



2021 CORPORATE RESPONSIBILITY REPORT UPDATE

ROOTED IN REAL FOOD

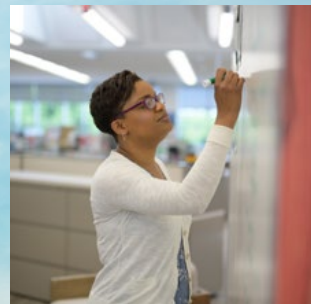
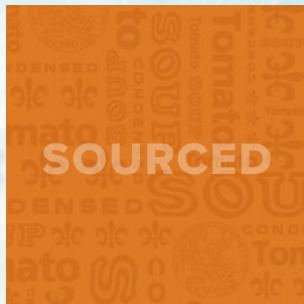
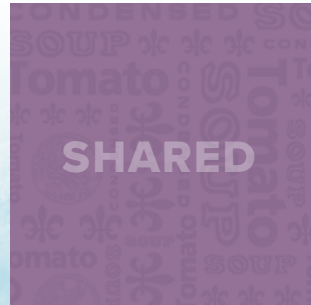


TABLE OF CONTENTS



CORPORATE
RESPONSIBILITY

pg. **7**

SHARED:
EMPLOYEES

pg. **45**

GROWN

pg. **22**

SHARED:
CONSUMERS

pg. **52**

SOURCED

pg. **29**

SHARED:
COMMUNITIES

pg. **58**

PRODUCED

pg. **38**

Many of the photographs used throughout this report were taken before the COVID-19 pandemic began.



ROOTED IN REAL FOOD

In 1869, a fruit merchant had a simple idea: to make the most delicious food with the best ingredients affordable to all. Rooted in farm-grown ingredients, sourced responsibly and delivering the same delicious taste, every time. More than 150 years later, we're still staying true to those ideals while striving to fulfill our purpose, *Real food that matters for life's moments*. This report demonstrates the progress we made in fiscal year (FY) 2020 across our Corporate Responsibility priorities, focusing on the family of brands that now make up Campbell Soup Company.



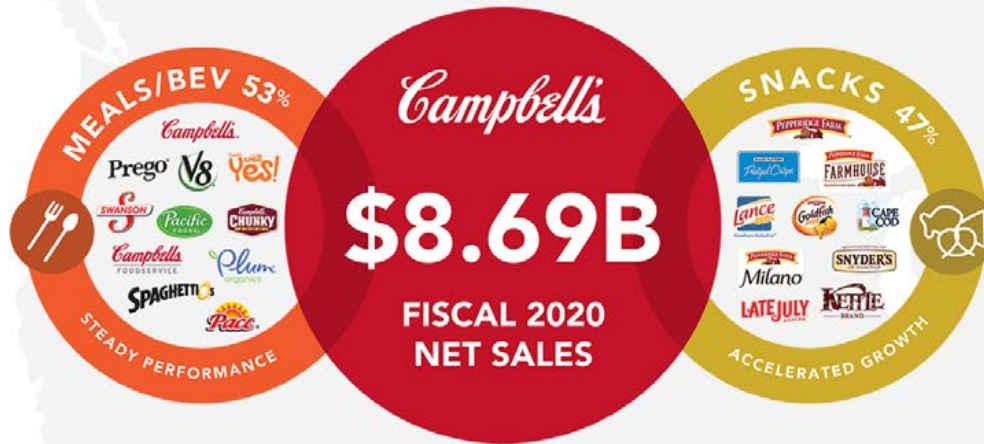
CAMPBELL AT A GLANCE

OUR PURPOSE: *Real food that matters for life's moments.*

REAL FOOD PHILOSOPHY



THE NEW CAMPBELL SOUP COMPANY



ONE GEOGRAPHY: NORTH AMERICA

» **World Headquarters**
Camden, New Jersey

» **Administrative Offices**

- Charlotte, North Carolina
- Norwalk, Connecticut

- Toronto, Canada

» **Manufacturing Facilities**

- Arizona: Goodyear (S)
- California: Dixon (MB), Stockton (MB)
- Connecticut: Bloomfield (S)
- Florida: Lakeland (S)
- Georgia: Columbus (S)
- Illinois: Downers Grove (S)

