identify and eliminate labor violations in our supply chain, if any

10 REDUCED INEQUALITIES



Campbell is reducing inequality by:

- crafting food that is accessible to all as part of our Real Food Philosophy
- enforcing our Code of Business Conduct and Ethics and Responsible Sourcing Supplier Code to identify and eliminate labor violations, if any, and ensure equal opportunities for all

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



Campbell is promoting sustainable consumption and production by:

- committing to responsibly source and trace 16 priority raw materials
- reducing water use by 20%, waste sent to landfills by 25% and food waste by 50%
- ethically sourcing ingredients through commitments to certified palm oil, cage-free eggs and crate-free pork

13 CLIMATE ACTION



Campbell is combatting climate change and its impacts by:

- reducing operational greenhouse gas emissions
- sourcing electricity from renewable sources and advocating for responsible climate policy
- employing sustainable agriculture programs to improve fertilizer efficiency and develop more climate-resilient agriculture

STAKEHOLDER ENGAGEMENT

Proactive and consistent engagement with both internal and external stakeholders is critical to effectively executing our corporate responsibility strategy. Our approach to stakeholder engagement includes:

- Identification of issues that are most important to stakeholders
- Establishment of processes for meaningful and effective engagement
- Benchmarking for leadership performance within and outside our sector

The following table summarizes our engagement with major stakeholder groups:

STAKEHOLDERS	TYPES OF ENGAGEMENT	ISSUES
Advocacy Groups/Non-Governmental Organizations (NGOs)	<ul style="list-style-type: none"> • Organizational Memberships • Direct Engagement • Strategic Issue Partnerships • Professional Conferences • Roundtable Events • Social Media 	<ul style="list-style-type: none"> • Health, Nutrition & Wellness • Nutrition & Labeling Standards • Animal Welfare • Deforestation • Climate Change • Human Rights • Sustainable Agriculture
Communities	<ul style="list-style-type: none"> • Direct, On-the-Ground Relationships • Corporate & Employee Giving • Networking Events • Surveys • Signature Partnerships • Regional Priority Plans • Employee Volunteerism 	<ul style="list-style-type: none"> • Critical Local Needs (such as food access and nutrition education) • Disaster Relief • Environmental Initiatives • Health, Nutrition & Wellness • Strategic Partnership Priorities (such as health and well-being)
Consumers	<ul style="list-style-type: none"> • Dedicated 24-Hour Toll-Free Hotline • Consumer Insights • Branded Websites • <i>Campbell's Kitchen</i>[®] Website • Campbell's Nutrition Website • What's in My Food Website • Social Media • <i>Uncanned</i>[®] by Campbell's Website 	<ul style="list-style-type: none"> • Food Safety & Quality • Transparency • Packaging Information • Health, Nutrition & Wellness • Affordability • Food Waste • GMOs • Environmental Practices
Customers	<ul style="list-style-type: none"> • Dedicated Customer Teams • Top-to-Top Customer Meetings • Customer Surveys • Industry Trade Groups (such as FMI and Consumer Goods Forum) 	<ul style="list-style-type: none"> • Product Innovation • Trade Practices • Social Accountability • Environmental Practices • Transparency • Sales Support & Service • Health, Nutrition & Wellness
Employees	<ul style="list-style-type: none"> • Quarterly Employee Forums • Town Hall Meetings • Campbell id Networks • Interactive Workplace by Facebook Site • Anonymous Hotline 	<ul style="list-style-type: none"> • Diversity & Inclusion • Occupational Health & Safety • Recognition • Equitable Compensation & Benefits • Talent Management • Business Trends • Health, Nutrition & Wellness
Investors	<ul style="list-style-type: none"> • Meetings with Institutional and Socially Responsible Investors • Direct Engagement on Specific Topics of Interest • Ratings/Rankings & Indices • Annual Report • Annual Shareholder Meetings • Investor Calls and Forums 	<ul style="list-style-type: none"> • Business Performance • Governance Practices • Sustainability Strategies • Health & Well-Being Strategies • Ethical Business Practices • Human Rights • Nutrition
Regulators & Policymakers	<ul style="list-style-type: none"> • Campbell Political Action Committee • Direct Engagement on Issues Important to Campbell • Advocacy • Significant Monitoring and Communication of Regulatory Activities • Industry Trade Associations 	<ul style="list-style-type: none"> • Food Safety & Quality • Product Labeling • Trade Policy Implications • Health, Nutrition & Wellness Policy • Environmental Policy • Sustainable Agriculture
Suppliers	<ul style="list-style-type: none"> • Collaborative Partnerships • Responsible Sourcing Supplier Code • Strategic Relationship Management Program • Face-to-Face Meetings • Supplier Diversity Program • Surveys • Assessments & Audits 	<ul style="list-style-type: none"> • Product Safety & Quality • Human Rights • Ethical Sourcing • Sustainable Packaging • Ingredient Traceability • Cost-Savings Opportunities • Supply Chain Risk Mitigation • Sustainable Agriculture

Tradition Meets Technology

at Bolthouse Farms

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Report Cards Extend All the Way to the Farm

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GROWN

2020 Tomato Goals: Where We Stand

PAGE 20



Making Sustainable Agriculture the Norm

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Growing Tomatoes Is a Family Affair

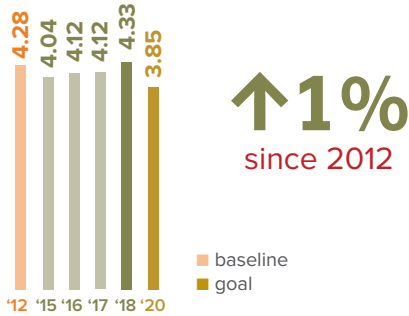
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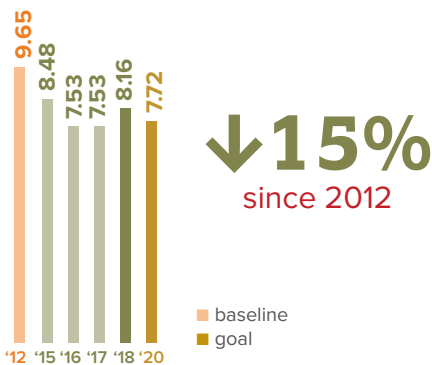


Metrics That Matter

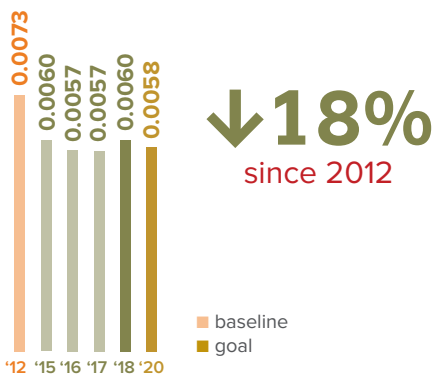
NITROGEN USE¹ (lb N/tonne tomato)



WATER USE (gal/lb tomato)



GHG EMISSIONS FROM NITROGEN USE (kg CO₂e/tonne tomato)



¹ Nitrogen use increased among Campbell's tomato growers in FY2018, primarily because of difficult growing conditions, which resulted in the increased application of fertilizer to ensure economic yields were met.



How We Manage

We believe that real food has roots. It should be made with recognizable, desirable ingredients from plants or animals. Real food is also prepared with care, which includes how our ingredients are grown. These beliefs are nothing new; our company has worked closely with local and regional farmers since our earliest days.

Today, as the world's population grows—and along with it, the demand for land, water and food—we're increasingly aware that the capacity of our current agricultural system is finite. Adding to this uncertainty are the potential risks to the food system posed by a changing climate. For these reasons and more, we are working to optimize agricultural supply chains to ensure their resilience in an increasingly volatile and changing environment.

Farming itself is responsible for significant environmental impacts. Crop irrigation is often the largest contributor to a food product's water footprint, and fertilizer production and use is often the largest contributor to its GHG footprint. Today's consumers understand these issues and have demonstrated that they will consider how a product was grown when they choose what foods to eat.

That's why Campbell is driving responsible and resilient agriculture to protect the long-term viability of the farms and ecosystems from which we source our ingredients. Through the work of our Director of Sustainable Agriculture and Sustainable Agriculture Manager, we are helping secure natural resources and livelihoods on farms by sharing the latest knowledge on sustainable and precision agriculture, promoting adoption of more efficient practices industry-wide, and investing in agricultural innovations and data analytics. This helps our farmers make better-informed decisions about how to manage their land and helps Campbell be more transparent with consumers about the full scope of our impacts.

Through the Campbell Soup Company Fund for Research in Sustainable Agriculture in Vegetables at UC Davis, we continue to fund education and public outreach about natural pest management, soil health, crop rotation and cover crops, nitrogen uptake, and drought and water management. This important agricultural research will help to identify long-term opportunities to advance sustainable farm management practices.

Real food begins on the farm. We're doing our part to ensure that growers can keep growing, so we can continue sharing real food for generations to come.



Tradition Meets Technology at Bolthouse Farms

Farming has always required a precise understanding of many variables: water and nutrient levels, soil quality and sunlight. Farmers judged when to plant and how to care for their crops, using knowledge passed down by generations before them and intuition refined by years of experience.

Now, the tools at farmers' disposal are significantly more advanced. Sensors, drones, data analytics software and other technologies allow for precision agriculture, giving farmers more detailed

information more easily. This helps them provide exactly what their crops need when they need it.

With a farming history dating back more than 100 years, Bolthouse Farms understands the traditional ways of tending to a field, but is also embracing new technologies through investment in precision agriculture tools that are delivering higher yields and more efficient use of natural resources.

Tradition Meets Technology at Bolthouse Farms, cont.



By removing more dirt from carrots during harvest, we leave more soil in the field and limit the weight of carrot loads trucked from the fields—which in turn reduces fuel consumption, water needed to clean the carrots and waste at the plant.



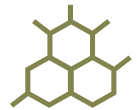
We evaluate our seed choices every year, testing new varieties to see what works best.



Planting seeds varying distances apart yields differently shaped carrots. We sell thick carrots whole and slice narrow ones into baby-cut size.



A fleet of GPS-driven tractors, planters, harvesters and accompanying equipment ensures that carrots are planted in straight rows, allowing nearly every carrot to be harvested. This not only reduces waste but makes more efficient use of our resources.



A specialized machine uses electroconductivity to map soil types so we can optimize planting and apply variable and accurate levels of crop nutrients across a field.

How Bolthouse Farms Grows Better Carrots More Sustainably



Newer, more efficient irrigation pipes take less power and water to irrigate the fields with less leakage.



Carrot tissue samples allow us to monitor nutrient levels and make science-based decisions about the optimal amount of inputs, like nitrogen, to apply throughout the season to avoid waste and nutrient runoff.



Pest control advisors visit fields frequently to assess what pests are present and how to address them in a responsible manner to avoid unnecessary pesticide applications.

Report Cards Extend All the Way to the Farm

As part of our effort to support our farmers in developing sustainable growing practices and drive environmental improvement, Campbell collects data from our tomato growers and provides report cards back to them that benchmark their resource use compared to their peers within Campbell's family of growers. We also connect tomato farmers to educational materials and

the latest research, including information on how to use fertilizer more efficiently and how to apply for grants to fund drip irrigation systems that conserve water.

While our tomato growers use sophisticated technology to collect data about their own operations, Campbell's report cards allow them to see how their efforts stack up against other

growers like them. This transparency provides invaluable insight and encourages strong collaborations between Campbell and our farmers—which leads to more sustainable growing practices and financial benefits for farmers.



2020 Tomato Goals: Where We Stand

In 2012, we set a goal to reduce GHG emissions from nitrogen use per tonne of tomatoes by 20 percent and reduce water use per pound of tomatoes by 20 percent by the end of 2020. We're proud to share that we've made substantial progress on both of these goals, but saw some setbacks in FY2018 due to unfavorable weather conditions. Heavy rains during the planting season delayed planting and forced farmers to plant during less than ideal conditions. A common practice is to use additional fertilizer to manage these poor conditions during the rest of the season. As a result, our progress was significantly impacted on our third goal to reduce nitrogen applied per pound of tomatoes by 10 percent. Despite this outcome, our farmers continue to invest in drip irrigation technologies, which can more precisely deliver nitrogen to the plant, reducing the risk of nutrient runoff that can pollute waterways. In FY2018, 72 percent of acres farmed for Campbell tomatoes used drip irrigation systems.





Reviving the Soup That Started It All

To celebrate our Real Food heritage, a team of Campbell employees brought a 100-year-old tomato soup recipe back to life. Following instructions handwritten by John Dorrance, who invented condensed soup and is responsible for making soup our middle name, we sourced local New Jersey beefsteak tomatoes and cooked up a batch in our pilot plant. The result was delicious. The limited edition jars have been sold at Cracker Barrel stores in New Jersey and Pennsylvania.

Growing Tomatoes Is a Family Affair

For the Yeung family, farming roots — and connections to Campbell Soup Company — run deep. Joe Yeung emigrated from China in 1948 and began farming. Over time, Joe's son Richard began farming with his dad, and in 2000 they began growing tomatoes for Campbell. As he transitioned into retirement, Joe assumed that Richard's own son would one day continue the tradition.

Richard did have a son, but he also had two daughters, Melissa and Becky. As luck would have it, Melissa worked in the agriculture department of Campbell Soup Company, and Becky worked for a company growing tomato seedlings used by Campbell tomato farmers. Both women had insights into innovations in agriculture, and five years ago, they decided to leave their jobs to farm full-time. Now, they manage the Campbell tomato contract with Joe Yeung Farms.

The sisters rely on the knowledge of their father and grandfather, but have also made significant changes on the



Hear more about the Yeung sisters in this [podcast](#).

farm. For example, they initiated drip irrigation to reduce water use and purchased advanced tillage equipment to reduce the number of tractor trips through the field (and associated fuel use and carbon emissions). Taking the best of both past knowledge and present technology, the women are ensuring that their family farm is sustained for the next generation. And that next generation might just turn out to be their own daughters.

Making Sustainable Agriculture the Norm

With Goldfish® crackers, Milano® cookies and many other baked goods in our portfolio, Campbell has identified wheat as a priority ingredient to source more sustainably. We have partnered with the Environmental Defense Fund (EDF) and Land O'Lakes' SUSTAIN program to do our part to make fertilizer efficiency and soil health the norm in U.S. grain production, not only because of the environmental benefits, but also to help improve farmers' bottom lines.

SUSTAIN provides practical tools, products and practices that are available to farmers through Land

O'Lakes' network of agricultural retailers. Agricultural retailers serve as trusted advisors to farmers, and SUSTAIN trains them on ways to improve air, water and soil quality, while increasing yields, improving soil health and building resilience to unpredictable climate conditions. Using the power of this network, SUSTAIN hopes to eventually reach thousands of U.S. farmers working millions of acres of crops, tipping the balance in favor of more sustainable growing practices nationwide. Campbell is committed to optimizing fertilizer use on 70,000 acres of wheat and is deploying SUSTAIN in

Our Wheat Goal:

Enroll

70,000

acres of wheat
in a fertilizer
optimization plan by 2020



our Pepperidge Farm sourcing regions to help achieve this goal. In FY2018, we enrolled 10,000 acres toward our goal.



Our Strategic Focus Areas and Goals

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SOURCED

A More Transparent **PALM OIL SUPPLY CHAIN**

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A Triple Win for **Arnott's**

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Metrics That Matter

RESPONSIBLY SOURCED
PALM OIL (RSPO) AS A PERCENTAGE OF
TOTAL PALM OIL PURCHASES

100%¹
2018

CRATE-FREE PORK AS A PERCENTAGE
OF TOTAL PORK PURCHASES

57%
2018

PERCENTAGE OF CANS
TRANSITIONED TO NON-BPA LINING

100%
2018

CAGE-FREE EGGS AS A PERCENTAGE
OF TOTAL EGG PURCHASES

16%
2018

“NO ANTIBIOTICS EVER” CHICKEN

98%
2018

¹ The progress reported here represents Campbell's portfolio prior to the acquisition of Snyder's-Lance. We are working to integrate Snyder's-Lance's sourcing into our certified sustainable supply.



How We Manage

Transparency builds trust. That's why we're working to set the standard for transparency, with the goal of becoming the world's most trusted food company. By improving transparency from farm to fork, we can ensure that ethical and sustainable practices are used across our entire supply chain. Knowing how our ingredients are produced and where they come from has become more important than ever as we expand our product portfolio to meet the needs of our diverse consumer base. This includes adding unique ingredients from new places, like cinnamon from Asia and quinoa from South America. As our supply chain grows more complex, it is important for us to build mechanisms for transparency to understand and minimize risks related to human rights, animal welfare, climate change and unsustainable resource consumption.

To help build this transparency, Campbell's Procurement team has revamped its Strategic Relationship Management (SRM) program. This program focuses on Campbell's key suppliers, and social and environmental responsibility are included as elements of the program. We engage with these suppliers through top-to-top meetings, in-person workshops and surveys. Suppliers will be rated on their performance against several key elements, one of which is sustainability.

To live into our Real Food Philosophy and our commitment to build trust through transparency, we created a responsible sourcing function in 2016 that reports to Campbell's Procurement team and is focused on building a holistic strategy for managing social issues such as human rights and animal welfare along the supply chain.

We have identified four strategic focus areas that align with our Real Food Philosophy and help pave the way for us to become a leader in ethical and sustainable sourcing.

Our Strategic Focus Areas and Goals



FOCUS AREA: Responsibly source ingredients, packaging and services for our products and operations

We strive to procure ingredients, packaging and services from suppliers who share our commitment to environmental stewardship, ethical business practices and diversity. Our Responsible Sourcing Supplier Code is applicable to all suppliers globally. The Code is the foundation of our Responsible Sourcing Program, which is currently being rolled out to our suppliers. In FY2018, we began to

communicate the Code to the suppliers of our priority raw materials. The Program incorporates a holistic approach of education and compliance, such as training for Campbell's buyers globally, supplier training and supplier audits. In FY2018, we trained 100 percent of our buyers globally on our Responsible Sourcing Program.

Responsible sourcing extends to the animal products used in our food, including eggs, chicken, pork and beef. In FY2017, we rolled out new Animal Welfare Guidelines, which included a

new commitment to broiler chicken welfare. We are making progress on our pledges regarding cage-free eggs and gestation crates for hogs. Campbell is also working to address ingredients whose sourcing may have unintended social or environmental impacts, such as deforestation resulting from palm oil cultivation.