- Indiana: Jeffersonville (S)
- Massachusetts: Hyannis (S)
- North Carolina: Charlotte (S), Maxton (MB)
- Ohio: Ashland (S), Napoleon (MB), Willard (S)
- Oregon: Salem (S), Tualatin (MB)

- Pennsylvania: Denver (S), Downingtown (S), Hanover (S)
- Texas: Paris (MB)
- Utah: Richmond (S)
- Wisconsin: Beloit (S), Franklin (S), Milwaukee (MB)

MB- Meals and Beverages, S- Snacks

VALUES LEAD US FORWARD



WE ARE DELIVERING ON THE PROMISE OF OUR PURPOSE BY ADVANCING OUR COMMITMENT TO REAL FOOD, TRANSPARENCY AND SUSTAINABILITY, AND BY FOSTERING DEEP COMMUNITY CONNECTIONS WHERE WE HAVE OPERATIONS.

Mark Clouse
President and Chief Executive Officer, Campbell Soup Company

DEAR **CAMPBELL STAKEHOLDERS,**

FY2020 brought with it extraordinary challenges as our country and company grappled with a global pandemic that fundamentally altered our society and economy.

Throughout the pandemic, consumers across North America have relied on Campbell for comfort and sustenance. In the first half of FY2020, we established a strong foundation for our business, which served as a springboard during the pandemic. Our brands were reintroduced to millions of households as a result of the unprecedented demand for food. This demand translated to historic business performance for Campbell in FY2020. We believe that many of the consumer behaviors developed during this time, such as “quick-scratch” cooking, will be lasting, and Campbell will continue to play an integral role in peoples’ lives, offering comfort, convenience, quality and value.

Campbell’s purpose, anchored in making real food, has never been more relevant than it is right now.

Delivering on the promise of our purpose through real food, environmental and social remain key pillars of our strategic plan, even as we navigate this new environment.

Real Food Comes From Real Heroes

To effectively respond to the pandemic, we simplified our mission by focusing on three clear priorities:

1. Take care of our people;
2. Produce and distribute our products as safely and as quickly as possible for our customers, consumers and communities across North America; and
3. Anticipate and plan for the future.

Our top priority is always the safety and well-being of our employees. From the outset of COVID-19, we put protective measures in place, including protocols to identify potential employee exposure, quarantines and contact tracing, and enhanced cleaning procedures. We also implemented daily health screenings with thermal imaging temperature checks, mandatory use of masks, vigilant social distancing and other policies to help employees who may be out of work due to caregiving or health-related needs.

The efforts of our employees, particularly our front-line teams and our supply chain, have been nothing short of heroic. Our entire organization rallied around the essential role we’ve been playing to ensure food is on tables across North America. In recognition of the extraordinary efforts of our front-line employees, we introduced increased compensation through the end of FY2020 to more than 11,000 employees. The premium pay was in place for 18 weeks, which was one of the longest-running programs in the food industry, and deservedly so, given the tremendous contributions of our front-line teams during this time.



From the outset of the pandemic, we recognized the immediate call for food and funding to help nonprofits meet the urgent needs of their communities. We quickly mobilized and in mid-March made an initial commitment of \$1 million in funding and product donations to support food banks and local pantries in our 33 hometown communities. We have since increased that contribution to more than \$8 million in financial support and food donations across our footprint in North America.

Going forward, the Campbell Soup Foundation will continue to focus on COVID-19 relief as communities navigate the social and economic impact of COVID-19.

Building a Winning Team and Culture

Building a winning team and culture is another core component of our strategic plan. We are focused on creating an inclusive and diverse company and elevating the Campbell Employee Experience – the key moments that are integral to working at Campbell.

COVID-19 was not the only challenge this past year. 2020 was also a year of reckoning around racial issues and social injustice. We believe that as a company, Campbell can help drive societal change, and that starts with our organization, which is why we are creating an atmosphere where people can be real, and feel safe, valued and supported to do their best work.