GOAL: By 2025: Responsibly source 100% of priority raw materials
PROGRESS: We continue to build management systems internally to define our scope and baseline.

Priority Raw Materials

 AGRICULTURE	Tomatoes	Carrots	Jalapeños	Potatoes
 ANIMAL WELFARE	Chicken	Seafood	Pork	Eggs
 COMMODITIES	Wheat	Chocolate	Dairy	Sweeteners
 DEFORESTATION	Paper Packaging	Beef	Palm Oil	Soy

Priority raw materials were identified using information including: social and environmental risk, volumes, annual spend, existing commitments and importance to key products.

FOCUS AREA: Improve capabilities for farm to fork traceability

We know that today’s consumers want to know exactly what’s in the food they are feeding their families, down to where the ingredients in those foods come from. We are committed to traceability of the priority raw materials that go into our products, and as technologies like blockchain become

more widespread, we are exploring ways to build full traceability in our supply chain from farm to fork.

GOAL: By 2025: 100 percent of priority raw materials are traceable to country of origin

PROGRESS: We continue to build management systems internally to define our scope and baseline.

FOCUS AREA: Develop a diverse supply base that reflects the demographics of our consumers

Supplier diversity adds value to our long-term growth, strengthens our competitive advantage and can increase market share and shareholder return. Our supplier diversity program is focused on strengthening our U.S. supply base by offering diverse

suppliers equal access to potential business opportunities.

GOAL: By 2020: Measurably advance Campbell’s Supplier Diversity Program

PROGRESS: We continue to build management systems internally to define our scope and baseline.

FOCUS AREA: Advance respect for human rights in our operations and across our supply chain

Our commitment to real food extends to protecting the human rights of the people along our supply chain, but it starts with our own employees. In our own operations, we hold ourselves accountable to a set of Human Rights Principles to ensure we are treating our own employees with respect and are compliant with industry standards. We updated Campbell’s Human Rights Principles in 2017 to include and codify our long-standing policy for ensuring no forced labor exists in our own operations. These Principles are the

foundation of a new internal Social Accountability Program which is under development and will include employee training, proactive internal facility audits, and alignment between our internal Code of Conduct and Responsible Sourcing Supplier Code.

GOAL: By 2020: Proactively assess 100 percent of Campbell-owned facilities for compliance with Human Rights Principles

PROGRESS: In FY2018, we assessed 21 percent of Campbell-owned facilities for compliance with our Human Rights Principles.



Diverse Suppliers for a Diverse Consumer Base

Through support of minority- and women-owned businesses, Campbell has increased our social impact on local communities by offering employment opportunities, modeling behavior for younger generations and encouraging purchases from other diverse businesses. We’ve also witnessed competitive cost and quality improvements, responsiveness and agility to adapt to changing business needs, dedicated and enhanced customer service, and fresh perspectives that promote innovation. In FY2017, we updated our Supplier Diversity Commitment and joined Walmart and other consumer goods companies in collectively reporting our annual spend with women-owned businesses.



Making Progress on Animal Welfare

The humane treatment of animals is an important part of our vision for a responsible supply chain. NGOs, consumers and other outside experts have shared concerns about the welfare of animals whose meat and eggs are present in our food, as well as the negative environmental, health and social consequences of certain practices. We're listening and moving to address concerns.

Changes such as these are complicated and require time, investment and partnership to succeed. They must also align with our commitment to ensuring access to good, affordable food for our consumers. We will continue to work with NGOs, growers, suppliers, peers and other industry stakeholders to identify cost-effective solutions for our industry.

Cage-Free Eggs

We have committed to sourcing exclusively cage-free eggs globally by 2025. As of August 2018, 16 percent of Campbell's egg supply was cage-free. Kelsen and Arnott's are leading the way in this effort, as both have already transitioned to cage-free eggs.

Broiler Chickens

In 2017, Campbell implemented a Whole Bird Model for sourcing our chicken meat in the U.S. and Canada. In addition to the economic benefits, this model gives us visibility into the entire life cycle of the chicken, from egg incubation and hatching to growth and processing. This has been instrumental in ensuring that chicken meat in our North American product portfolio is raised with No Antibiotics Ever (NAE).

In addition, we committed to working with our suppliers to improve the treatment of broiler chickens while thoughtfully addressing the impact of these standards on the farmers from whom we source. We aim to move our U.S. chicken meat supply to a higher standard of animal welfare by 2024 that includes:

- Transitioning to breeds of birds approved by Royal Society for the Prevention of Cruelty to Animals (RSPCA) or the Global Animal Partnership (GAP), which are scientifically recognized as having higher welfare outcomes
- Providing more space for chickens by reducing stocking density to a maximum of six pounds per square foot
- Offering improved environments including litter, lighting and enrichment that meet GAP's new standards
- Processing chickens in a manner that avoids pre-stun handling and instead uses multistep, controlled atmospheric stunning
- Using third-party auditing to ensure compliance

Pork

In 2012, we made a commitment to eliminate gestation crates from our pork supply chain. With our suppliers' engagement, we intend to reach that goal no later than 2022. We have made progress on this commitment, due to both favoring suppliers that raise hogs in a gestation crate-free environment and continuing to work with suppliers who have transitioned from crates to group housing. We also favor suppliers that can provide audit and tracking reports for sourcing of crate-free pork. As of August 2018, 57 percent of Campbell's pork supply is crate-free.

Our Animal Welfare Commitments



Cage-free eggs
by 2025



Higher animal
welfare standards
for broiler chickens
by 2024



Crate-free pork
by 2022

A More Transparent Palm Oil Supply Chain



Where Does Arnott's Chocolate Come From?

Cocoa liquor is what gives Arnott's biscuits their distinctive taste. Our cocoa liquor comes from beans grown in Southeast Asia and Ghana, and our biscuits contain blends of chocolate from both regions. Because ethical production issues, such as forced labor and child labor, exist for cocoa grown in West Africa, all of our chocolate from that region is certified Fair Trade.

Palm oil is the most widely consumed vegetable oil around the world and is used as an ingredient in some of Campbell's snacking products, such as cookies and crackers. It requires less land to grow than soya, rapeseed and sunflower, the other three major oil-producing crops, and can also support jobs in emerging economies. However, improper sourcing of palm oil can contribute to deforestation, which can increase global GHG emissions, harm wildlife and impact vulnerable communities. For these reasons, Campbell is working to ensure responsible sourcing and traceability of palm oil used in our products.

In 2016, Campbell achieved its goal of using 100 percent certified Responsibly Sourced Palm Oil (RSPO) in our global operations. We have also committed to providing full plantation-level traceability and communicating our progress in our [Sustainable Palm Oil Sourcing Guidelines](#).

In March 2018, Campbell acquired the Snyder's-Lance portfolio of brands. We are committed to integrating Snyder's-Lance's sourcing into our certified sustainable supply as we integrate the business.

In our Arnott's and Kelsen businesses, we have taken it a step further and use 100 percent segregated palm oil, ensuring that all palm oil originates from RSPO plantations and is fully traceable.

Sustainably sourced palm oil has been a priority at Arnott's for years, due in part to the Australian market's proximity to Indonesia and Malaysia, the source of roughly 85 percent of global palm oil. Engagement with consumers and NGOs near Arnott's Australian headquarters has helped the brand emerge as a leader on this issue and earn a perfect score on the World Wildlife Fund's 2016 Palm Oil Buyers Scorecard.

A Packaging Evolution at Plum Organics

Responsible sourcing extends beyond the ingredients in our food. It also includes a focus on the packaging in which we deliver our products. Plum Organics, a Public Benefit Corporation and certified B Corp, is making progress on packaging sustainability in ways both big and small.

Improved Retail Cartons

In FY2017, Plum Organics transitioned 100 percent of its pouch portfolio to a six-pouch, 100-percent recyclable corrugated carton and eliminated the need for an additional corrugated shipping box. This reduced our total corrugated packaging weight by 40 percent. We eliminated this extra layer of packaging by upgrading the cartons to "ship to sell" status, adding shelf-ready graphics and perforation to each box.

Strong Partnerships

Plum Organics partners with industry leaders, such as Materials Recovery for the Future and One Step Closer to an Organic and Sustainable Community (OSC²), to actively seek out new, more sustainable materials and end-of-life solutions for packaging waste. Plum Organics also remains a member of How2Recycle, a labeling system that makes it easier for consumers to recycle.



11x Less
packaging per gram of
food in a Plum Organics®
pouch vs. glass
baby food jar

A Triple Win for Arnott's

Campbell made a \$40 million investment in new packaging capabilities to help Arnott's address environmental, consumer and economic needs. Much of this investment is centered at Arnott's Huntingwood bakery in Western Sydney, where a new Multi-Pack Centre equipped with state-of-the-art equipment and technology was opened to support product and packaging innovations. Biscuits produced in the facility are now packed into recyclable corrugated boxes, rather than the nonrecyclable plastic bags that once held multiple single-serving packs. The boxes are also more efficient to ship, which means fewer delivery trucks on the road.

Once they arrive at supermarkets, products from the Multi-Pack Centre should also please consumers. The new corrugated packaging protects biscuits from breaking, is easier to navigate on store shelves and fits more neatly in a pantry. The Huntingwood facility employs more than 500 people, and is the latest recipient of Arnott's investments in Australian manufacturing, which total more than a quarter of a billion dollars over the past five years. Through this project, Arnott's managed to score a win for the environment, its consumers and its community.



The Australian Packaging Covenant (APC)

A sustainable packaging initiative changing the culture of business by improving recycling and recovery of product packaging. In 2018, Campbell Arnott's achieved the highest level of performance against the APC's Packaging Sustainability Framework, *Level 5—Beyond Best Practice*, and was a top-tier APC signatory. Here are some of the achievements that contributed to our strong performance.



Received Award for Outstanding Achievement in Packaging Design and overall Category Winner for Food and Beverage



100%
Corrugate from sustainably managed forests



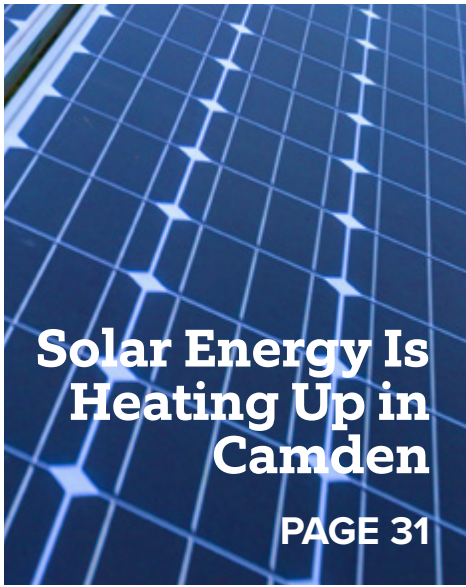
73 tonnes
Can material reduced



95%
Waste diverted from landfills



1,400 tonnes
Imported bleached liners converted to recycled liners made locally



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Making Our Refrigeration Systems More Efficient
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PRODUCED



Managing Every Drop
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Real Food Shouldn't Go to Waste
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Making the Most of Every Vegetable
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How Arnott's and Kelsen Are Doing More for the Planet
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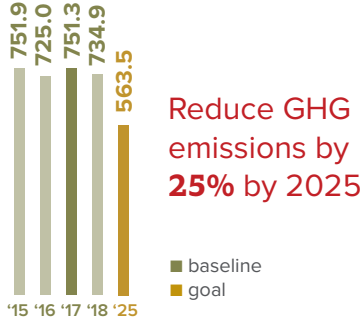
Working Together for Improved Food Safety
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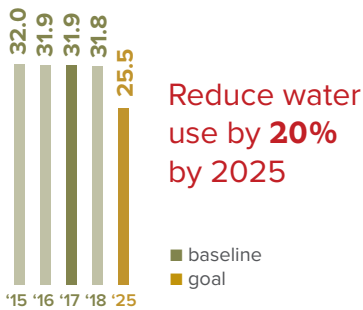
Metrics That Matter

GOALS

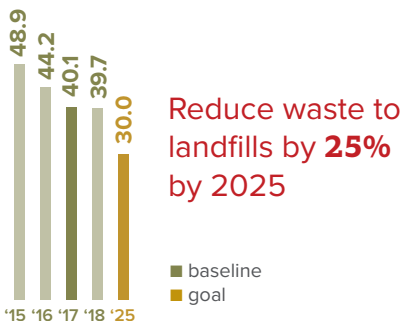
GHG EMISSIONS
(tonnes CO₂e, in thousands)



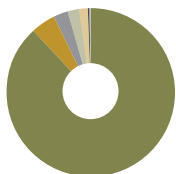
WATER USE
(cubic meters, in millions)



WASTE TO LANDFILL
(tonnes, in thousands)



FOOD WASTE GENERATED
(tonnes)



Animal Feed:	399,893
Aerobic Digestion:	20,692
Landfill:	13,470
Land Application:	9,144
Biomaterial Processing:	7,598
Anaerobic Digestion:	1,945
Controlled Combustion:	283
Total:	453,025



How We Manage

Real food is prepared with care. It should be crafted using sustainable practices that safeguard the natural resources we all share. That means producing our food with minimal impact on the environment, ensuring the safety and quality of every product we sell, and developing employees with the knowledge and tools they need to do their best work.

A rising global population and accelerated resource use make a sustainable business model more important than ever. We have set aggressive targets to reduce our footprint, and our environmental management system helps us to better manage compliance, reduce costs and increase efficiencies. The risk of operating unsustainably is detrimental to long-term success and impacts profitability and reputation.

Our commitment to addressing the risks of climate change and reducing our environmental impact is unwavering. We continue to promote stewardship of natural resources in our operations through efficiency, low-carbon technologies and sustainable practices. Starting with our own operations, we are using our role as a leading food company to help tackle the global challenge of waste, especially food waste. We also continue to identify opportunities to reduce energy and water use.

The global engineering team, in conjunction with the local facility engineers and Campbell's sustainability team, transform these resource-reduction opportunities into actionable projects that bring about real change. Over the last 10 years, we have reduced GHG emissions intensity by 42 percent, energy intensity by 30 percent and water intensity by 37 percent. In FY2016, reflecting significant changes in our operations due to acquisitions and divestitures, we set new environmental targets for our operations. These targets use FY2017 as the base year and are more aggressive in that they require absolute reductions.

Food safety and quality are implicit requirements for any major food company. We are dedicated to ensuring that consumers are protected from foodborne illnesses, allergens or other health and safety concerns, and are transparent about what ingredients are present in our food. Campbell has a long history of regulatory compliance and is in compliance with all applicable regulations, including the provisions of the Food Safety Modernization Act (FSMA).



Campbell's world headquarters in Camden, New Jersey

Solar Energy Is Heating Up in Camden

We continue to expand our contribution to the clean energy economy through renewable energy installations. Our most recent is a 4.4 MW solar array installed at Campbell's world headquarters in Camden, New Jersey, and is the largest solar array in the city. Through carport, rooftop and ground-mount solar solutions, we are generating the equivalent of 20 percent of our world headquarters'

electricity demand and making use of an otherwise unusable brownfield. The project also features electric vehicle (EV) charging stations for Campbell employees, encouraging the use of EVs.

This project joins four other existing renewable energy projects at Campbell facilities, a 9.8 MW solar array in Napoleon, Ohio; a 1 MW solar array in

Bloomfield, Connecticut; and 1.2 MW and 1.4 MW fuel cells in Bloomfield, Connecticut. In total, Campbell contributes 27,000 MWh of renewable energy to the grid annually.

Making Our Refrigeration Systems More Efficient

In alignment with the Montreal Protocol, Campbell has made a commitment to reduce the use of hydrochlorofluorocarbon (HCFC) refrigerants, specifically R22, at our facilities. HCFCs, such as R22, are known to deplete the ozone layer. At our Pepperidge Farm facilities in Downingtown, Pennsylvania; Lakeland, Florida; Richmond, Utah; and Willard, Ohio, we phased out our R22 refrigerants by converting to low-charge ammonia and CO₂, which are natural refrigerants. The use of natural refrigerants significantly improves energy

efficiency, lowers energy costs and reduces GHG emissions, which contribute to climate change.

In FY2019, we will make the same conversion at our largest Pepperidge Farm facility in Denver, Pennsylvania, and in FY2020 we expect to convert our Arnott's facility in Virginia, Australia, from R22 to ammonia.

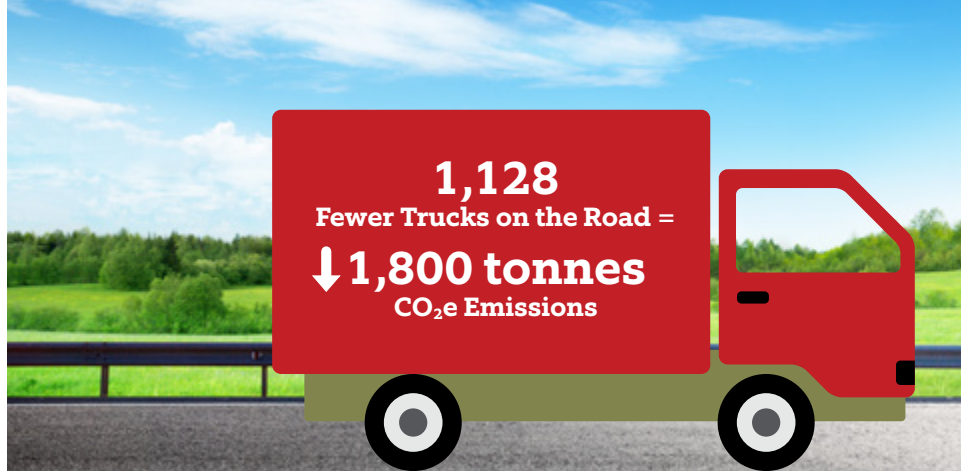
Campbell also commissioned a new CO₂ refrigeration system at its corporate headquarters in Camden,

New Jersey. The CO₂ system provides refrigeration for our new centralized storage cooler and freezer facility in the corporate R&D pilot plant. In addition, we commissioned a CO₂ system for a new frozen bread line in Downingtown, Pennsylvania, in January 2018.

By transitioning to best-in-class refrigeration technology, Campbell is also aligned with the Consumer Goods Forum's commitment to phase out hydrofluorocarbon (HFC) refrigerants.

Shipping Smarter With SmartWay®

Campbell participates in the U.S. Environmental Protection Agency's SmartWay® program, a voluntary system for tracking, documenting and sharing information about fuel use and GHG emissions across supply chains. SmartWay® partners are actively working to improve their fuel efficiency in order to reduce transportation-related emissions, and in FY2018, we moved nearly 94 percent of our freight with these carriers. Because we move the majority of product using SmartWay® carriers, Campbell has been recognized as a SmartWay® Shipper Partner. Campbell also uses intermodal transportation, which combines rail and truck transport, to increase efficiency and lower emissions. We increased our intermodal transportation for shipments between plants from 61 percent to 63 percent in FY2018, and plan to increase use of



this approach for inbound shipments and customer deliveries. This past year, we increased density on customer shipments, removing 558 trucks from the road and eliminating 480 tonnes CO₂e emissions. By increasing the weight per load shipped between

plants, we also removed an additional 570 trucks and eliminated over 1,350 tonnes CO₂e emissions. In total, by increasing density per shipment, Campbell removed 1,128 trucks from the road and eliminated over 1,800 tonnes CO₂e emissions.

Managing Every Drop

Water is a vital resource for communities and businesses. But, in many parts of the United States and around the world, this resource is at risk as a result of growing demand, pollution and climate change. With this top of mind, in FY2018, Campbell continued its water risk management practices and performed an in-depth water risk assessment using the WRI Aqueduct and Ecolab Water Risk Monetizer tools. We assessed current and future water risk at our manufacturing facilities globally, and identified sites of concern for present and future local water supply, water quality, water stress,

flooding and seasonal and annual supply variability. Risks were assessed today and three, five and ten years into the future. These findings were cross-referenced against the financial risk exposure associated with disruption at each site. Incongruities between the tools and testing methods were examined, and sites and river basins with higher risk were identified. The initial results indicate that the St. Lawrence River Basin is vulnerable to water quality and quantity issues now and in the future, which puts Campbell's Ohio facilities Napoleon and Willard at risk. The analysis also indicates that other

sites exposed to higher water-related risks include Maxton, North Carolina, in the Pee Dee River Basin and Stockton, California, in the Sacramento River Basin. We will be expanding upon this initial analysis with stakeholder interviews to validate these results and identify opportunities to better mitigate risk and support watershed health. Recommendations will be shared with our manufacturing sites to ensure that Campbell can positively impact water supply, access to safe and clean water, and biodiversity that can be impacted by changes in water quantity and quality.



Real Food Shouldn't Go to Waste

The statistics on food waste are hard to believe—but impossible to ignore. Across the world, roughly one-third of all food produced intended for human consumption is lost or wasted. At the same time, one in nine people remains undernourished. This inefficiency amounts to economic losses of close to \$1 trillion per year. Campbell is committed to doing our part to address this challenge and has set a goal to cut our food waste in half by 2030, in line with UN Sustainable Development Goal 12.3.

Engaging With Our Peers

Campbell has been a leading voice in food waste measurement and reduction in industry and multistakeholder groups for several years, and is a member of the Consumer Goods Forum's Food Waste Working Group, as well as The Sustainability Consortium's Food Waste Task Force. We also continue to be engaged in Champions 12.3—a group of executives from government, business and civil society committed to accelerating progress on UN Sustainable Development Goal 12.3 to reduce food waste by 50 percent by 2030.

Campbell participated in the development of the Food Loss and Waste Accounting and Reporting Standard with the World Resources Institute. This Standard, which we implemented in FY2017, provides guidance to more precisely measure the types of food waste generated in an organization's operations and the destinations of those waste streams. This Standard has helped Campbell establish a baseline by which to measure and report on efforts to achieve our food waste reduction goal.

Consistent with our commitment to transparency in all facets of our business, Campbell supports a product labeling framework that clearly communicates food quality and food safety. This stance aligns with the Consumer Goods Forum's Call to Action on food date labeling. We believe that simplifying and harmonizing labels and establishing federal standards for "best if used by" and "use by" language will reduce consumer confusion and limit waste.

A Closer Look at Our Operations

We're making progress against our 2030 goal to reduce food waste by 50 percent. For example, we've reconfigured production equipment to decrease ingredient waste during processing. Lost ingredients are diverted to feed animals. And we've installed equipment to de-package products so that food can be sent to animal feed and packaging can be recycled.

Our Downers Grove site in Illinois that bakes fresh *Pepperidge Farm* bread every day reduced their food loss and waste by nearly 40 percent in FY2018. Through improved efficiencies, employee training and equipment downtime reductions, the site eliminated 215 tonnes of food that would otherwise have gone to waste. We found that there is a strong correlation between unscheduled downtime at the plant and food wasted. Because of this, we are performing maintenance inspections while the equipment is running. This has reduced downtime and, subsequently, food waste.



Campbell has set a goal to cut our food waste **in half** by 2030.

Making the Most of Every Vegetable

Carrot processing at Bolthouse Farms is designed to make use of the entire carrot from tip to greens. Take a look:



Carrot tops are left behind in our fields to improve soil health.

Long narrow carrots bred for their sweet taste and small core are cut and peeled into baby carrots or chopped into time-saving products like *Chips* and *Matchstix*.



Thicker whole carrots are bagged unpeeled for fresh produce sales.

Other whole carrots and broken pieces are juiced into fresh beverages, like our *Mango Ginger + Carrot* juice.



In Campbell's tomato operations, everything has a purpose, and nothing is wasted—practices that we think would make our company's farming founders proud.



Unripe tomatoes, stems and other plant material are returned to the ground at harvest to improve soil health.

At our facilities, stems and damaged fruit are sorted and sent to nearby cattle farms for animal feed or to compost.



Tomato peels and seeds become ingredients for animal feed and pet food.

Fruit that doesn't match the size needed to make diced tomatoes is rerouted to another production line to make tomato paste.





How Arnott's and Kelsen Are Doing More for the Planet

In FY2018, operations in our Asia-Pacific region reduced GHG emissions by 3.9 percent across the region. Operations in Denmark were able to reduce electricity usage by 5 percent through efficiency and other improvements. Here are some of the projects that are contributing to our success.

Australia

Huntingwood

Two new two-stage, air-cooled air compressors were installed, reducing the energy use required to produce the compressed air by 40 percent. We also replaced 1,200 fluorescent lights with LED lights, reducing electricity consumption for these lights by 50 percent.

Shepparton

We installed three more highly efficient Synchronous reluctance motors (SynRM) on the refrigeration plant; further optimized operational controls; promoted behavioral changes; and expanded landfill diversion options to reduce energy use by 9.8 percent, water use by 8.2 percent and waste sent to landfills by 32.5 percent since last year.

Virginia

A new wastewater treatment plant was installed for USD \$2.4 million, ensuring discharge concentrations are within new, more stringent limits.

Marleston

We replaced 1,270 fluorescent lights with LED lights and installed motion sensors that will save 400,000 kWh per year, reducing electricity usage for lighting these areas by 50 percent.

Denmark

Nørre Snede

All lighting in the plants and warehouse has been replaced with LEDs, saving 750,000 kWh per year.

Ribe

We installed a new ventilation system in the packing area, which will now use ambient air cooling to cool the oven belt, saving 230,000 kWh per year.

Malaysia

We invested USD \$350,000 to upgrade our wastewater treatment plant to comply with new local regulations. In addition, all air conditioners in the office using R22 refrigerant were replaced with R410a, an ozone-friendly refrigerant. We have also replaced all office lighting with LEDs, and more than 60 percent of the plant is using LED lighting.

Indonesia

Our facilities passed audits from the provincial government and Ministry of Environment & Forestry.

Working Together for Improved Food Safety

Preparing safe, high-quality food has always been one of Campbell's fundamental strengths. We assess food safety risk in our operations in compliance with the current requirements of the Food Safety Modernization Act (FSMA) of 2011, and are always working to continually improve ahead of emerging requirements. FSMA aims to help food manufacturers shift their focus from resolving issues to preventing them from happening in the first place and is the most significant legislation passed on food safety in the last 30 years.

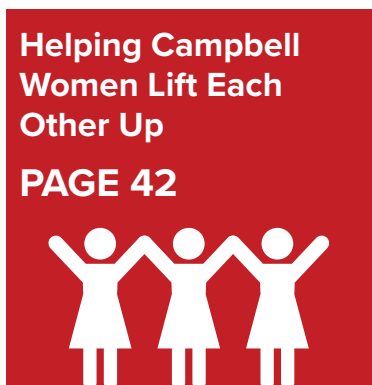
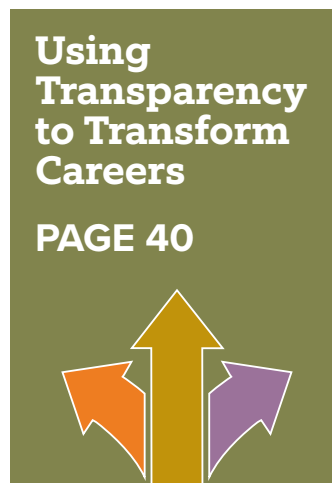
With the acquisition of new companies, Campbell's portfolio is becoming more diverse, making this a perfect time to enhance our quality controls. We have incorporated additional controls and prevention steps to mitigate food safety risks within our processes. In addition, all of our manufacturing facilities worldwide are audited and certified to the Global Food Safety Initiative (GFSI) standard.

The rollout of FSMA has also been an opportunity for closer collaboration with our suppliers and across our industry. Members of Campbell's food safety and quality team have participated in industry events to share expertise and set benchmarks. Over 100 of our employees have received FSMA-related training and certification. In addition, we're working with our suppliers, particularly those with smaller operations, to help them provide the documentation that the law now requires. Thanks to FSMA, food is becoming safer worldwide, and Campbell is proud to help raise the bar.





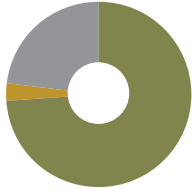
SHARED Employees





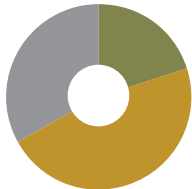
Metrics That Matter

EMPLOYEES BY GEOGRAPHY



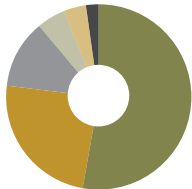
Americas:	74%
Europe:	3%
Asia-Pacific:	23%

EMPLOYEES BY AGE DEMOGRAPHICS (Global)



30 and under:	20%
31-50:	47%
51 and over:	33%

EMPLOYEES BY ETHNICITY (U.S. only)



White:	53%
Hispanic or Latino:	24%
African American:	12%
Asian:	5%
Other:	4%
Did not Disclose:	2%

42%

Women as a percentage of global workforce

43%

Women in global management position



How We Manage



The strength of our products depends on the strength of our workforce. We believe that creating a high-performance culture rooted in integrity, accountable for results and committed to bringing our Purpose to life is essential to the sustainability of our company. This requires the interplay of many elements, including talent management, business ethics, workplace safety and wellness, employee engagement and diversity and inclusion. Attracting, developing, engaging and retaining a diverse and high-performing workforce reflective of our consumer base is crucial to achieving our business objectives. To this end, Campbell's HR department has hired a team dedicated to advancing diversity and inclusion throughout the organization.

In February 2017, Campbell launched a new communication and information-sharing platform to global salaried employees, Workplace by Facebook, which has transformed how employees connect and engage. The platform has facilitated cross-functional visibility, collaboration and recognition, which has increased employee engagement across the organization. It has also opened up new opportunities for employee engagement in sustainability through storytelling and competitions, which have encouraged positive behaviors like recycling and using reusable mugs.

How We're Living Our Values

Since 2014, we've been on a journey to become a purpose-driven organization. We began by defining our Purpose, *Real food that matters for life's moments*, which helped us capture who we are, what we believe, and the company we want to be. We've made great progress on our journey, including our work to define what real food means to us through our Real Food Philosophy. But to truly activate

the philosophy and become a purpose-driven organization with innovation at the helm, we needed to reinvent our culture, and that started with answering a simple question—*What do we value?*

In 2016, the Campbell Leadership Team set out to answer that question. Each word was meticulously and purposefully chosen with the goal of redefining Campbell's Values to create

the behaviors and culture we need to live into our Purpose. We believe in these Values and the accompanying behaviors they put forth. Our Values are a representation of what our company and our people have always stood for, while inspiring us to embrace change to compete effectively in a dynamic marketplace.



More than a year after introducing these Values, we're seeing them come to life in a variety of ways across Campbell:

- **On our social network.** Campbell employees interact on Workplace, an internal social media platform powered by Facebook. Our people have gotten creative and made the site their own, using the hashtag function to tag corporate Values in their posts.

- **In our talent development efforts.** Our Values are being embedded into performance management internally and behavioral interviewing externally, allowing us to attract and retain individuals who share Campbell's ideals.
- **In our training.** We introduced new Campbell University training through which employees can learn how to apply the Values to their own work. Values 360 helps employees assess

how well their own behaviors align with company standards.

- **From our leaders.** Our C100, or the top 100 leaders within Campbell, are key to transforming our culture to reflect our Values. Leaders recorded a series of videos discussing what Campbell's Values mean to them.

Benefits That Matter for Life's Moments



Campbell's Family Center

Campbell's Purpose—*Real food that matters for life's moments*—serves as a filter for decision-making in all aspects of our business, from the ingredients in our products to the ways we engage with consumers. Our choices about employee benefits are no exception.

In 2016, we began offering 10 weeks of fully paid leave to primary caregivers and two weeks of fully paid leave to nonprimary caregivers in the U.S. following the birth or adoption of a child. We're proud of this decision, which puts Campbell in a leading position in the U.S. food industry with respect to parental leave. Campbell parents are also excited

about our new Family Center, located on the campus of our world headquarters in Camden, New Jersey. The center provides care for children from infancy through kindergarten and focuses on health and well-being, with nutritious food choices and optional activities like karate and dance.

We're continuing to engage with our employees on other benefits that matter to them. The company provides adoption assistance and includes fertility services and gender reassignment under its insurance coverage, alleviating financial barriers that may exist for employees. Beginning in 2017, Campbell began

offering a majority of Medicare-eligible retirees access to health care coverage through a private exchange. This change gives our post-65 retirees greater choice and advocacy support to meet their individual needs.

In line with our companywide commitment to well-being and health, we are in the process of revamping our employee well-being offerings and have formed a work group that will determine what benefits are most needed at each of our facilities. Our Purpose will continue to guide us as we explore additional benefits for Campbell employees and their families.

Using Technology to Transform Culture

In 2016 an Internal Communications Survey uncovered that only 18 percent of employees thought our company internal communications were timely. They also believed that internal communications could be improved if they were more authentic, conversational, inclusive and accessible, and they were right. So, in 2017, Campbell launched Workplace by Facebook, a new technology and collaboration platform that has transformed the way we work and connect across the company.

In less than a year, we saw a significant increase in engagement metrics compared to our previous internal communications platform, including an increase of 121 percent in readership, a 201 percent increase in reactions and a 234 percent increase in commenting. Additionally, it was the first time employees globally were connected on the same platform. People across the organization are sharing stories about the individual parts they play in the Campbell narrative,

which is helping Campbell to fix one-way and top-down communication.

Today, our employees are more connected than we've ever been. We have marketers sharing product launches and new campaigns, employee affinity groups streaming live events to other locations, and executives commenting and engaging with employees at every level of the company.

Using Transparency to Transform Careers

The makeup of Campbell’s workforce is changing, and with it, the resources our employees need to find meaning in their work and chart their career paths. We began to respond to this changing dynamic in 2016, when we conducted our most recent Drive Survey of salaried and hourly employees globally.

From this survey, we learned that our employees wanted more meaningful and personal career conversations, more transparent access to opportunities and a more personal connection to their work. The Drive Survey identified gaps in resources for career development and in managers’ ability to help employees clarify and pursue their career goals.

That’s why Campbell has been hard at work transforming the way that we help employees think about growth and development.

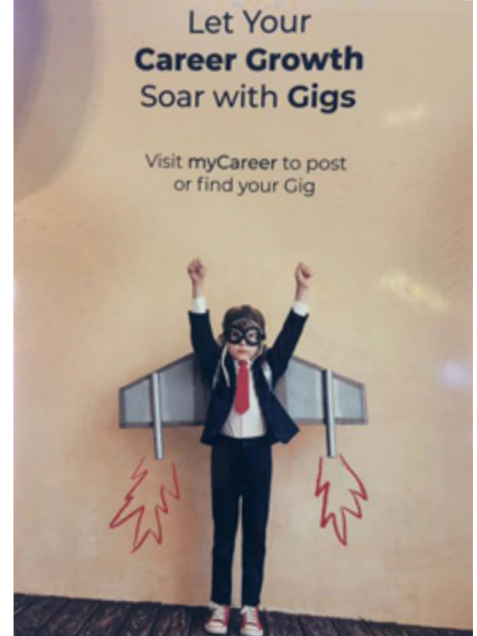
Our Career Commitment

The result is Our Career Commitment, a new talent development strategy rooted in transparency and intentionally designed to reflect our new way of looking at talent practices. The Commitment encourages employees to practice three habits: get to know the real you, explore real options and take real action.

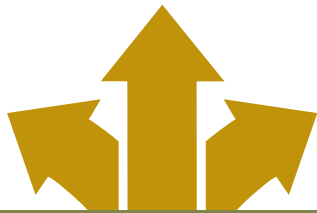
Our Career Commitment formally launched in 2017 with a career day at our global headquarters and subsequent events at facilities worldwide. An internal website, launched at the same time, gives employees resources to assist them in reflecting on their personal values and goals, learning about colleagues’ career paths and tuition assistance for continuing education, and applying for open roles within Campbell.

An important part of this new framework is Campbell Gigs, a pilot program initially undertaken by our HR and Finance organizations. Gigs are voluntary side projects that employees can use to learn and support their career journeys with on-the-job skills. For example, an HR professional interested in communications could voluntarily work on a communication plan for the rollout of a new process, or an employee who wants to gain financial experience could participate in an audit process.

Employees can explore, apply for and provide feedback on their Gig experiences using our Workday platform. After a successful pilot, we expanded Gigs across the organization in 2018 and have had nearly 100 employees complete a Gig this past fiscal year.



Feedback from those involved have been overwhelmingly positive, with one participant sharing that her Gig “helped to breakdown silos and expand my network....this Gig experience has allowed me to explore my career potential, highlight my passions and brainstorm on the best ways I can contribute to Campbell.” She also shared that her Gig provided mentorship and that her Gig sponsor was an amazing teacher. We are excited for the potential career growth that Gigs can provide to Campbell employees.



We believe great careers are:

SELF-DRIVEN

Discover your personal purpose and let it shape your path. We’ll help guide you.

MULTIFACETED

Seek new opportunities that offer the greatest learning. Have courage to experiment and explore.