In July 2020, we introduced an actionable inclusion and diversity (I&D) strategy focused on standardizing key business processes and increasing learning opportunities; advocating for ally networks and communities; and acting with transparency and accountability. As part of this work, we have committed \$1.5 million in financial support over three years to nonprofit organizations to raise awareness, advance education and fight racism and discrimination. Working alongside the leaders of our Black Resource Group (BRG), the Campbell Soup Foundation identified organizations that are making an impact in the Black

community and made a \$400,000 contribution to the Equal Justice Initiative and \$100,000 to the Boris L. Henson Foundation. The Foundation also worked with all of our Employee Resource Groups (ERGs) to create social justice funds for each ERG, matching employee donations at 100% – above our typical 50% match for charitable contributions.

In October 2020, Camille Pierce joined Campbell as our first Chief Culture Officer. In this newly created role, Camille leads Campbell's enterprise-wide I&D strategy, working across the organization to build a winning team and culture, and aligning the company's I&D goals with business outcomes. Camille brings with her years of experience from senior roles in I&D at Whirlpool Corporation and human resources and marketing at Procter & Gamble. She will be integral to our approach to I&D and in enhancing our culture in a systemic and sustainable way – by making I&D a company-wide priority, supported by an integrated plan with measurable goals over multiple years.

As part of this work, we have committed to building a more diverse supplier base, setting a goal to increase our spend with diverse suppliers by 25% over the next three years. In October, I was proud to stand with a coalition of executives from across our home state of New Jersey to announce a commitment to increase spending with small and diverse local suppliers.

Empowering Stronger, Healthier Communities

This year, we will complete the final year of Campbell's Healthy Communities – our 10-year, \$10 million initiative focused on improving the health of young people, especially in Camden, and other communities where Campbell has operations. Now, we are working on the next installment of that multiyear commitment – with the long-term goal of creating a school food environment in which all students have access to food that provides the nourishment they need to thrive and excel.

Building a Sustainable and Resilient Supply Chain

We will deliver on the promise of our purpose through our corporate responsibility and sustainability strategy. We made several environmental commitments over the course of the year, including in May 2020, when we rolled out new sustainability commitments to reduce packaging waste by increasing circularity – keeping materials in use and out of landfills. To achieve this, we have committed to transitioning 100% of our packaging to recyclable or industrially compostable materials and designs by 2030. These goals, listed below, are designed to address all phases of the packaging life cycle, from sourcing to end-of-life, including recycling or composting.

Campbell's

4 NEW SUSTAINABLE PACKAGING GOALS

1 Design packaging for recyclability or compostability



2 Increase use of recycled content



3 Educate consumers through *How2Recycle* labels



4 Partner with industry organizations to increase recycling rates



In September 2020, we joined retailers and food industry peers in the “10x20x30” initiative with the goal of halving food loss and waste by 2030. The 10x20x30 initiative is dedicated to achieving the United Nations Sustainable Development Goal (SDG) Target 12.3, which calls for a 50% reduction in food loss and waste worldwide by 2030. As part of this commitment, we will continue to measure and publish our own food loss and waste inventories.

We also continued to advance our farmer engagement work in our tomato, wheat and potato supply chains. A year ahead of schedule, we reached our goal to improve fertilizer use on 70,000 acres of wheat. Reaching this milestone boosts farmers’ profitability, benefits surrounding water quality and reduces the impact on the climate.

As we look ahead and build upon our years of progress in advancing corporate responsibility and sustainability initiatives, we are taking a more holistic approach to environmental, social and governance opportunities. Our new approach will help us further bring our purpose to life for our consumers, customers, investors, the environment and the communities we call home.

In closing, Campbell plays an integral role in the fabric of our society, from the real food we make for consumers to the responsibility we have in serving our communities and protecting our environment. We will continue to accelerate our impact in the areas of real food, sustainability, societal change and community support, as we advance our growth agenda and create value for our stakeholders.

I’d like to thank the entire Campbell organization for rising to all of the challenges we faced in FY2020.

Sincerely,

Mark Clouse
President and Chief Executive Officer
Campbell Soup Company

CELEBRATING OVER 150 YEARS

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



1876

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



1897

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



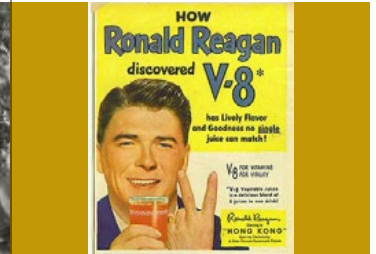
1914

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



1920s

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



1948

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



1961

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



1980s

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



2014

Campbell declares its intention to be a purpose-driven company and launches our purpose, *Real food that matters for life's moments*. The Real Food Philosophy, rooted in the values of Campbell's founders, is launched in 2016.

CORPORATE RESPONSIBILITY STRATEGY

As a food company, we continually evolve our business to meet market conditions, best practices, and social and environmental demands. We take the same approach with our corporate responsibility (CR) strategy. After a series of key acquisitions and divestitures over the last few years, we took a step back and reevaluated our focus areas and targets against a renewed Campbell. We asked ourselves where we could have the greatest impact with our new family of brands and have evolved accordingly to reflect that new focus.

Transitioning to a More Holistic Strategy

To make an even greater impact, we are evolving our CR strategy to a more holistic approach with a focus on environmental, social and governance (ESG) opportunities. This approach will allow for increased engagement across the organization and help us to continue meeting the expectations of our consumers, customers, investors and other stakeholders.

We have identified 14 ESG focus areas that were determined by three key considerations:

- Issues that are most material to Campbell
- Issues that have historically been a strength for Campbell
- Issues that the company and our brands can leverage to make a measurable impact into the future

In FY2020, owners of each focus area were identified within the business to build out three-year strategic plans for their focus area. While we have been reporting on these focus areas for years, this new approach will enable Campbell to manage corporate responsibility in a more holistic and strategic way over the long term by building strategies for progress into the business itself with alignment from our senior leadership team.

While we continue to report our corporate responsibility work in the Grown, Sourced, Produced and Shared framework in this report, we will be co-creating and launching a new communications framework in FY2021 that reflects our new approach and builds an aspirational vision for Campbell.

OUR 14 ESG FOCUS AREAS:



ENVIRONMENTAL RESPONSIBILITY

Climate
Water
Waste
Packaging



SOCIAL RESPONSIBILITY

Food Safety & Quality
Transparency
Community Impact
Nutrition
Animal Welfare
Human Rights



GOVERNANCE & ETHICS

Board Diversity
Code of Conduct
Risk Management
Customer Satisfaction

Completing Our Commodity Risk Assessment

In FY2020, we worked with The Sustainability Consortium (TSC) to complete a commodity risk assessment that represented our new family of brands. This assessment reviewed the environmental and social risks associated with 30 ingredient categories in our product portfolio. The results indicated that we needed to make the following changes to our priority raw materials list:

- Removed beef, eggs, pork, soy and sweeteners because we source primarily from the U.S. and Canada, which is lower risk.
- Removed jalapeños and seafood because we purchase small volumes of these categories, and 89% of our seafood is Marine Stewardship Council (MSC) certified.
- Focused dairy on cheese ingredients, as they feature most prominently in our products.
- Added almonds and cashews because of volumes purchased and shift in brand focus since purchasing the *Pacific Foods*, *Emerald* and *Lance* brands, along with the environmental and social risks associated with these ingredients.

For the ingredients removed from our priority list, we will continue to monitor our suppliers to ensure continued compliance with our Responsible Sourcing Supplier Code.

Celebrating Notable Wins

We also achieved some notable corporate responsibility wins.

- We launched four new sustainable packaging commitments focused on packaging recyclability, recycled content, consumer education and expanding access to recycling infrastructure.

- We enabled food access across the country during the COVID-19 pandemic by increasing production to help meet demand and giving over \$8 million in cash and in-kind donations to community organizations in our 33 Campbell hometowns.
- We prioritized the health and safety of our employees during the pandemic, especially our front-line workers with supplemental payments, temperature checks, personal protective equipment, social distancing practices and other accommodations.
- We advanced our farmer engagement work in our tomato, wheat and potato supply chains, and reached our wheat fertilizer optimization goal one year ahead of schedule.
- We advanced traceability of priority raw materials along our supply chain.

As we build the next generation of our corporate responsibility strategy, we will continue to advance these efforts, and others, and report on our progress in our annual Corporate Responsibility Report.