LIMITLESS

Push yourself beyond your boundaries. The more you stretch, the greater your potential.

Safety for Everyone, Every Day

Campbell's relentless focus on employee safety has continually produced results that exceed industry benchmarks. In FY2017, we updated the tactics outlined in our Environmental Health & Safety strategy in the areas of leadership, employee engagement and safety systems. Underlying all new tactics is a deliberate focus on communication, transparency and reporting of results.

For example, new Daily Direction Setting meetings provide routine, consistent

communication on common safety hazards. Site Improvement Plans help individual plants identify unique ways to address concerns. And new training on ergonomics and slips, trips and falls is getting more employees engaged and thinking proactively about reducing risk.

These tactics are paying off: Campbell saw a 14 percent reduction in its Total Reportable Incident Rate (1.37 to 1.18) between FY2017 and FY2018. And although the Lost Time Incident Rate

increased by 5 percent (0.20 to 0.21), this is primarily due to improvements in data reporting and tracking at Campbell's facilities. Though these are best-in-class achievements, we will continue to strive for zero injuries by focusing on the small, day-to-day actions that make everyone safer.

Safety Starts With Us

Campbell cares about safety—of the food we serve, and of the people who make it. At plants across the world, our employees are identifying risks and implementing processes to keep themselves and their colleagues safe. Here are a few teams that excelled in the past year:



WILLARD, OHIO

By developing programs to address behaviors, conditions and risks, the Willard team has achieved 245 days without a reportable incident and has reduced overall reportable injuries by 75 percent over the last year. The team has implemented a Behavior Safety Observation Program to address behaviors; a Safety Tag Program to address conditions; and a Risk Assessment and Audit Program to expand inspections and reduce risks.

MARLESTON, AUSTRALIA

Our Marleston plant has reached three years without a Lost Time Incident (LTI) because of the team's dedication and commitment to safety resulting in a strong safety culture. This has also resulted in an overall reduction of all injuries by 36 percent.



DENVER, PENNSYLVANIA

The *Pepperidge Farm® Goldfish®* team at our Denver bakery has achieved 730 days without a reportable incident. The team is committed to identifying and proactively addressing potential safety risks in the workplace.



Helping Campbell Women Lift Each Other Up

How can a company make more room for women in top leadership positions? One way is to ensure that women are empowered and included at every step in the career pipeline. This was the thinking behind Be Real Circles, an opportunity for leading Campbell women to “pay it forward” to other women on their way up.

The idea originated with a group of the company’s top female leaders. In 2017, these women decided to share what

they’d learned with a wider audience. The Be Real Circles were launched as a pilot program by Women of Campbell (WoC) during Women’s History Month in March. Each Circle is facilitated by one of the female leaders, who mentors a group of no more than eight Campbell women. Circle leaders use a toolkit and discussion guides to help direct conversations—but the most valuable lessons may come in the form of advice on things they’ve learned firsthand.

Through this program, WoC hopes to help more women at every level of the company build connections that broaden their networks, promote experiences that help women learn and grow, and build confidence in women’s leadership capabilities.

Helping Professionals Return to Work

Many professionals face the difficult choice of pausing their careers to care for others, from new children to aging parents. The longer an individual spends out of the workforce, the more difficult it can be to return—which is why Campbell is participating in a new program to aid

in the transition. In 2017, we began a partnership with Path Forward, a program open to mid-career professionals who have at least five years of experience and are looking to return to work after taking a career pause of two years or more for caregiving. Participants take

part in 16-week paid “returnships” that help them refresh their skills and better position them to be hired for full-time roles. Three people were hired for Campbell’s first Path Forward cohort.

Campbell ID Networks Add Value

Campbell ID Networks provide community for our employees and help us connect to diverse consumer groups. Our affinity groups include Asian Network of Campbell (ANC), Black Resource Group (BRG),

Bridge Network, Campbell Administrative Professionals (CAPs), Latino Network, Maxton American Indian Network (MAIN), Our Pride Employee Network (OPEN), Roots,

Veterans Connection and Women of Campbell (WoC). Following are recent examples of how our ID Networks engage.



VETERANS CONNECTION

Our newest ID Network is Veterans Connection, open to all military veterans and those who support them. The Network celebrated its launch with a military-inspired cooking competition. Teams competed to impress a panel of judges by preparing an entrée, dessert and beverage using military field rations and a secret Campbell's product.

LATINO NETWORK

The Latino Network partnered with the Digital Marketing campaign to help produce a commercial for *Pace* salsa. The commercial depicts actors preparing a meal of tacos and margaritas. Members of the Latino Network made suggestions to make the recipes more authentic, such as topping off both dishes with a squeeze of lime.



OUR PRIDE EMPLOYEE NETWORK

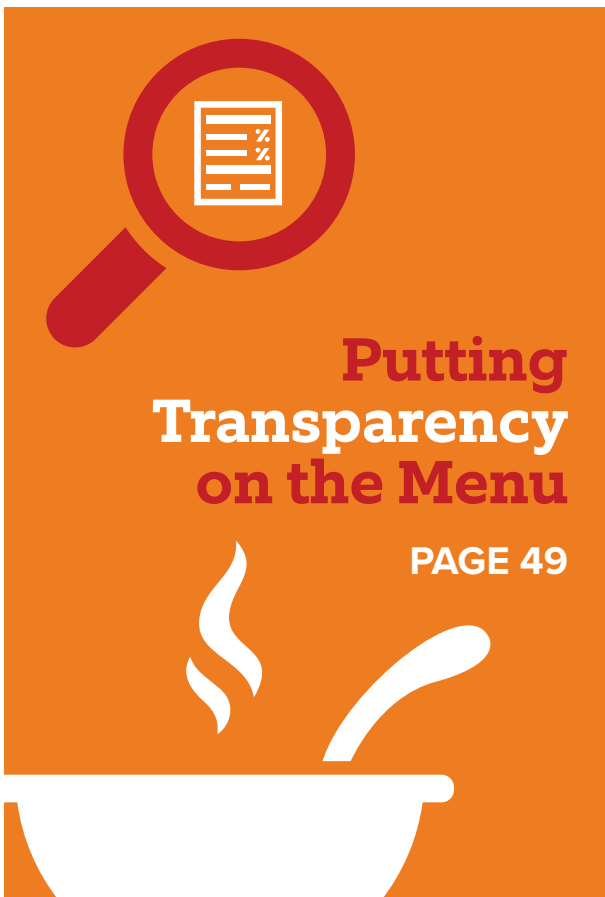
Goldfish® crackers made a colorful appearance in the Portland, Oregon, Pride parade. A team from Fred Meyer grocery store handed out two-ounce packets of *Goldfish* Colors to spectators. The Our Pride Employee Network (OPEN) in Norwalk, Connecticut, helped coordinate this partnership.

Our *V8 +Energy*® brand was also the proud Presenting Sponsor of the inaugural Pride Run 5K at the 30th Annual Philadelphia Pride Parade. Members of the OPEN Network, joined by family and friends, handed out delicious *V8 +Energy* drinks to keep attendees energized and hydrated.





SHARED Consumers





Metrics That Matter¹

SALES FROM PRODUCTS WITH REDUCED NEGATIVE NUTRIENTS² (revenue, in millions)



59%

2018

Flat from FY2017 data due to our ongoing efforts to improve our foods.

SALES FROM PRODUCTS WITH INCREASED POSITIVE NUTRIENTS² (revenue, in millions)



31%

2018

Decreased by 1 percentage point driven by organic declines in Meals and Beverages and increases in Global Biscuits and Snacks compared to FY2017.

SALES FROM HEALTHY PRODUCTS (revenue, in millions)



24%

2018

Decreased by 5 percentage points due to accelerated compliance with the nutrition facts panel and accompanying changes to nutrient calculations in line with new FDA regulation. This represents a 1 percent organic decrease compared to FY2017 driven by losses in Meals and Beverages with gains in Global Biscuits and Snacks.

Delivered

> 16 Billion

Servings of Vegetables to the Global Marketplace in FY2018

10.2 billion servings of vegetables from our Meals and Beverages portfolio alone.



How We Manage

Campbell's Real Food Philosophy has revolutionized the way we think, talk and act about our food. We're staying abreast of changes in food and nutrition to better understand how we can provide consumers with the healthy foods they desire and thus identify opportunities for growth. If Campbell doesn't evolve with these changes, we risk being left behind.

One important trend we're addressing is consumer demand for greater transparency. Campbell is committed to setting the standard for transparency in the food industry, sharing more information about what goes into our food and listening more closely to consumers about what matters to them. These conversations have led us to add positive ingredients, like vegetables and whole grains, and minimize negative nutrients, like sodium and sugar; expand our organic offerings; and remove substances of consumer concern, like artificial colors and flavors, antibiotics in chicken meat and BPA linings in steel cans.

This mindset has inspired brand-new products that deliver whole grains, vegetables, lean protein and plant-based options for consumers. These new products have required us to identify new suppliers, production methods and packaging alternatives, and, as we make progress, we're sharing what we learn at every step. On the public policy front, we're a leading advocate for guidelines that tell consumers more about what's in their food, including mandatory labeling of GMOs. We believe that people have a right to know what they're eating and feeding their families, and we will continue to push for greater transparency throughout our supply chain and across our industry.

In response to global increases in chronic diseases and greater understanding of the links between food and health, we are also observing heightened consumer interest in fresh and healthy foods. Consumers are seeking out more nutritious, personalized food that suits their lifestyles and values. We're seeing the emergence of an age in which shoppers purchase food online and use technology to track and monitor their personal health. As this new food future evolves, Campbell is committed to providing options that help consumers reach their health and wellness goals.

¹ Beginning in FY2015, we began reporting on our global data to include Latin America, Canada and Asia-Pacific regions. For definitions of these three reporting categories, please see page 64 in the Appendix.

² Beginning in FY2017, we set a sodium upper limit of 600 mg/serving for Presence of Positives and Reduction of Negatives across all of our categories, globally. That limit is less than US FDA's Voluntary Draft Guidance on the mean sales-weighted sodium target for the soup category.

What's New in Real Food

Campbell is on a mission to craft new products that bring our Real Food Philosophy to life, one delicious bite or slurp at a time.

BOLTHOUSE FARMS™ PLANT PROTEIN MILK

Our new Plant Protein Milk is made with pea protein and filled with goodness, including 50 percent more calcium than dairy milk and 10 grams of protein per serving versus just 1 gram in almond milk. Better yet, it's vegan, non-GMO and doesn't contain dairy, lactose, nuts, soy or gluten. It's milk with a bigger flavor and a smaller impact on the land.



CAMPBELL CANADA ORGANIC VEGETABLE BROTHS

This flavorful broth is made using only quality ingredients like vegetables grown without synthetic pesticides, herbicides and fertilizers, and is seasoned to perfection with no artificial colors or flavors.



CAMPBELL'S® 30% LESS SODIUM CHICKEN BROTHS

Campbell Canada launched two new broths with 30 percent less sodium than our ready-to-use chicken broth. It's easy to create delicious, wholesome meals at home with the new Thai Chicken Broth and Roasted Garlic Chicken Broth.



CAMPBELL'S® CONDENSED SOUPS

These new soups launched in Canada are made with ingredients you can find at your local market, like cremini mushroom, red bell pepper and Parmesan cheese.



PLUM ORGANICS® MIGHTY NUT BUTTER BAR®

We put a nutty twist on this mighty snack: a multigrain bar made with whole grains and a creamy nut butter filling! Our *Mighty Nut Butter Bar* even offers omega-3 ALA from chia—now that's a mighty win for you and your tot.



PREGO® TRADITIONAL NO SUGAR ADDED ITALIAN SAUCE

This new sauce offers the rich flavor of sweet, vine-ripened tomatoes and the classic Italian seasoning our consumers want without the added sugar.



WELL YES!® SOUPS

Deliciously crafted with real ingredients you know and understand, but with unexpected flavors you'll love. Now with expanded vegetarian and vegan options providing a full serving of vegetables with carefully selected, wholesome ingredients, including Butternut Squash Apple Bisque, Chickpea & Roasted Red Pepper Soup and Cajun Red Bean & Vegetable Soup.



CAMPBELL'S® ORGANIC SPAGHETTIOS®

SpaghettiOs launched two organic varieties made with certified organic ingredients, and no preservatives, synthetic colors or artificial flavors.






BOLTHOUSE FARMS® LOWER SUGAR LINE

Bolthouse Farms launched their Lower Sugar line, a line of smoothies and protein shakes made with lower sugar compared to other juice and shake products on the market. Whether you're looking for a protein boost, or a serving of fruit, the Lower Sugar line helps consumers meet their dietary needs.



What We're Taking Out of Our Food

We are working hard to deliver real food with recognizable ingredients. We make decisions about what ingredients to use in our recipes based on the best health and nutrition science, and we're learning more every day. We also improve with feedback from our consumers, who know best what's right for them and their families.

WHAT WE'RE REMOVING	WHAT WE'VE ACHIEVED*	WHY IT MATTERS
 BPA linings in soup cans	Transitioned 100% of steel cans to non-BPA linings in U.S. and Canada	Consumers shared concerns regarding the presence of bisphenol A (BPA) in steel cans. We listened, and have transitioned to linings made from acrylic and polyester.
 Antibiotics in chicken meat	98% of our chicken meat is antibiotic free	We will no longer allow antibiotics to be added to the feed, water or any commercial vaccines used by our chicken suppliers. That's a big step: We source about 40 million pounds of chicken every year.
 Artificial colors and flavors	98% of products have no artificial colors and flavors	We know that many people, and parents in particular, are keen to avoid artificial colors and flavors. We have been working to remove these ingredients and have made substantial progress.

*All achievements apply only to products sold in North America.



Well Yes!®, Campbell's line of soups launched in 2017, met all three of these standards from the start. [Learn more](#) about this delicious new product inspired by the power of Real Food.



Well Yes!®: A Better Soup From the Can Up

What happens when you put transparency, health and well-being first when crafting a new product? Look no further than *Well Yes!*, a line of soups launched in 2017, with new varieties added to the marketplace in 2018.

The idea began with a group of Campbell employees who started thinking about their own cooking—and realized there was something missing from the soup aisle at supermarkets. These employees wanted a soup that contained real, nutritious ingredients they could feel good about serving their families. They also wanted something quick and easy to prepare: food that fit into their busy lives.

They suspected others felt the same way. Our chefs, product developers and

nutritionists began talking to consumers and discovered a similar need. People craved delicious meals with clean labels and purposeful ingredients, like kale, quinoa and lean protein. But they didn't want to compromise on affordability.

With these desires in mind, we looked back into our supply chain. We leveraged relationships with existing suppliers to source classic ingredients like tomatoes and celery, and built new relationships with small-scale suppliers for ingredients that are firsts for Campbell, such as black barley, fennel, farro and jicama.

The cross-functional team that undertook this project co-created the product with a group of consumers, which was an entirely new approach for the company. The process

forced us to think differently—not just about ingredients, but also flavor combinations and even package design. The team also managed to iterate rapidly, entering the market six months ahead of schedule.

The result is *Well Yes!*, a line of soups that meet consumer demands for cleaner ingredients and provide an incredibly strong nutritional profile. Each *Well Yes!* variety uses real food ingredients to deliver at least two positive nutrients like iron, potassium, calcium, vitamin A, protein or fiber, and most also deliver a serving of vegetables. Take a closer look:



WHAT'S THERE

- Kale • Barley • Beans •
- Lentils • Sweet Potatoes •
- Whole Grains • Fiber •
- Antibiotic-Free
- Chicken Meat



WHAT'S NOT

- Artificial Colors •
- Artificial Flavors •
- Artificial Ingredients •
- Modified Starches •
- MSG • BPA in Cans

Well Yes! is one of the most successful Campbell soup launches of the past 10 years. Since the brand launched, we've introduced five new varieties and made our way into 6 million households—allowing more people than ever to say yes to real food.



Putting Transparency on the Menu

Since the days of our founder, who insisted on using only local beefsteak tomatoes in our cans of soup, openness about our ingredients has been part of Campbell's consumer promise. With the launch of our Purpose and Real Food Philosophy, we've rededicated ourselves to serving real food to our consumers and sharing more about what's in our products.

Our Real Food Philosophy combines the wisdom of our heritage with insights about what matters to consumers today. Transparency is the foundation of this philosophy. We believe that transparency builds trust, and we strive to be open about our ingredients, processes and decisions regarding our food.

This isn't just theoretical. Transparency touches every aspect of our business, from supplier engagement and talent development to our annual incentive program. Nowhere is this commitment clearer than in how we're communicating with consumers. Across our products and brands, we're exploring new ways to tell consumers more about what's in their food.

WhatsInMyFood.com

Consumers asked, "What's in my food?" and we're answering. This website dives deep into the choices behind the ingredients in Campbell's brands, including where they come from and how they're prepared. It also addresses less common ingredients and explains their purposes, such as to improve color or texture. Arnott's, Campbell Canada, Pepperidge Farm and Plum Organics introduced similar transparency webpages in 2016 and 2017.

Pinto (formerly The Sage Project)

While we're proud to offer brand-level transparency on WhatsInMyFood.com, we wanted to go deeper and share what's inside individual Campbell products. To determine what and how to share, we talked with consumers to better understand their expectations. We learned that about one in three consumers is actively seeking product information beyond what's available on a label, including nutrition profiles, definitions of unfamiliar ingredients and ingredient origins.

These insights led us to Pinto, a nutrition technology startup that is helping us present product-level data in a compelling, user-friendly way. We began with a pilot with our new *Well Yes!*® soups. When a user visits a product page on the *Well Yes!* website, they can view a product's



Pinto presents product-level data in a user-friendly way.



Campbell Leads on GMO Transparency

In 2016, Campbell became the first major food company to support a mandatory national labeling standard for products that contain genetically modified organisms (GMOs). We've put that stance into action by labeling all U.S. products that contain ingredients derived from GMO crops. The decisions we have made with regard to GMOs have not been because we dispute the science behind GMOs or their safety. The overwhelming weight of scientific evidence indicates that GMOs are safe and that foods derived from crops using genetically modified seeds are not nutritionally different from other foods. Instead, the decision was guided by our Purpose and our commitment to be open and honest about our food. GMO labeling is a practice that the majority of Americans support, and we believe it is the right thing to do for consumers and for our business.

nutritional content, ingredient descriptions, a list of potential allergens and other important information, like whether it's sold in recyclable packaging. In FY2018, Campbell expanded this information to Pace® salsas and Campbell's® sauces.

Pushing for Nationwide Progress

We believe that knowing what's in your food should be a right for all consumers—not just those who purchase our products. That's why we're advocating for smart national policies regarding food labeling and staying on the leading edge of compliance with new requirements. The Food and Drug Administration's (FDA) new Nutrition Facts panel is designed to be easier to interpret, with calories more visible and both per-serving and per-container nutrition information for certain package sizes. The new panels also display added sugars and require reporting of new nutrients of public health concern such as potassium and Vitamin D.

Campbell became one of the first food companies to use these new standards, and although the FDA has delayed the date at which it will require full compliance, many of our brands have already updated to the new nutrition facts panel. The remaining products, including those from our recent acquisitions, will be updated by January 1, 2020.

Campbell also continues to participate in the Facts Up Front program, printing calories per serving and nutrients to limit on the front of product packages. As new issues rise to the forefront of consumers' minds, Campbell will find new ways to deliver our Purpose and give people the information they deserve about the food they eat.

The Australian government has introduced new Country of Origin food labeling. Arnott's has started applying these easy-to-understand labels across Campbell's® soups, simple meals, stocks and V8® juices. The new labels tell consumers at a glance where their food is grown, produced, made or packed and also shows what percentage of the ingredients come from Australia.

Our Arnott's business also continues to roll out Health Star Ratings across the entire portfolio. This front-of-pack labeling system provides a quick, standard way to compare similar packaged foods, helping consumers to easily make informed decisions about the foods they buy.

UnCanned® by Campbell's

When it comes to food, consumers have questions. In Campbell's ongoing journey toward radical transparency, we're serving up answers.

UnCanned by Campbell's, which launched in 2018, houses fact-based answers to commonly searched questions about food, with topics ranging from GMOs to sodium to food waste. It also answers more light-hearted questions, like "Why did Andy Warhol paint soup?" *UnCanned by Campbell's* is an important companion to our WhatsInMyFood.com website, which provides detailed information about specific Campbell products.

Accompanying the website is a [podcast](#) series produced in partnership with Slate Studios. Episodes dive deep into stories about the food industry today, featuring guests such as the Yeung family who has been growing tomatoes for Campbell for nearly 20 years and whose farm is now managed by the Yeung sisters.



Investing in the Future of Food

In 2018, Campbell was the lead sponsor for the Village Capital [Food and Agriculture: US 2018](#) Cohort along with QBE Insurance Group and UBS investment banking. The three-month investment-readiness program featured 12 early-stage food and agriculture startups from across the United States. The program was designed to train and invest in food and agriculture startups that are expanding access to sustainable, healthy and accessible agricultural goods to drive a better food and agriculture system.

The startups that participated are working to reduce food and packaging waste, improve pathogen detection, reuse wastewater and capitalize on new technologies to improve agricultural practices, such as Internet of Things (IoT), Big Data and Robotics. Two of the 12 startups, [Vega Coffee](#) and [Wexus Technologies](#), were [selected by their peers](#) to receive investments of \$100,000 each at the final cohort event.

This was Village Capital's fifth investment-readiness program focused on food and agriculture, but the first sponsorship by Campbell. In addition to financial support,

Campbell R&D and Sustainability leaders participated alongside the cohort in workshops and served as mentors to the startups. In another first for a Village Capital sponsor, Campbell provided remote mentoring sessions between Campbell experts and the 12 participating companies.

This partnership allowed Campbell to study the accelerator process up close, while gaining insights into emerging food concepts and technology which could make supply chains more sustainable and cost effective.



Making Healthy Eating More Convenient

Can packaged foods fit into a healthy diet? A recent study published in *The American Journal of Clinical Nutrition* tried to answer this question when they tested the health effects of a Dietary Guidelines Diet in a randomized control trial.

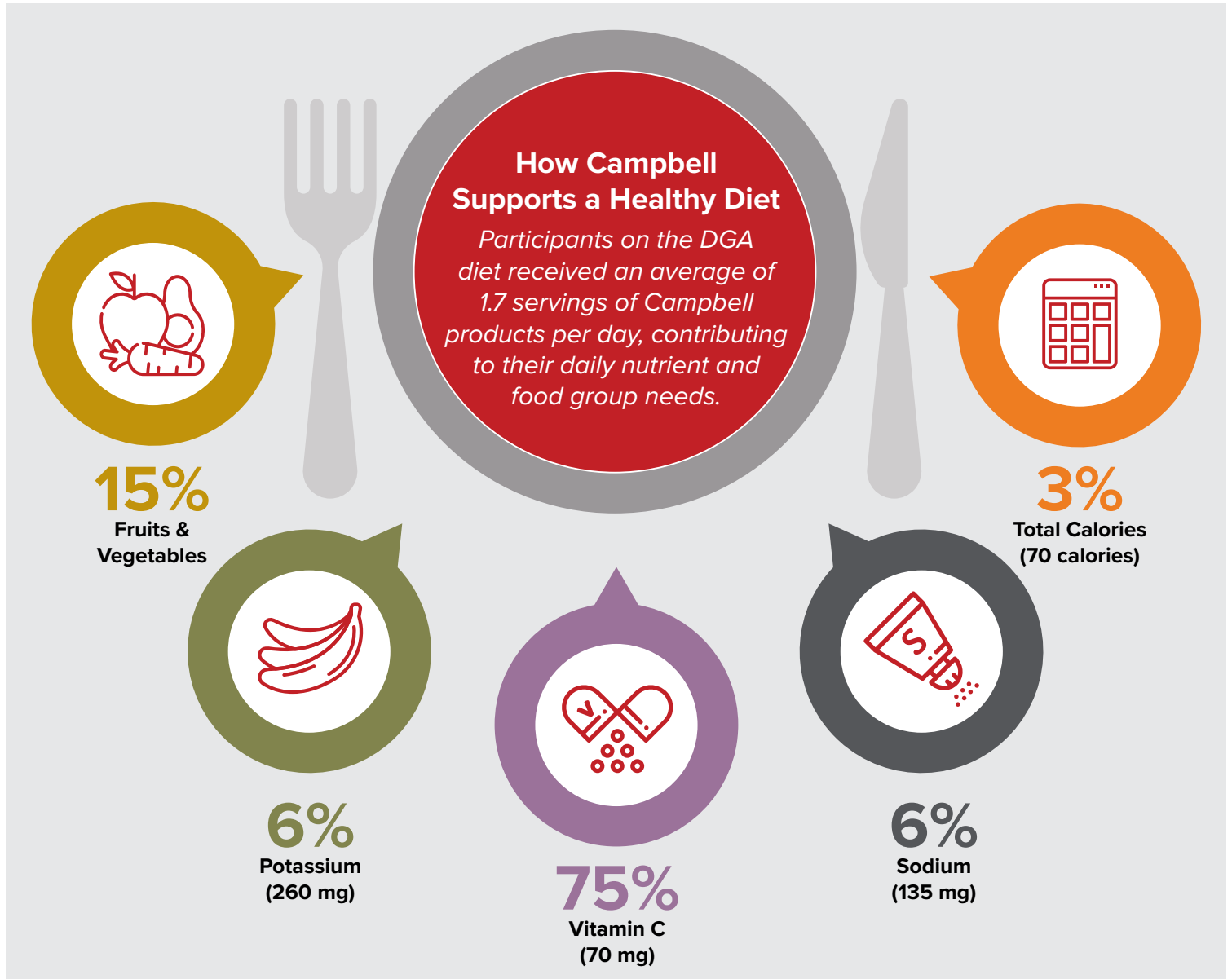
The Dietary Guidelines for Americans (DGA) are the foundation for nutrition policies and programs in the U.S. and are based on a large body of research. Despite the research that goes into making the guideline's recommendations, the DGA diet itself has never been tested in a clinical intervention until recently.

This study compared two groups of women where one group ate a typical American diet high in refined grains, solid fats and added sugars, and the second ate a diet consistent with the DGA recommendations emphasizing fruits, vegetables, low-fat dairy and whole grains. The DGA diet included a variety of Campbell products including Low Sodium V8® 100% Vegetable juice, *Healthy Request®* soups, *Swanson®* unsalted chicken stock and *Pace®* salsas.

Women who followed the DGA diet had lower systolic blood pressure and a

trend for lower cholesterol after eight weeks. Managing cholesterol and blood pressure levels can help support a healthy heart. Some parameters, like glucose and triglyceride levels did not change, but overall, women in the DGA group had a more nutrient-dense diet.

Campbell was not involved in the final design, implementation, analysis or interpretation of the data from the study. However, the results show that packaged foods can fit and even help improve overall nutrient quality in a healthy diet.



**Our Community
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**Feeding People,
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That's Just
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Metrics That Matter

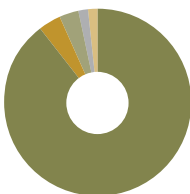
CHARITABLE GIVING, INCLUDING IN-KIND (in millions)



EMPLOYEE VOLUNTEER HOURS



GLOBAL GIVING



In-kind:	\$49.5M
Foundation:	\$2.1M
Corporate Contributions:	\$1.8M
Employee Giving:	\$1M
Cause Marketing:	\$0.083M
Total:	\$54,423,426



How We Manage

Campbell has long been committed to serving and supporting our hometown communities. We've made important strides through our Campbell's Healthy Communities program, the Campbell Soup Foundation, cash and in-kind support, and employee volunteerism. With the launch of our new company Purpose and Values, we have taken a fresh look at our community strategy to ensure it is aligned with Campbell's priorities and our communities' needs today.

Our new Community Affairs platform, "Giving that Matters," aims to strengthen and empower healthy communities in Campbell's hometowns. Campbell's commitment to our Purpose and Real Food Philosophy includes helping to ensure that real food remains accessible to all. As a food company, we are uniquely positioned to leverage our capabilities and expertise to increase food access across the world. Because of this, food access is central within our new Community Affairs platform, and many of our philanthropic investments and volunteerism efforts focus on this issue.

With our new focus comes a new way to think about our role in our communities. No longer are we exclusively a grant maker that executes individual programs and events; we are becoming a change maker that invests in long-term, sustainable impact. Our change philosophy is simple—we work to create local impact through bold solutions and systematic interventions in partnership with community members.





Our Community Affairs Strategy

INCREASE HEALTHY FOOD ACCESS	ENCOURAGE HEALTHY LIVING	NURTURE CAMPBELL NEIGHBORHOODS
Increase availability of and accessibility to real, fresh foods	Expand nutrition education and active lifestyle programs	Transform the physical spaces where people live, learn and play
How We're Making Change		
<ul style="list-style-type: none"> • Establishing fresh food access points such as corner stores, farmer's markets and grocery stores • Creating voucher programs for healthy food • Developing innovative solutions for food waste • Launching healthy school food programs • Supporting local agriculture 	<ul style="list-style-type: none"> • Improving nutrition education and awareness in schools and alternative settings, like doctor's offices • Offering cooking classes • Creating city-wide initiatives for structured play 	<ul style="list-style-type: none"> • Providing safe places to play • Restoring parks and trails • Promoting active transportation infrastructure, such as bike lanes • Repurposing of vacant lots for safe resident use • Addressing barriers to healthy, safe communities



Lasting Solutions for Our Hometowns

Our signature community affairs program, Campbell's Healthy Communities, is a 10-year, \$10 million commitment to measurably improve the health of young people in our hometown communities. Launched in 2010, Campbell's Healthy Communities uses a differentiated collective impact approach which includes a common agenda among partners, shared measurement systems,

continuous communications, mutually reinforcing activities and a backbone leadership organization. The goal is for this work to live sustainably in the Camden community through a network of partner organizations, rather than belonging to any one individually. In FY2018, partners leveraged additional external funding resources of \$1.4 million

from being a part of this collective. While the initial focus of this program was on our community in Camden, New Jersey, the initiative has expanded to four additional Campbell communities. See our Campbell's Healthy Communities FY2018 Camden Annual Report [here](#).

How We're Making Change in Camden



Heart Smarts
In-store nutrition education lessons

1,640 Participants
87% Participants plan to frequently buy healthy foods identified during lessons



Heart Bucks
Coupons for heart-healthy food for participants in Heart Smarts lessons

99% Heart Bucks redeemed
\$6,268 Spent on heart-healthy food



Go Noodle
In-classroom physical activity bursts

40,000 Go Noodle sessions administered
1.5 million Minutes of physical activity



Building a Network of Real Solutions

Campbell's Healthy Communities established the Healthy Corner Store Network, which is designed to increase access to affordable, healthy food in low-income neighborhoods by providing technical assistance, supplies and services to store owners. In Camden, a city of 77,000 residents with no full-service grocery store, corner stores are a key to healthy food access in the city. The network currently has 48 stores enrolled, which accounts for 40 percent of the total corner stores in Camden.

The program has expanded to include wraparound services such as onsite health screenings, Heart Smarts nutrition education lessons, cooking classes and the distribution of Heart Bucks, which are coupons that are redeemed at the stores for healthy food. In addition, Food Bucks Rx has been introduced, a program in which doctors

provide prescriptions for fresh fruits and vegetables to patients who screen positive for food insecurity.

The impact of these programs has been widespread. Of the participants surveyed, 79 percent felt they could buy healthier food items at their local store and 86 percent reported having good access to fresh fruits and vegetables in their neighborhood.

Fayer's Market, one of the early participants in the Healthy Corner Store Network, has seen a 165 percent increase in sales of fresh fruits and vegetables since introducing the Food Bucks Rx program, with a total of over \$50,000 in redemptions.



Corner stores are a key to healthy food access in Camden and other communities

Sowing Change With FoodCorps



FoodCorps is a national nonprofit which places AmeriCorps volunteers in high-need schools to help connect kids to healthy food in school so they can lead healthier lives and reach their full potential. A partner in several Campbell's Healthy Communities sites, FoodCorps extended its reach in FY2018 to one of our newest sites, Ferndale, Michigan.

The FoodCorps service member worked on a variety of programs during the school year, including collaborating with Gleaners Food Bank to host Cooking Matters cooking classes for

kids and families, hosting sessions of Exploring Foods Club, and teaching nutrition education and gardening lessons during an afterschool garden club, Sprout Scouts. Overall, the service member led more than 400 food access activities and nutrition education sessions benefiting 950 students. The biggest win for the year, however, was the partnership with Partners for Healthy Schools to form a district-wide wellness committee focused on improving the school district's wellness policy, the first collaborative of its kind in the Ferndale, Michigan, area.

Giving that Matters Week 2018

During Giving that Matters Week, our annual week of service, Campbell employees from across the company come together to help our local communities thrive. See what our people accomplished during our biggest year yet.

6,000
Campbell Employees






7,500
Volunteer Hours




40+
Organizations Served

28
Locations

10,000
Backpacks Full
of Food Donated
Through Feeding
America's Backpack
Program





\$30,000
Awarded to Nonprofits
Through the Campbell
Soup Foundation



Feeding People, Ending Food Waste: That's *Just Peachy*[®]



Six years ago, a team of Campbell employees put their heads together with the Food Bank of South Jersey to address a major food waste dilemma: supermarkets often won't accept undersized or misshapen produce, despite it being perfectly safe and nutritious to eat. This leads to millions of pounds of fresh, nourishing fruits and vegetables being wasted every year, even while many communities, like our New Jersey hometown, face food insecurity. We thought there must be a way to address both of these challenges at once—and *Just Peachy* was born.



Since 2012, *Just Peachy* salsa has rescued some of the 800,000 pounds of peaches thrown away each year by just one farmer's cooperative in southern New Jersey. We make the salsa in our pilot plant in Camden, New Jersey, and employees volunteer to package each new batch. *Just Peachy* salsa is sold at more than 100 New Jersey retailers, including farmer's markets, restaurants and select ShopRite stores, and all profits support hunger relief programs at the Food Bank of South Jersey. It's a peachy deal for the planet and everyone involved: growers, Campbell employees, the Food Bank and salsa lovers alike.

Impact Since 2012:

240,000
Jars of salsa produced

\$350,000
Revenue generated for the Food Bank of South Jersey

700,000
Meals funded by program

Over \$500,000
in dumping fees saved by area farmers

Healthy Eating From the Very Start

Plum Organics is rooted in its mission to provide the very best food from the very first bite and, as a Public Benefit Corporation (PBC), is committed to advancing solutions for childhood hunger and malnutrition in the U.S. Since the 2013 inception of *The Full Effect*[®], their give-back program, Plum Organics has donated over 20,000,000¹ meals and snacks to little ones in need.

In FY2018, Plum Organics continued their ongoing commitment to the Homeless Prenatal Program (HPP) in San Francisco, California. HPP works to break the cycle of childhood poverty by helping families become more healthy and economically stable. A \$50,000 grant from Plum Organics helped HPP maintain its breastfeeding resources to support HPP community mothers and babies so they can start life off right. Plum Organics will continue its support of HPP in FY2019.

In FY2018 Plum Organics Funded:

3 Private nursing areas

34 Breast pumps

5 Bed top co-sleepers

5 Lactation educators



25 Staff trained on breastfeeding

40 Healthy feeding classes

¹ Please note that 20M is based on FY2018 numbers, and more has been donated since then.

Arnott's Employees Make a Difference in Southeast Asia

At Arnott's offices and manufacturing facilities in Indonesia and Malaysia, our employees are taking time outside of work to improve their communities and help children in need. Here are just a few ways we're bringing our Purpose to life.



Arnott's Indonesia

- Partnering with YCAB, a local youth development organization, Arnott's continues to offer computer lessons to underprivileged children. An Arnott's-branded van serves as a classroom on wheels, carrying enough laptops for 10 students and a teacher. The program has been in operation for one year, educating more than 150 students across three terms.
- Arnott's also supports the community in the neighborhood surrounding its plant by participating in Posyandu, an Indonesian public health program that provides community-based preventive care in villages. Each month, families bring infants and toddlers to receive health services such as immunizations and nutritional checks.

To make visits a little sweeter for children and their parents, Arnott's provides biscuits such as *Nyam-Nyam* and *Good Time*.

Campbell Malaysia

- After floods hit Penang, Malaysia, in 2017, the local Arnott's team banded together to provide relief. We partnered with The Lost Food Project, a Malaysian food bank that collects healthy surplus food that would otherwise go to landfills and redistributes it to those in need. Through donations of Campbell products, we helped The Lost Food Project deliver more than 50,000 meals.
- In 2018, Campbell helped students at the Lighthouse Children's Welfare Home in Bangsar start the school year off right. Employees could "sponsor" a child by funding students' school fees and supplies. Through this effort, Campbell helped 80 underprivileged children return to school.