Our strategy will also continue to be built with major food industry trends in mind. From water scarcity, climate change and animal welfare to affordability, nutrition and transparency, we are driving impact. And as we work together now to lay the foundation for Campbell's next 150 years, we remain resolute in our belief that while the world continues to change around us, some things must remain constant: our commitment to real food and our commitment to transparency.

CURRENT CORPORATE RESPONSIBILITY STRATEGY

OUR VISION



We strive to build a more resilient food system, making real food that improves the world we all share, for generations to come.

OUR MISSION























To deliver on the promise of our purpose through food that is ethically and sustainably grown, sourced, produced and shared.



CORPORATE RESPONSIBILITY GOALS

CATEGORY	TARGET	SCOPE	PROGRESS
GROWN			
 Agriculture	Reduce GHGs per short ton of tomatoes by 20% by the end of 2020, as compared to 2012	U.S. tomatoes	Goal achieved, 26% reduction ●
	Reduce water use per pound of tomatoes by 20% by the end of 2020, as compared to 2012	U.S. tomatoes	Goal achieved, 23% reduction ●
	Reduce nitrogen applied per short ton of tomatoes by 10% by the end of 2020, as compared to 2012	U.S. tomatoes	Reduced 6% ●
	Enroll 70,000 acres of wheat in a fertilizer optimization plan by the end of 2020	U.S. wheat flour	70,000 acres ●
	Source 50% (by volume) of each plant-based priority ingredient from suppliers engaged in an approved sustainable agriculture program by FY2025 ¹	Global	
	Almonds		0% ○
	Cashews		0% ○
	Potatoes		0% ○
Tomatoes		83% of volume ●	
Wheat		19% of volume ●	
SOURCED			
 Responsible Sourcing	Source 100% cage-free eggs by the end of 2025 ²	Global	10% ○
	Source 100% "No Antibiotics Ever" (NAE) chicken for diced and canned chicken products by the end of 2017	U.S. and Canada	100% ●
	Source 100% gestation crate-free pork by the end of 2022 ²	Global	16% ○
	Advance the welfare of broiler chickens in partnership with our suppliers to source chicken meat from birds that have been raised in improved environments, including litter and enrichments by 2024 ³	U.S.	0% ○
	Purchase 100% Roundtable on Sustainable Palm Oil (RSPO) certified palm oil by the end of FY2021	Global	Campbell legacy brands: 100% ● Snyder's-Lance brands: <1%, will convert to RSPO by FY2021 ○
	By FY2025, responsibly source 100% of priority raw materials	Global	92% ●
	By FY2025, 100% of priority raw materials are traceable to country of origin	Global	93% ●

1. Due to the sale of the Bolthouse Farms business, carrots are no longer a priority ingredient for Campbell and have been removed from our list of priority raw materials. In FY2020, we reassessed raw material risks and made some changes to our list of priority raw materials based on our new family of brands. We removed beef, eggs, jalapeños, pork, soy, sweeteners and seafood; we focused the dairy category on cheese ingredients; and we added almonds and cashews to the list.
2. In FY2020, our progress decreased slightly for cage-free and gestation crate-free pork, compared to FY2019, because of higher demand for products during the COVID-19 pandemic that have not yet converted.
3. We remain committed to broiler chicken welfare. Our 2024 commitment is focused on advancing improved environments, including litter and enrichments. This approach is pragmatic, achievable and, most importantly, in line with industry progress and the capabilities of our suppliers.