Supporting Healthy Communities in Campbell's Hometowns

Founded in 1953, the Campbell Soup Foundation provides financial support to local organizations that inspire positive change in communities where Campbell employees live and work. The Foundation's grantmaking focuses on strategic giving to strengthen and empower healthy communities in Campbell's hometowns. The Foundation is entirely employee-run, governed by a Board of Trustees comprised of senior executives and advised by an employee-led Executive Committee. In FY2018, the Foundation provided \$1.5 million in grants, including a youth urban farming program and mobile teaching kitchen in Camden, New Jersey, as well as a food waste and recovery program in Bloomfield, Connecticut.



A Record Year for The Arnott's Foundation

In FY2018, The Arnott's Foundation had another record year of giving, granting more than US \$522,000 to deserving nonprofits across Australia. Of the total amount donated, \$432,000 was donated to Camp Quality, \$72,000 was donated to Fairy Sparkle and \$18,000 was donated to Aussie Helpers. On top of this, over \$1.6 million of product was donated to Foodbank and \$67,000 was donated to Driver Reviver.

What makes The Arnott's Foundation unique is that the majority of funds are raised by employees and the Arnott's community. Through direct giving and fundraising events, the Foundation was able to further its mission to create positive environments that allow families to build, maintain and enjoy a better quality of life.

Campbell's FY2018 Performance Scorecard

BUSINESS OVERVIEW (USD in millions)	FY2015	FY2016	FY2017	FY2018
Net Sales	\$8,082	\$7,961	\$7,890	\$8,685
EBIT	\$1,054	\$960	\$1,400	\$469
Taxes on Earnings	\$283	\$286	\$406	\$11
Dividends Paid	\$394	\$390	\$420	\$426
Capital Expenditures	\$380	\$341	\$338	\$407
R&D	\$117	\$124	\$111	\$110
GROWN	FY2015	FY2016	FY2017	FY2018
GHG Emissions (kg CO ₂ e/tonne of tomato)	0.006	0.0057	0.0057	0.006
Water Use (gallons/pound of tomato)	8.48	7.53	7.53	8.16
Nitrogen Use (pounds Nitrogen/tonne of tomato)	4.04	4.12	4.12	4.33
SOURCED	FY2015	FY2016	FY2017	FY2018
Cage-Free Eggs	N/A	N/A	12%	16%
"No Antibiotics Ever" Chicken	N/A	N/A	97%	98%
Crate-Free Pork ¹	34%	34%	21%	57%
Responsibly Sourced Palm Oil (RSPO)	N/A	100%	100%	100%
PRODUCED	FY2015	FY2016	FY2017	FY2018
Energy Use				
Total Electricity Use (mmbtu)	2,401,815	2,337,129	2,488,054	2,188,267
Total Fuel Use (mmbtu)	7,691,784	7,249,795	7,932,234	7,689,340
Total Energy Use (mmbtu)	10,093,599	9,586,924	10,420,288	9,877,607
U.S.	8,113,734	7,569,380	8,039,806	8,197,019
Outside of U.S.	1,979,865	2,017,544	2,380,482	1,680,588
Energy Intensity (mmbtu/tonne of food produced)	2.54	2.58	2.77	2.58
Renewable Energy Generated (kWh) for the Grid ²	20,903,897	22,116,941	27,670,475	26,933,868
Percent of Total Electricity Use	3%	3%	4%	4%
Greenhouse Gas Emissions				
GHG Emissions (tonnes CO ₂ e)	751,924	724,996	751,340	734,937
GHG Intensity (tonnes CO ₂ e/tonne of food produced)	0.19	0.19	0.20	0.19
Direct (Scope 1) Emissions (tonnes CO ₂ e)	427,731	403,057	416,838	421,970
U.S.	346,894	316,265	332,822	352,235
Outside of U.S.	80,837	86,792	84,016	69,735
Indirect (Scope 2) Emissions (tonnes CO ₂ e)	324,203	321,939	334,502	312,967
U.S.	242,872	245,801	258,397	242,879
Outside of U.S.	81,331	76,138	76,105	70,088
Indirect (Scope 3) Emissions (tonnes CO ₂ e) ³	7,366	8,443	9,742	7,262
Carbon Offsets Purchased (tonnes CO ₂ e) ⁴	23	51	77	6
Water Use				
Water Use (m3)	32,033,574	31,858,298	31,916,514	31,847,831
Water Intensity (m3/tonne of food produced)	8.07	8.56	8.53	8.33

Campbell's FY2018 Performance Scorecard, cont.

PRODUCED	FY2015	FY2016	FY2017	FY2018
Waste Generation				
Total Waste Generated (tonnes)	479,408	450,814	445,237	467,334
Total Waste to Landfill (tonnes)	48,900	44,161	40,059	39,717
Total Waste to Incineration/Controlled Combustion (tonnes)	1,587	2,231	2,099	1,943
Total Recycled (tonnes)	47,255	43,343	36,535	27,172
Total Other Diverted Waste (tonnes)	381,666	361,079	366,544	398,501
Total Waste Diverted from Landfill (tonnes)	430,508	406,653	405,178	427,616
Landfill Diversion Rate	90%	90%	91%	92%
Total Waste Intensity (tonnes/tonne of food produced)	0.12	0.12	0.12	0.12
Hazardous Waste Generated (tonnes)	38	50	55	37
SHARED	FY2015	FY2016	FY2017	FY2018
Total Reportable Incident Rate (TRIR)/200,000 hours	1.99	1.96	1.37	1.18
Lost Time Incident Rate (LTIR)/200,000 hours	0.29	0.23	0.20	0.21
Employee Fatalities	0	0	0	1
Environmental Notice of Violations (NOVs)	1	1	5	4
Environmental Fines (USD)	\$500	\$1,500	\$7,100	\$4,450
Women in Global Workforce	44%	43%	43%	42%
Women in Management	38%	41%	43%	43%
Women on the Board of Directors	31%	31%	33%	33%
Charitable Giving, including In-Kind (USD in millions)	\$59.2	\$65.1	\$61.9	\$54.4
Employee Volunteer Hours	14,100	12,000	12,200	10,350
Tuition Assistance Paid	\$0.81	\$0.79	\$0.80	\$0.89
U.S. Health Care Expense ⁵	\$100	\$115	\$123	\$121
Pension Income/Expense	\$96	\$279	\$(230)	\$(150)
Post-Retirement Medical & Life Expense	\$29	\$38	\$(28)	\$(35)
401(k) Retirement Plan Contributions	\$31	\$33	\$34	\$45
Products with Reduced Negative Nutrients (revenue in millions) ⁶	\$5,372	\$5,691	\$6,115	\$6,096
Products with Reduced Negative Nutrients (revenue/total revenue)	53%	55%	59%	59%
Products with Increased Positive Nutrients (revenue in millions) ⁶	\$3,200	\$3,297	\$3,344	\$3,238
Products with Increased Positive Nutrients (revenue/total revenue)	32%	32%	32%	31%
Healthy Products (revenue in millions)	\$2,929	\$2,898	\$2,998	\$2,566
Healthy Products (revenue/total revenue)	29%	28%	29%	24%

1 We are restating our historic data because of improved data completeness and quality.

2 Campbell generates renewable energy through onsite solar and fuel cell installations, but sells all of it to others.

3 Scope 3 emissions include employee business travel by car, plane and train. Campbell is working to capture more emissions categories in FY2019.

4 Plum purchases carbon offsets in the amount of the GHG emissions from the energy used in its headquarters building in Emeryville, California. Plum began purchasing solar power in FY2018 for its Emeryville facility. As a result, emissions for the year are much lower, requiring that only 6 metric tonnes CO2e be offset in FY2018.

5 U.S. Health Care Expense was restated for FY2017 to include expenses for the Campbell Fresh division. This business is included for FY2018 as well.

6 Starting in FY2017, we set a sodium upper limit of 600 mg/serving for Presence of Positives and Reduction of Negatives across all of our categories, globally. That limit is less than US FDA's Voluntary Draft Guidance on the mean sales-weighted sodium target for the soup category.

Stakeholder Engagement

Public-Private Partnerships

Many of Campbell's business leaders serve as trustees or members of advisory boards of organizations working to further corporate responsibility, including the following:

- Advisory Committee on Supply Chain Competitiveness
- American College of Nutrition
- American Council for Fitness and Nutrition
- American Physiological Society
- American Society for Nutrition
- Boston College Center for Corporate Citizenship
- Center for Food Safety at The University of Georgia
- Center for Research on Ingredient Safety at Michigan State University
- Congressional Management Foundation
- Convergence Center for Policy Resolution
- Food Allergy & Anaphylaxis Network
- Food Allergy Research and Resource Program (FARRP) at University of Nebraska
- Food Bank of South Jersey
- Foundation for Food and Agriculture Research
- Foundation for Strategic Sourcing
- Habitat for Humanity
- International Life Science Institute
- Net Impact
- New Jersey Agricultural Society
- New Jersey Food Council
- Produce for Better Health Foundation
- Stewardship Index for Specialty Crops
- Sustainable Brands
- The Consumer Goods Forum
- The Sustainability Consortium
- United Way local chapters
- University of Illinois Advisory Board, Division of Nutritional Sciences and Department of Food Science and Human Nutrition
- USDA-USTR Agricultural Technical Advisory Committee for Trade in Processed Foods
- World Economic Forum

Health and Nutrition Stakeholder Engagement & Research

Many of today's complex nutrition issues require a collaborative and multidisciplinary approach to solutions that span the public and private sectors. As an industry leader, Campbell established a legacy in performing and supporting health and nutrition research, education and consumer programs to improve consumer diets through innovative partnerships with stakeholders that in 2018 included:

- Participation in the Academy of Nutrition and Dietetics *Nutrition Impact Summit*. The invitation-only event was convened by the Academy and its Foundation to explore collaborative opportunities to accelerate progress toward good health and well-being for all people.
- Participation in the American Heart Association *Healthier Food Leadership Summit* to discuss creating a healthier future through collaboration, innovation and development of guiding principles for change.
- Membership, sponsorship and exhibition at the Academy of Nutrition and Dietetics' annual Food and Nutrition Conference & Expo (FNCE), where our corporate nutritionists get feedback on our products from health professionals.
- Supporting the Produce for Better Health Foundation, as a donor, on the Board of Trustees, through participation in the marketing and communications and research subcommittees and through sponsorship of their annual meeting. These efforts support Campbell's Nutrition strategy (specific to fruits and vegetables) and Real Food Philosophy and help educate key stakeholders on Campbell's nutrition initiatives.
- Involvement in planning symposia for the American Society for Nutrition and engaging the organization to stay up-to-date on research from top nutrition scientists in industry and academia.
- Working collaboratively across USDA and FDA agencies on implementation of the new Nutrition Facts panels and GMO labeling.
- Collaborating with retailer health and wellness programs through the development of nutrition education resources, including recipes that aligned with the Dietary Guidelines for Americans, coupon and recipe booklets, nutrition articles and more, to educate consumers about healthy eating.
- Providing continuing education credits to over 200 dietitians on culinary trends and nutrition communications.
- Collaborating with global industry on the Consumer Goods Forum to develop programs and share best practices in health and wellness promotion.
- Conducting an annual survey of dietitians to collect feedback on our products, clients' consumption and referral habits, nutritional characteristics of products and resources they seek for consumers.
- Continued engagement with the Interfaith Center on Corporate Responsibility on public health issues, including obesity, undernutrition and access to nutrition.
- Participation in the Access to Nutrition Index assessment, which ranks the world's largest food companies on their efforts in tackling nutrition challenges. Campbell uses the report to help inform nutrition strategy and best practices in policy development, transparency and communication on nutrition issues.
- Partnership and engagement with numerous academic institutions including the Pennsylvania State University, Tufts University, Purdue University, University of California at Davis, West Chester University and others, on academic curriculum, internships and research.
- Participation in the Forum for the Future's Protein Challenge 2040 U.S. Advisory Group.

Stakeholder Engagement, cont.

- Sustaining Arnott's partnership with the Dietitians Association of Australia (DAA), the governing body of dietetic and nutrition professionals in Australia, through which Arnott's supports professional development.
- Developed a partnership with Dietitian Connection, an online network of dietitians in Australia. Through this partnership, Arnott's engages with nutrition professionals and encourages dialogue on the latest nutrition science and trends.

Scientific Advisors

Our panel of Scientific Advisors is made up of respected food and nutrition scientists from leading universities and private organizations. In December 2016, they reviewed our nutrition strategy and health and wellness reporting as benchmarked against key competitors. They commended our efforts to provide fact-based information with websites like www.whatsinmyfood.com and our dedication to transparency. The panel believes our criteria and reporting

metrics are strong measurements of our commitment to health, but encouraged more transparency about the criteria. The panel recommended we create policies on our stance around food science and controversies. In FY2018, the panel worked with us to develop position statements on sensitive issues available for consumers and investors. This will be our first step to meet the panel's recommendations to be even more transparent about our stance on important nutrition and health issues.

Nutrition Data Definitions

Healthy: Products that meet the FDA criteria for healthy, a Health Star Rating of 3.5 or higher, comply with Health Canada, or Mexico Dietary Guidelines.

Presence of Positives: Products that have increased positive nutrients or food groups such as potassium, fiber,

and vegetable servings. These products must also meet upper limits for negative nutrients such as sodium, sugar and saturated fat.

Absence of Negatives: Products that are reduced in negative nutrients like sodium, saturated fat and sugar. These

products must also meet upper limits for all negative nutrients in order to be classified under this category.

Corporate Responsibility Materiality

In order to help Campbell identify and prioritize our most relevant issues related to corporate responsibility, we conducted an in-depth materiality assessment in FY2016. This process allowed us to better understand how the priorities and concerns of external stakeholders align with our business priorities and corporate responsibility objectives. The Global Reporting Initiative (GRI) Standards mandate that organizations do a materiality assessment as part of their reporting process to inform what are the most critical—or “material”—issues to report.

Campbell defines material corporate responsibility issues as those that influence the judgment and decisions of our external and internal stakeholders and have an impact on our stakeholders and business today and in the future. In order to identify the key issues of importance, we seek the input of a variety of stakeholder groups and measure the risks and opportunities for all relevant

environmental, social and governance topics. Our goal in this process is to help inform our overall corporate responsibility strategies, set priorities and ensure that our annual Corporate Responsibility Report communicates how we are managing those material issues.

Our assessment adhered to the following steps:

Step 1: Identification of Issues

We reviewed publicly available corporate responsibility communications of our peer set, including corporate responsibility reports, press releases and corporate websites, to analyze what issues and initiatives currently are of priority across our industry. We then conducted a thorough media audit of trade, corporate responsibility and mainstream media outlets to understand what issues are trending and of the highest concern in the news. We also had conversations with various NGOs, investors and

corporate responsibility organizations to confirm our findings.

Step 2: Stakeholder Survey

We organized a widespread survey of global employees, customers (retailers), suppliers, NGOs, community partners, government or regulatory agencies, investors, trade organizations and consumers. The survey was not only sent directly to targeted external stakeholders, but was also posted publicly on Twitter and LinkedIn to gather input from as varied an audience as possible. In total, we received responses from more than 1,250 survey participants.

Step 3: Stakeholder Interviews

To further vet the issues and rankings as identified by the survey results, we conducted detailed stakeholder interviews. Sustainable Brands interviewed five internal stakeholders, while Business for Social Responsibility interviewed five external stakeholders. In addition, we

conducted post-survey interviews internally with more than 60 employees globally and 12 external stakeholders.

Our stakeholders were asked to rate the importance of each of the following issues identified in our initial materiality research, including:

Responsible Business Practices

- **Transparency:** Communicating openly with stakeholders on material issues and being clear with customers and consumers about what is in our food and where it comes from.
- **Responsible Sourcing:** Addressing issues in the supply chain, including human rights, workplace safety, being capable of fully tracing product inputs to their supply source and full traceability of product inputs in our supply chain.
- **Sustainable Business Models:** Doing business in a way that increases the size of the business while simultaneously reducing our environmental footprint and increasing positive social impact.
- **Business Ethics:** Upholding ethical principles in the business and workplace, including consumer privacy, fraud, bribery, corruption and corporate governance.
- **Public Policy and Engagement:** Actively engaging in public policy on issues affecting our industry.

Society

- **Health, Nutrition and Wellness:** Improving the health profile of our products and engaging in public discussions on healthy and nutritious lifestyles.
- **Animal Welfare:** Ensuring the ethical treatment of animals in our value chain.
- **Food Access:** Ensuring wholesome, nutritional food is available to as many people as possible in an affordable manner.

- **Community Involvement:** Improving the communities in which we live and work through philanthropic efforts, including donations, volunteerism and other community programming.
- **Human Rights in the Supply Chain:** Combatting child labor and forced labor in the supply chain and evaluating our suppliers in the area of human rights.

Product Responsibility

- **Food Safety and Quality:** Setting and maintaining high standards for food safety and quality, including programs, policies and procedures that ensure safety of materials, manufacturing environment and processes, and finished products.
- **Responsible Marketing:** Adhering to internal and industry guidelines regarding consumer communications.
- **Responsible Labeling:** Providing consumers with information through labeling or other communications.

Labor Practices

- **Talent Management:** Creating a workplace that attracts and retains employees and includes professional development, succession planning, training and education.
- **Diversity and Inclusion:** Enabling a business environment that values different perspectives and includes these differences in business processes.
- **Occupational Health and Safety:** Ensuring a safe and healthy workplace.
- **Workplace Culture:** Ensuring employees have an inclusive and supportive workplace environment that includes a variety of benefits such as health care programs, paid time off and work-life balance.
- **Human Rights in the Workplace:** Providing a workplace that respects the basic human rights and freedoms of all workers, including eliminating child labor, discrimination and forced labor.

Environment

- **Water Stewardship:** Managing water resources strategically throughout the value chain.
- **Packaging Footprint:** Reducing the environmental impact of our packaging.
- **Food Waste:** Addressing food waste and loss from farm to table.
- **Energy Management:** Managing energy usage and costs throughout the value chain, including agriculture, production, transportation and distribution.
- **Waste Reduction:** Ensuring as little waste as possible goes to landfill.
- **Climate Change:** Reducing GHG emissions and contributing to the mitigation of and adaptation to the effects of climate change, and understanding climate change risks.
- **Deforestation:** Understanding the impacts of deforestation in the value chain and making commitments to mitigate the impacts.
- **Sustainable Agriculture:** Addressing issues related to farming, such as soil health, pesticide use, deforestation, biodiversity and water use.
- **Logistics and Transportation:** Addressing the environmental impacts from the transportation of our products.

Step 4: Validation

Campbell's Sustainability Steering Committee met to review the findings and validate the issues. These issues were then presented to various company leaders who also provided their input on the importance of these issues to Campbell's overall company strategies.

Based on the results of these steps, we created a materiality grid, which maps where our long-term business success aligns with marketplace and stakeholder priorities. We will utilize these findings to identify and validate opportunities for strengthening our corporate responsibility strategies and reporting in the future.

GRI Content Index

DISCLOSURE	DISCLOSURE TITLE	2018 RESPONSE
GRI 102: General Disclosures		
Organizational Profile		
102-1	Name of the organization	The Campbell Soup Company
102-2	Activities, brands, products, and services	Corporate Profile (5-6)
102-3	Location of headquarters	Corporate Profile (6)
102-4	Location of operations	Corporate Profile (6)
102-5	Ownership and legal form	Publicly traded company
102-6	Markets served	Corporate Profile (6)
102-7	Scale of the organization	Corporate Profile (6); 10-K p.15
102-8	Information on employees and other workers	

Employees by Region and Type, Salary, and Gender								
Region	Total Employees	Full-Time	Part-Time	Hourly	Salaried	Male	Female	Undeclared
Americas	12,431	12,030	401	8,675	3,756	7,353	5,077	1
Europe	405	349	56	322	83	178	227	0
Asia-Pac	3,906	3,328	578	2,572	1,334	2,096	1,810	0
Total	16,742	15,707	1,035	11,569	5,173	9,627	7,114	1

Employees by Contract and Gender				
	Americas	Europe	Asia-Pacific	Total
Permanent	12,431	405	3,906	16,742
Female	5,077	227	1,810	7,114
Male	7,353	178	2,096	9,627
Undeclared	1	0	0	1
Contractors	3,634	0	162	3,796
Female	Not tracked	Not tracked	Not tracked	Not tracked
Male	Not tracked	Not tracked	Not tracked	Not tracked
Undeclared	3,634	0	162	3,796
Total	16,065	405	4,068	20,538

Employees by Type and Region				
	Americas	Europe	Asia-Pacific	Total
Full Time	12,030	349	3,328	15,707
Female	4,862	202	1,341	6,405
Male	7,167	147	1,987	9,301
Undeclared	1	0	0	1
Part Time	401	56	578	1,035
Female	215	25	469	709
Male	186	31	109	326
Undeclared	0	0	0	0
Total	12,431	405	3,906	16,742

GRI Content Index

Organizational Profile (cont.)		
102-9	Supply chain	Corporate Responsibility at Campbell—Sustainability Strategy (7); Grown (16-21); Sourced (22-28); 10-K p.3-8
102-10	Significant changes to the organization and its supply chain	Where We're Headed (2); 10-K p.3 . Campbell has an internal process through which it conducts comprehensive due diligence when considering joint ventures or prospective suppliers.
102-11	Precautionary principle or approach	We take a precautionary approach to the environment by seeking to apply processes or practices with less environmental impact when possible. Campbell's Legal Department prepares a comprehensive report on current legal exposures, trends and risks that is presented annually to the Audit Committee of the Board of Directors. This report assesses the risks faced by the company in the geographies in which it does business. The Legal Department also provides an annual report to the Governance Committee of the Board of Directors on trends and developments in corporate governance. See also Produced—How We Manage (30).
102-12	External initiatives	Appendix—Stakeholder Engagement (63)
102-13	Membership of associations	Appendix—Stakeholder Engagement (63)
Strategy		
102-14	Statement from senior decision-maker	CEO Message (3-4)
Ethics and Integrity		
102-16	Values, principles, standards, and norms of behavior	Corporate Responsibility at Campbell—Corporate Profile (5-6); Corporate Responsibility at Campbell—Governance (11-12); Revised corporate policies and guidelines are issued every year. Existing policy statements that are regularly reviewed and revised as needed include: <ul style="list-style-type: none"> • Code of Business Conduct and Ethics • Anti-Bribery Policy • Global Guidelines for Responsible Advertising to Children • Commitment Concerning Advertising to Children • Environmental Sustainability Policy • Human Rights Principles • Political Accountability Guidelines • Supply Base Requirements and Expectations Manual • Responsible Sourcing Supplier Code
Governance		
102-18	Governance structure	Corporate Responsibility at Campbell—Governance (11); Campbell's 2018 Proxy Statement
Stakeholder Engagement		
102-40	List of stakeholder groups	Corporate Responsibility at Campbell—Stakeholder Engagement (15)
102-41	Collective bargaining agreements	29 percent of our workforce is unionized or covered by collective bargaining agreements.
102-42	Identifying and selecting stakeholders	Corporate Responsibility at Campbell—Stakeholder Engagement (15)
102-43	Approach to stakeholder engagement	Corporate Responsibility at Campbell—Stakeholder Engagement (15)
102-44	Key topics and concerns raised	Corporate Responsibility at Campbell—Stakeholder Engagement (15)

GRI Content Index

Reporting Practices		
102-45	Entities included in the consolidated financial statements	10-K p.3 ; Corporate Responsibility at Campbell—Corporate Profile (5-6)
102-46	Defining report content and topic Boundaries	Corporate Responsibility at Campbell—Materiality (13, 64-65) This report includes content on our key material corporate responsibility issues and an update to key performance metrics, including progress against our new 2025 goals. Significant policy or program advances and recognition occurring before or after FY2018 may also be included. This Report covers our owned and leased facilities on a global basis where we have operational control, but does not include our two newest acquisitions, Pacific Foods (acquired December 2017) and Snyder's-Lance (acquired March 2018). Unless otherwise stated, principles and policies referenced in the report apply to locations operated worldwide, and to all employees of Campbell Soup Company. Bolthouse Farms was acquired in August 2012. Plum Organics was acquired in June 2013, and Campbell worked with Plum to incorporate it as a Public Benefit Corporation (PBC) under Delaware law in August 2013 and gain B Corp certification. Kelsen was acquired in August 2013 and Garden Fresh Gourmet was acquired in June 2015.
102-47	List of material topics	Corporate Responsibility at Campbell—Materiality (13)
102-48	Restatements of information	Our environmental data has been restated back to 2008 to include the Bolthouse Farms, Plum Organics, Kelsen and Garden Fresh Gourmet acquisitions.
102-49	Changes in reporting	None
102-50	Reporting period	Fiscal Year 2018 (July 31, 2017—July 29, 2018)
102-51	Date of most recent report	February 2018
102-52	Reporting cycle	Biennial, with updates annually
102-53	Contact point for questions regarding the report	We value and welcome feedback from interested stakeholders. Contact Megan Maltenfort, Senior Manager—Corporate Social Responsibility, One Campbell Place, MS131, Camden, NJ 08103. You may also contact us via our dedicated CSR Feedback Email Address: csr_feedback@campbellsoup.com .
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option. This report also includes some content that addresses comprehensive-level disclosures. Please see our GRI Content Index for more details and www.globalreporting.org to learn more about the GRI framework.
102-55	GRI content index	We provide a complete GRI Standards content index in the Appendix, beginning on page 66.
102-56	External assurance	In 2016, we successfully completed a third-party limited assurance review consistent with guidance provided by ISO 14064-3 of our GHG emissions inventory. This assurance process was under the supervision of the Vice President of Corporate Responsibility and Sustainability. In 2017, we completed a similar third-party limited assurance review consistent with guidance provided by ISAE 3000 of our FY2016 nutrition and related sales data.

Economic

GRI 201: Economic Performance

103-1	Explanation of the material topic and its Boundary	10-K , CDP , Performance Scorecard (61-62)
103-2	The management approach and its components	10-K
103-3	Evaluation of the management approach	10-K
201-1	Direct economic value generated and distributed	10-K , Performance Scorecard (61-62)
201-2	Financial implications and other risks and opportunities due to climate change	10-K , CDP
201-3	Defined benefit plan obligations and other retirement plans	10-K , Performance Scorecard (62)

GRI Content Index

GRI 203: Indirect Economic Impacts		
103-1	Explanation of the material topic and its Boundary	Shared: Communities—How We Manage (54)
103-2	The management approach and its components	Shared: Communities—How We Manage (54)
103-3	Evaluation of the management approach	Shared: Communities—How We Manage (54)
203-1	Infrastructure investments and services supported	Shared: Communities (53-60)
203-2	Significant indirect economic impacts	Shared: Communities (53-60)
GRI 204: Procurement Practices		
103-1	Explanation of the material topic and its Boundary	Sourced—How We Manage (23)
103-2	The management approach and its components	Sourced—How We Manage (23)
103-3	Evaluation of the management approach	Sourced—How We Manage (23)
204-1	Proportion of spending on local suppliers	We do not currently track this data, but are determining the feasibility of tracking it in the future.
FP1	Percentage of purchased volume from suppliers compliant with company's sourcing policy	While Campbell maintains policies on supplier standards, we do not currently track the total volume of ingredients that are compliant with our policies. We do, however, audit our suppliers against our Supply Base Requirements and Expectations Manual and will work towards being able to provide this information in the future.
FP2	Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards, broken down by standard	Cage-Free Eggs: 16% "No Antibiotics Ever" Chicken: 98% Crate-Free Pork: 57% Responsibly Sourced Palm Oil (RSPO): Campbell purchases 100% RSPO. We are working to integrate Snyder's-Lance, acquired in March 2018, into our certified supply.
GRI 205: Anti-corruption		
103-1	Explanation of the material topic and its Boundary	Corporate Responsibility at Campbell—Governance (11-12); Code of Business Conduct and Ethics
103-2	The management approach and its components	Corporate Responsibility at Campbell—Governance (11-12); Code of Business Conduct and Ethics
103-3	Evaluation of the management approach	Corporate Responsibility at Campbell—Governance (11-12); Code of Business Conduct and Ethics
205-1	Operations assessed for risks related to corruption	Campbell's Legal Department prepares a comprehensive report on current legal exposures, trends and risks that is presented annually to the Audit Committee of the Board of Directors. This report assesses the risks faced by the company in the geographies in which it does business. The Legal Department also provides an annual report to the Governance Committee of the Board of Directors on trends and developments in corporate governance. In addition, an annual Conflicts Certification is sent to mid- and upper-level management to assess conflicts of interest.
205-2	Communication and training about anti-corruption policies and procedures	Each year, Campbell provides comprehensive online and in-person training for employees on core ethics and compliance issues and risk-based training tailored to the issues associated with employees' specific job responsibilities. As part of the <i>Winning with Integrity</i> program, all employees are required to complete regular training on our <i>Code of Business Conduct and Ethics</i> . This training, offered in multiple languages, is available online for most employees, but also offered in DVD format for employees in our manufacturing facilities.
205-3	Confirmed incidents of corruption and actions taken	There have been no confirmed incidents of corruption.

GRI Content Index

GRI 206: Anti-competitive Behavior		
103-1	Explanation of the material topic and its Boundary	Corporate Responsibility at Campbell—Governance (11-12); 10-K p.4-5 ; Code of Business Conduct and Ethics ; Anti-Bribery Policy
103-2	The management approach and its components	Corporate Responsibility at Campbell—Governance (11-12); 10-K p.5 ; Code of Business Conduct and Ethics ; Anti-Bribery Policy
103-3	Evaluation of the management approach	Corporate Responsibility at Campbell—Governance (11-12); 10-K p.5 ; Code of Business Conduct and Ethics ; Anti-Bribery Policy
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	There were no legal actions during the reporting period regarding anti-competitive behavior and violations of anti-trust and monopoly legislation in which Campbell's has been identified as a participant.
Environmental		
GRI 302: Energy		
103-1	Explanation of the material topic and its Boundary	Produced—How We Manage (30)
103-2	The management approach and its components	Produced—How We Manage (30)
103-3	Evaluation of the management approach	Produced—How We Manage (30)
302-1	Energy consumption within the organization	Performance Scorecard (61); CDP
302-3	Energy intensity	Performance Scorecard (61); CDP Campbell defines intensity as Energy Use/ Tonne of Food Produced.
302-4	Reduction of energy consumption	Performance Scorecard (61); CDP
302-5	Reductions in energy requirements of products and services	Performance Scorecard (61); CDP
GRI 303: Water		
103-1	Explanation of the material topic and its Boundary	Grown—How We Manage (17); Produced—How We Manage (30)
103-2	The management approach and its components	Grown—How We Manage (17); Produced—How We Manage (30); Produced—Managing Every Drop (32)
103-3	Evaluation of the management approach	Grown—How We Manage (17); Produced—How We Manage (30)
303-1	Water withdrawal by source	Performance Scorecard (61); CDP Water
303-3	Water recycled and reused	This information is not currently tracked.
GRI 305: Emissions		
103-1	Explanation of the material topic and its Boundary	Grown—How We Manage (17); Produced—How We Manage (30)
103-2	The management approach and its components	Grown—How We Manage (17); Produced—How We Manage (30)
103-3	Evaluation of the management approach	Grown—How We Manage (17); Produced—How We Manage (30)
305-1	Direct (Scope 1) GHG emissions	Performance Scorecard (61); CDP
305-2	Energy indirect (Scope 2) GHG emissions	Performance Scorecard (61); CDP
305-3	Other indirect (Scope 3) GHG emissions	Performance Scorecard (61); CDP
305-4	GHG emissions intensity	Performance Scorecard (61); CDP Campbell defines intensity as Greenhouse Gas (GHG) Emissions/ Tonne of Food Produced.
305-5	Reduction of GHG emissions	Performance Scorecard (61); CDP

GRI Content Index

GRI 306: Effluents and Waste

103-1	Explanation of the material topic and its Boundary	Produced—How We Manage (30)
103-2	The management approach and its components	Produced—How We Manage (30)
103-3	Evaluation of the management approach	Produced—How We Manage (30)
306-1	Water discharge by quality and destination	Performance Scorecard (61), CDP Water
306-2	Waste by type and disposal method	Performance Scorecard (62)
306-3	Significant spills	There were no significant spills in FY2018.
306-4	Transport of hazardous waste	Performance Scorecard (62) No transported, imported, exported or treated waste deemed hazardous under the terms of the Basel Convention. The primary hazardous materials include waste chemicals, used/waste oil, paint and medical waste. Please note that for some international sites, plant trash is also considered a hazardous waste. Hazardous waste is disposed by incineration, treatment/neutralization and fuel programs.

GRI 307: Environmental Compliance

103-1	Explanation of the material topic and its Boundary	10-K p.5 ; Produced—How We Manage (30)
103-2	The management approach and its components	Campbell Soup Company has an Environmental Management System with one of the key aspects being an electronic system, the Campbell's Environmental Management & Metrics System (CEMMS). The CEMMS system is used globally at our facilities and is the backbone of our overall Environmental Management System. The CEMMS system addresses our document management, permit tracking, monitoring and measurement, tasks and calendar management, waste and recycling tracking/reporting, inspection notifications, incidents of notice of violations management, audits management, energy tracking/reporting and refrigerant tracking/reporting. While this system is auditable and supports ISO 14001, our Environmental Management System is not ISO 14001 certified, and we currently do not have any facilities that are ISO 14001 or OHSAS 18001 certified.
103-3	Evaluation of the management approach	
307-1	Non-compliance with environmental laws and regulations	Campbell incurred \$450 in environmental fines in FY2018.

GRI 308: Supplier Environmental Assessment

103-1	Explanation of the material topic and its Boundary	Grown—How We Manage (17); Sourced—How We Manage (23)
103-2	The management approach and its components	Grown—How We Manage (17); Sourced—How We Manage (23)
103-3	Evaluation of the management approach	Grown—How We Manage (17); Sourced—How We Manage (23)
308-1	New suppliers that were screened using environmental criteria	Sourced—Our Strategic Focus Areas and Goals (24-25) Our Responsible Sourcing Supplier Code is available to all suppliers and holds our suppliers accountable to environmental standards. We are still developing management systems for comprehensive supplier screening.
308-2	Negative environmental impacts in the supply chain and actions taken	There were no negative environmental impacts identified in the supply chain in FY2018.