CATEGORY	TARGET	SCOPE	PROGRESS
SOURCED			
 Packaging	Transition 100% of packaging to recyclable or industrially compostable designs and materials by 2030	Entire portfolio, by weight	91% 
	Increase the use of post-consumer recycled content and incorporate 25% post-consumer recycled content into polyethylene terephthalate (PET) bottles by 2030	Entire portfolio, on average	Aluminum – 70% Corrugate – 38% Glass – 35% Steel – 35% Plastic – 0% 
	Drive increases in recycling rates through standardized on-pack labeling by including the How2Recycle label on 100% of packaging by 2022	Entire portfolio	Establishing baseline 
	Expand access to recycling and advance the development of infrastructure to improve the collection and recycling of packaging by building and investing in partnerships with peers and industry groups	United States	Joined The Recycling Partnership 
PRODUCED			
 Climate	Reduce Scope 1 and 2 greenhouse gas (GHG) emissions by 25% on an absolute basis by FY2025, as compared to FY2017 ¹	North America	Increased 5% 
	Source 40% of our electricity from renewable or alternative energy sources by FY2020 ²	North America	10% renewable electricity 
 Water	Reduce water use by 20% on an absolute basis by FY2025, as compared to FY2017	North America	Reduced 7% 
	Reduce the amount of waste sent to landfills by 25% on an absolute basis by FY2025, as compared to FY2017	North America	Increased 19% 
 Waste	Cut food waste in half by FY2030, as compared to FY2017 ³	North America plants	Reduced 14% 
	SHARED		
 Community	Increase food access for 100,000 residents in Campbell communities	Campbell communities	46,666 
	Provide nutrition education to 50,000 people to encourage healthy living in Campbell communities	Campbell communities	19,369 
	Invest \$5 million to improve the school food environment for children	Campbell communities	\$1.4M 
	Engage 70% of Campbell employees in community-based activities	Campbell communities	11% 
	Contribute 75,000 traditional and skills-based employee volunteer hours across Campbell's footprint to increase the capacity of our community partners	Campbell communities	6,075 
 Safety	Achieve 3% decrease in reportable and lost time incidents per year with long-term goal of 0 incidents	North America	
	Reportable incidents		15% 
	Lost time incidents		11% 

1. Scope 2 GHG emissions data prior to FY2020 were calculated using the location-based method. FY2019 GHG emissions were third-party verified. FY2020 Scope 2 GHG emissions data within the table were calculated using market-based calculations and include the application of RECs. Location-based Scope 2 GHG emissions were 251,477 metric tonnes of CO₂e. They were third-party verified, as well as our water and waste to landfill data for FY2020.

2. We set our renewable goal in 2010. While we did not meet our goal as we had set out to, it led us to develop and install 28 MWs of renewable energy at our manufacturing sites for which we are proud. We expect to continue to expand renewable energy in our portfolio in the coming years and incorporate our renewable intentions into our Science Based Target that we committed to setting in October 2020.

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

PERFORMANCE SCORECARD

BUSINESS OVERVIEW (USD in millions)	FY2016	FY2017	FY2018	FY2019	FY2020
Net Sales	\$5,868	\$5,837	\$6,615	\$8,107	\$8,691
R&D		\$93	\$91	\$91	\$93
EBIT	\$865	\$1,431	\$1,010	\$979	\$1,107
Taxes on Earnings		\$392	\$106	\$151	\$174
Capital Expenditures	\$341	\$338	\$407	\$384	\$299
Dividends Paid	\$390	\$420	\$426	\$423	\$426
GROWN	FY2016	FY2017	FY2018	FY2019	FY2020
GHG Emissions (tonnes CO ₂ e/short ton of tomato)	0.0057	0.0057	0.0060	0.0054	0.0054
Water Use (gallons/pound of tomato)	7.53	7.53	8.16	7.20	7.44
Nitrogen Use (pounds nitrogen/short ton of tomato)	4.12	4.12	4.33	4.01	4.03
% of Acres with Drip Irrigation	69%	69%	72%	78%	75%
Acres Enrolled in Fertilizer Optimization Plan	0	0	10,000	30,000	70,000
% by Volume Engaged in Sustainable Ag Program ¹					
Almonds					0%
Cashews					0%
Jalapeños			0%	0%	N/A
Potatoes			0%	0%	0%
Soy			0%	0%	N/A
Tomatoes			87%	90%	83%
Wheat			3%	8%	19%

1. In FY2020, Jalapenos and Soy were removed from the program; Almonds and Cashews were added.

SOURCED	FY2016	FY2017	FY2018	FY2019	FY2020
Cage-Free Eggs	N/A	12%	16%	11%	10% ¹
“No Antibiotics Ever” Chicken	N/A	97%	98%	100%	100%
Gestation Crate-Free Pork	34%	21%	57%	18%	16% ¹
Roundtable on Sustainable Palm Oil (RSPO) Certified Palm Oil	100%	100%	100% for Campbell, still integrating Snyder’s-Lance	100% for Campbell legacy brands; 0.33% for Snyder’s-Lance brands	100% for Campbell legacy brands; <1% for Snyder’s-Lance brands
Higher Broiler Chicken Welfare				0%	0%
Priority Raw Materials Responsibly Sourced				83%	92%
Priority Raw Materials Traceable to Country of Origin				89%	93%