GRI Content Index

Social																																																		
GRI 401: Employment																																																		
103-1	Explanation of the material topic and its Boundary	Shared: Employees—How We Manage (37); Shared: Employees—Using Transparency to Transform Careers (40)																																																
103-2	The management approach and its components	Shared: Employees—How We Manage (37); Shared: Employees—Using Transparency to Transform Careers (40)																																																
103-3	Evaluation of the management approach	Shared: Employees—How We Manage (37); Shared: Employees—Using Transparency to Transform Careers (40)																																																
401-1	New employee hires and employee turnover are listed below. Voluntary turnover for FY2018 was 11 percent and involuntary turnover was 6 percent, with a total turnover rate of 17 percent.																																																	
	<table border="1"> <thead> <tr> <th colspan="3">New Hires vs. Turnover by Age, Gender, and Region</th> </tr> <tr> <th>Age Range</th> <th>New Hires</th> <th>Turnover</th> </tr> </thead> <tbody> <tr> <td>30 and under</td> <td>865</td> <td>824</td> </tr> <tr> <td>31-50</td> <td>758</td> <td>1,083</td> </tr> <tr> <td>51 and over</td> <td>180</td> <td>544</td> </tr> <tr> <td>Total</td> <td>1,803</td> <td>2,451</td> </tr> <tr> <th>Gender</th> <th>New Hires</th> <th>Turnover</th> </tr> <tr> <td>Female</td> <td>637</td> <td>869</td> </tr> <tr> <td>Male</td> <td>1,166</td> <td>1,581</td> </tr> <tr> <td>Undeclared</td> <td>0</td> <td>1</td> </tr> <tr> <td>Total</td> <td>1,803</td> <td>2,451</td> </tr> <tr> <th>Region</th> <th>New Hires</th> <th>Turnover</th> </tr> <tr> <td>Americas</td> <td>1,479</td> <td>1,916</td> </tr> <tr> <td>Europe</td> <td>17</td> <td>18</td> </tr> <tr> <td>Asia-Pacific</td> <td>307</td> <td>517</td> </tr> <tr> <td>Total</td> <td>1,496</td> <td>1,934</td> </tr> </tbody> </table>		New Hires vs. Turnover by Age, Gender, and Region			Age Range	New Hires	Turnover	30 and under	865	824	31-50	758	1,083	51 and over	180	544	Total	1,803	2,451	Gender	New Hires	Turnover	Female	637	869	Male	1,166	1,581	Undeclared	0	1	Total	1,803	2,451	Region	New Hires	Turnover	Americas	1,479	1,916	Europe	17	18	Asia-Pacific	307	517	Total	1,496	1,934
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401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	While employee benefits may vary for global locations, Campbell offers a robust employee benefits package that may include paid sick days, paid vacation, bereavement leave, education benefits, relocation assistance, health insurance (individual and family), dental insurance (individual and family), vision insurance, domestic partner benefits, life insurance, disability insurance (including long-term), flexible spending accounts (health care and child care), stock options, bonus plans, 401(k) savings plans, an onsite daycare center (WHQ), onsite fitness center (WHQ), paid maternity and paternity leave, adoption assistance, and retiree health care. Campbell Soup Company also offers corporate benefits to both same- and opposite-sex couples and has a workplace flexibility policy.																																																
401-3	Parental leave	Shared: Employees—Benefits That Matter for Life's Moments (39)																																																
FP3	Percentage of working time lost due to industrial disputes, strikes and/or lock-outs, by country.	There was no lost time due to industrial disputes, strikes and/or lock-outs in FY2018.																																																
GRI 403: Occupational Health and Safety																																																		
103-1	Explanation of the material topic and its Boundary	Shared: Employees—How We Manage (37)																																																
103-2	The management approach and its components	Shared: Employees—How We Manage (37)																																																
103-3	Evaluation of the management approach	Shared: Employees—How We Manage (37)																																																
403-1	Workers representation in formal joint management—worker health and safety committees	100 percent of Campbell's workforce is represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs. All of our locations have some form of health and safety committee with representation from all employee levels. In some countries the composition of those committees is legislated.																																																

GRI Content Index

403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Shared: Employees—Safety for Everyone, Every Day (41); Performance Scorecard (62)
GRI 404: Training and Education		
103-1	Explanation of the material topic and its Boundary	Shared: Employees—How We Manage (37); Shared: Employees—Using Transparency to Transform Careers (40)
103-2	The management approach and its components	Shared: Employees—How We Manage (37); Shared: Employees—Using Transparency to Transform Careers (40)
103-3	Evaluation of the management approach	Shared: Employees—How We Manage (37); Shared: Employees—Using Transparency to Transform Careers (40)
404-1	Average hours of training per year per employee	We track the following metrics related to training & development: —Average amount spent on training an employee annually: \$607 —Average number of hours of training per employee annually: 10
404-2	Programs for upgrading employee skills and transition assistance programs	Shared: Employees—Using Transparency to Transform Careers (40)
404-3	Percentage of employees receiving regular performance and career development reviews	100 percent of employees receive an annual performance evaluation.
GRI 405: Diversity and Equal Opportunity		
103-1	Explanation of the material topic and its Boundary	Shared: Employees—How We Manage (37)
103-2	The management approach and its components	Shared: Employees—How We Manage (37)
103-3	Evaluation of the management approach	Shared: Employees—How We Manage (37)
405-1	Diversity of governance bodies and employees	

	Age Group (Global)			
	<31	31-50	>50	Total
Board of Directors	0	0	12	12
Global Employees	3,267	7,946	5,529	16,742

	Gender (Global)			
	Female	Male	Undeclared	Total
Board of Directors	4	8	0	12
Top Management	14	48	0	62
Management	787	1,024	0	1,811
Non-Management	6,313	8,555	1	14,869

	Ethnicity (United States)						Total
	Hispanic/Latino	Black/African American	White	Asian	Other	Did Not Disclose	
Top Management	8	0	46	2	0	3	59
Management	75	62	1,049	127	27	21	1,361
Non-Management	2,732	1,383	5,086	428	461	263	10,353
Total	2,815	1,445	6,181	557	488	287	11,773

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405-2 Ratio of basic salary and remuneration of women to men

<i>Average Annual Base Pay (USD)</i>		
Top Management Level	U.S.	Outside U.S.
Average female salary	\$327,193	N/A
Average male salary	\$419,205	\$523,264
Management Level	U.S.	Outside U.S.
Average female salary	\$145,220	\$108,940
Average male salary	\$154,060	\$122,023
Non-Management Level	U.S.	Outside U.S.
Average female salary	\$50,094	\$43,490
Average male salary	\$51,283	\$46,516

GRI 406: Non-discrimination

103-1	Explanation of the material topic and its Boundary	Corporate Responsibility at Campbell—Governance (12); Shared: Employees—How We Manage (37)
103-2	The management approach and its components	Corporate Responsibility at Campbell—Governance (12); Shared: Employees—How We Manage (37)
103-3	Evaluation of the management approach	Corporate Responsibility at Campbell—Governance (12); Shared: Employees—How We Manage (37)
406-1	Incidents of discrimination and corrective actions taken	The company has not been fined or disciplined by the EEOC in the last five years.

GRI 412: Human Rights Assessment

103-1	Explanation of the material topic and its Boundary	Sourced—How We Manage (23); Sourced—Our Strategic Focus Areas and Goals (25); Shared: Employees—How We Manage (37)
103-2	The management approach and its components	Sourced—How We Manage (23); Sourced—Our Strategic Focus Areas and Goals (25); Shared: Employees—How We Manage (37)
103-3	Evaluation of the management approach	Sourced—How We Manage (23); Sourced—Our Strategic Focus Areas and Goals (25); Shared: Employees—How We Manage (37)
412-1	Operations that have been subject to human rights reviews or impact assessments	As part of our customers' social accountability programs, five of our facilities participated in social responsibility audits in FY2018. The company has not been involved in any human rights controversies, has not incurred any fines by governmental organizations related to human rights issues, and has not been subject to any human rights litigation in the last five years.
412-2	Employee training on human rights policies and procedures	All employees have access to Campbell's Human Rights Principles, and employee training occurs in operations located in high-risk countries when necessary.
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	100 percent of our suppliers have expectations for human rights outlined in our purchase contract terms and conditions.

GRI 413: Local Communities

103-1	Explanation of the material topic and its Boundary	Shared: Communities—How We Manage (54)
103-2	The management approach and its components	Shared: Communities—How We Manage (54)
103-3	Evaluation of the management approach	Shared: Communities—How We Manage (54)
413-1	Operations with local community engagement, impact assessments and development programs	We have community engagement programs in all of the locations in which we operate.

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GRI 414: Supplier Social Assessment		
103-1	Explanation of the material topic and its Boundary	Sourced—How We Manage (23)
103-2	The management approach and its components	Sourced—How We Manage (23)
103-3	Evaluation of the management approach	Sourced—How We Manage (23)
414-1	New suppliers that were screened using social criteria	Sourced—Our Strategic Focus Areas and Goals (24) 100 percent of our suppliers have expectations for human rights outlined in our purchase contract terms and conditions and our Responsible Sourcing Supplier Code. We are still developing management systems for comprehensive supplier screening.
414-2	Negative social impacts in the supply chain and actions taken	One of our suppliers was found to be in violation of our Responsible Sourcing Supplier Code. As a result, we have requested that they complete a SMETA social compliance audit. We are simultaneously working to identify a new supplier for this ingredient.
GRI 416: Customer Health and Safety		
103-1	Explanation of the material topic and its Boundary	Produced—How We Manage (30); Shared: Consumers—How We Manage (45)
103-2	The management approach and its components	Produced—How We Manage (30); Shared: Consumers—How We Manage (45)
103-3	Evaluation of the management approach	Produced—How We Manage (30); Shared: Consumers—How We Manage (45)
416-1	Assessment of the health and safety impacts of product and service categories	Produced—Working Together for Improved Food Safety (35); Performance Scorecard (62)
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	In FY2018, Campbell had no Class I recalls and two Class II recalls related to <i>Wolfgang Puck</i> ® Organic Creamy Butternut Squash soup in Canada and <i>Pepperidge Farm</i> ® <i>Goldfish</i> ® crackers in North America, which have both been resolved through corrective actions.
FP5	Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards	Produced—Working Together for Improved Food Safety (35)
FP6	Percentage of total sales volume of consumer products, by product category, that are lowered in saturated fat, trans fats, sodium and added sugars	Performance Scorecard (62)
FP7	Percentage of total sales volume of consumer products, by product category, that contain increased nutritious ingredients like fiber, vitamins, minerals, phytochemicals or functional food additives	Performance Scorecard (62)
GRI 417: Marketing and Labeling		
103-1	Explanation of the material topic and its Boundary	Sourced—How We Manage (23); Produced—How We Manage (30); Shared: Consumers—How We Manage (45)
103-2	The management approach and its components	Sourced—How We Manage (23); Produced—How We Manage (30); Shared: Consumers—How We Manage (45)
103-3	Evaluation of the management approach	Sourced—How We Manage (23); Produced—How We Manage (30); Shared: Consumers—How We Manage (45)
417-1	Requirements for product and service information and labeling	Sourced—A Packaging Evolution at Plum Organics (27); Produced—Working Together for Improved Food Safety (35); Shared: Consumers (44-52); whatsinmyfood.com ; Global Guidelines for Responsible Advertising to Children ; Commitment Concerning Advertising to Children (U.S.)
417-2	Incidents of non-compliance concerning product and service information and labeling	There have been zero incidents of non-compliance concerning product and service information and labeling in FY2018.
417-3	Incidents of non-compliance concerning marketing communications	There have been zero incidents of non-compliance concerning marketing communications in FY2018.

GRI Content Index

GRI 419: Socioeconomic Compliance		
103-1	Explanation of the material topic and its Boundary	Corporate Responsibility at Campbell—Governance (11-12); Code of Business Conduct and Ethics
103-2	The management approach and its components	Corporate Responsibility at Campbell—Governance (11-12); Code of Business Conduct and Ethics
103-3	Evaluation of the management approach	Corporate Responsibility at Campbell—Governance (11-12); Code of Business Conduct and Ethics
419-1	Non-compliance with laws and regulations in the social and economic area	There were zero incidents of non-compliance with laws and regulations in the social and economic area in FY2018.
Animal Welfare		
FP9	Percentage and total of animals raised and/or processed, by species and breed type	We do not raise or process animals, so this is not applicable.
FP10	Policies and practices, by species and breed type, related to physical alterations and the use of anesthetic	We do not raise or process animals, so this is not applicable.
FP11	Percentage and total of animals raised and/or processed, by species and breed type, per housing type	We do not raise or process animals, so this is not applicable.
FP12	Policies and practices on antibiotic, anti-inflammatory, hormone, and/or growth promotion treatments, by species and breed type	We do not raise or process animals, so this is not applicable.
FP13	Total number of incidents of significant non-compliance with laws and regulations, and adherence with voluntary standards related to transportation, handling, and slaughter practices for live terrestrial and aquatic animals	We do not raise or process animals, so this is not applicable.

UN Global Compact Index

The UN Global Compact (UNGC) is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with 10 universally accepted principles in the areas of human rights, labor, environment and anti-corruption. Campbell committed to the principles of the UNGC in 2009. Below is an index of our reporting against the UNGC principles within the content of this 2019 Corporate Responsibility Report.

PRINCIPLE NUMBER	DESCRIPTION	REPORT SECTION/LINKS
1	Support and respect protection of internationally proclaimed human rights	Human Rights Principles Corporate Responsibility at Campbell—Governance (11-12) Corporate Responsibility at Campbell—Stakeholder Engagement (15) Sourced (22) Shared: Employees (36)
2	Make sure business is not complicit in human rights abuses	Human Rights Principles Corporate Responsibility at Campbell—Governance (11-12) Corporate Responsibility at Campbell—Stakeholder Engagement (15) Sourced (22) Shared: Employees (36)
3	Uphold freedom of association and the effective recognition of the right to collective bargaining	Human Rights Principles Code of Business Conduct and Ethics Corporate Responsibility at Campbell—Stakeholder Engagement (15) Sourced (22) Shared: Employees (36) GRI Content Index—102-41 (67)
4	Support elimination of all forms of forced and compulsory labor	Human Rights Principles Corporate Responsibility at Campbell—Governance (11-12) Sourced (22)
5	Support effective abolition of child labor	Human Rights Principles Corporate Responsibility at Campbell—Governance (11-12) Sourced (22)
6	Eliminate discrimination in employment and occupation	Human Rights Principles Code of Business Conduct and Ethics Corporate Responsibility at Campbell—Governance (11-12) Shared: Employees (36)
7	Support a precautionary approach to environmental challenges	Code of Business Conduct and Ethics Grown (16) Sourced (22) Produced (29) GRI Content Index—102-11 (67)
8	Undertake initiatives to promote greater environmental responsibility	Code of Business Conduct and Ethics Grown (16) Sourced (22) Produced (29)
9	Encourage the development and diffusion of environmentally friendly technologies	Code of Business Conduct and Ethics Grown (16) Sourced (22) Produced (29)
10	Work against all forms of corruption, including extortion and bribery	10-K p.4-5 Code of Business Conduct and Ethics Corporate Responsibility at Campbell—Governance (11-12) Anti-Bribery Policy GRI Content Index—GRI 205: Anti-corruption (69) GRI Content Index—GRI 206: Anti-competitive Behavior (70)

UN Sustainable Development Goals (SDGs)

How our sustainability initiatives intersect the 17 goals outlined in the 2030 agenda for sustainable development.



Creating opportunities for people in need, especially in our hometown communities.

[Lasting Solutions for Our Hometowns](#)
[Building a Network of Real Solutions](#)



Using our resources as a food company to end hunger through cash and product donations.

[Lasting Solutions for Our Hometowns](#)
[Building a Network of Real Solutions](#)
[Giving that Matters Week 2018](#)
[Feeding People, Ending Food Waste: That's Just Peachy®](#)
[Healthy Eating From the Very Start](#)



Responding to consumer trends and offering products that contribute to a healthy diet.

[Working Together for Improved Food Safety](#)
[Benefits That Matter for Life's Moments](#)
[Safety for Everyone, Every Day](#)
[Safety Starts With Us](#)
[What We're Taking Out of Our Food](#)
[Well Yes!®: A Better Soup from the Can Up](#)
[Putting Transparency on the Menu](#)
[Making Healthy Eating More Convenient](#)
[Sowing Change With FoodCorps](#)
[Healthy Eating From the Very Start](#)



Educating community members about the importance of nutritious food.

[Lasting Solutions for Our Hometowns](#)
[Sowing Change With FoodCorps](#)



Supporting women in our workforce and supply chain.

[Diverse Suppliers for a Diverse Consumer Base](#)
[Helping Professionals Return to Work](#)
[Helping Campbell Women Lift Each Other Up](#)



Ensuring our operations do not adversely affect local water resources.

[Managing Every Drop](#)
[How Arnott's and Kelsen Are Doing More for the Planet](#)



Committing to 40 percent renewable or alternative energy to meet our electricity needs by FY2020.

[Solar Energy Is Heating Up in Camden](#)



Building a workplace guided by Our Values and helping emerging businesses succeed.

[A Triple Win for Arnott's](#)
[Using Transparency to Transform Careers](#)
[Investing in the Future of Food](#)
[Building a Network of Real Solutions](#)



Innovating through our products, the agricultural practices we promote and the level of transparency with which we communicate.

[Real Food Shouldn't Go to Waste](#)
[Working Together for Improved Food Safety](#)
[What's New in Real Food](#)
[Putting Transparency on the Menu](#)
[Investing in the Future of Food](#)
[Campbell Leads on GMO Transparency](#)



Leveling the playing field for underprivileged employees, suppliers and people in our communities.

[Diverse Suppliers for a Diverse Consumer Base](#)
[Helping Professionals Return to Work](#)
[Helping Campbell Women Lift Each Other Up](#)
[Campbell ID Networks Add Value](#)
[Building a Network of Real Solutions](#)
[Sowing Change with FoodCorps](#)
[Feeding People, Ending Food Waste: That's Just Peachy®](#)
[Healthy Eating From the Very Start](#)

UN Sustainable Development Goals (SDGs)



Strengthening the communities where we operate worldwide through volunteerism and partnerships.

[Lasting Solutions for Our Hometowns](#)

[Building a Network of Real Solutions](#)

[Sowing Change with FoodCorps](#)

[Giving that Matters Week 2018](#)

[Feeding People, Ending Food Waste: That's Just Peachy®](#)

[Arnott's Employees Make a Difference in Southeast Asia](#)

[Supporting Healthy Communities in Campbell's Hometowns](#)

[A Record Year for the Arnott's Foundation](#)



Responsibly sourcing raw materials and minimizing resource consumption and waste during production.

[Tradition Meets Technology at Bolthouse Farms](#)

[Report Cards Extend All the Way to the Farm](#)

[Growing Tomatoes Is a Family Affair](#)

[Making Sustainable Agriculture the Norm](#)

[A More Transparent Palm Oil Supply Chain](#)

[Where Does Arnott's Chocolate Come From?](#)

[Making Progress on Animal Welfare](#)

[A Triple Win for Arnott's](#)

[The Australian Packaging Covenant](#)

[A Packaging Evolution at Plum Organics](#)

[Real Food Shouldn't Go to Waste](#)

[Making the Most of Every Vegetable](#)

[Working Together for Improved Food Safety](#)



Reducing the GHG emissions associated with growing, transporting and producing our food.

[Tradition Meets Technology at Bolthouse Farms](#)

[Report Cards Extend All the Way to the Farm](#)

[2020 Tomato Goals: Where We Stand](#)

[Making Sustainable Agriculture the Norm](#)

[Solar Energy Is Heating Up in Camden](#)

[Making Our Refrigeration Systems More Efficient](#)

[Shipping Smarter With SmartWay®](#)

[Real Food Shouldn't Go to Waste](#)

[How Arnott's and Kelsen Are Doing More for the Planet](#)



Protecting water resources by minimizing nitrogen runoff and other activities.

[Tradition Meets Technology at Bolthouse Farms](#)

[Report Cards Extend All the Way to the Farm](#)

[2020 Tomato Goals: Where We Stand](#)

[Making Sustainable Agriculture the Norm](#)

[How Arnott's and Kelsen Are Doing More for the Planet](#)



Responsibly sourcing raw materials whose cultivation may contribute to deforestation.

[Our Strategic Focus Areas and Goals](#)

[A More Transparent Palm Oil Supply Chain](#)



Operating our company guided by a foundation of ethical business practices.

[Governance](#)

[Ethics](#)



Partnering with internal and external stakeholders to address major industry challenges.

[Stakeholder Engagement](#)

[Real Food Shouldn't Go to Waste](#)

[Working Together for Improved Food Safety](#)

[Putting Transparency on the Menu](#)

[Campbell Leads on GMO Transparency](#)

[Investing in the Future of Food](#)