FY2019	Responsibly Sourced ²	Traceable to Country of Origin	FY2020	Responsibly Sourced	Traceable to Country of Origin
Beef	86%	88%	Almonds	86%	86%
Chicken	55%	72%	Cashews	1%	98%
Chocolate	0%	78%	Cheese	21%	21%
Dairy	41%	45%	Chicken	64%	72%
Eggs	99%	100%	Chocolate	0%	100%
Jalapeños	28%	83%	Palm Oil	19%	99%
Palm Oil	13%	90%	Paper Packaging	91%	91%
Pork	40%	43%	Potatoes	92%	92%
Potatoes	86%	88%	Tomatoes	98%	98%
Tomatoes	92%	98%	Wheat	97%	97%
Seafood	99%	100%			
Soy	94%	95%			
Sweeteners	9%	9%			
Wheat	92%	92%			

Packaging					FY2020
Transition 100% of packaging to recyclable or industrially compostable designs and materials by 2030					91% (by weight)
Increase use of PCR content and incorporate 25% PCR content into PET bottles by 2030					Aluminum – 70% Corrugate – 38% Glass – 35% Steel – 35% Plastic – 0%
Drive increases in recycling rates by including the How2Recycle label on 100% of packaging by 2022					Establishing baseline
Expand access to recycling and advance infrastructure to improve the collection and recycling of packaging					Joined The Recycling Partnership

1. In FY2020, our progress decreased slightly for cage-free and gestation crate-free pork, compared to FY2019, because of higher demand for products during the COVID-19 pandemic that have not yet converted.

2. Responsibly sourced means the supplier has:

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

PRODUCED	FY2016	FY2017	FY2018	FY2019	FY2020
Energy Use					
Electricity Use (mmbtu)	2,337,129	1,994,463	1,942,019	1,929,600	2,046,158
Fuel Use (mmbtu)	7,249,795	8,046,984	8,340,258	8,189,545	8,562,372
Total Energy Use (mmbtu)	9,586,924	10,041,447	10,282,277	10,119,145	10,608,530
Energy Intensity (mmbtu/tonne of food produced)	2.58	3.03	3.05	3.14	3.14
Renewable Energy Generated (kWh) for the Grid	22,116,941	31,873,837	34,722,775	54,650,697 ¹	59,189,926
Percent of Total Electricity Use	3%	6%	6%	10%	10%
Greenhouse Gas Emissions²					
GHG Emissions (tonnes CO ₂ e)	724,996	687,420	693,876	649,134	722,200
GHG Intensity (tonnes CO ₂ e/tonne of food produced)	0.19	0.21	0.21	0.20	0.20
Direct (Scope 1) Emissions (tonnes CO ₂ e)	403,057	427,564	443,186	434,869	469,912
Indirect (Scope 2) Emissions (tonnes CO ₂ e)	321,939	259,856	250,690	214,265	252,288
Indirect (Scope 3) Emissions (tonnes CO ₂ e)	8,443	9,742	7,262	4,110,382 ³	5,575,612⁴
Carbon Offsets Purchased (tonnes CO ₂ e)	51	77	6	421	0⁵
Water Use					
Water Use (m3)	31,858,298	22,800,911	21,835,395	20,772,388	21,248,755
Water Intensity (m3/tonne of food produced)	8.56	6.87	6.47	6.45	6.45
Waste Generation					
Waste Generated (tonnes)	450,814	183,436	174,824	173,340	178,333
Waste to Landfill (tonnes)	44,161	33,184	30,573	32,584	39,386
Waste to Incineration/Controlled Combustion (tonnes)	2,231	1,500	1,457	1,849	2,924
Waste Recycled (tonnes)	43,343	37,974	39,686	30,530	42,674
Other Diverted Waste (tonnes)	361,079	110,778	103,108	108,377	93,349
Total Waste Diverted from Landfill (tonnes)	406,653	150,252	144,251	140,756	138,947
Landfill Diversion Rate (%)	90%	82%	83%	81%	78%
Total Waste Intensity (tonnes/tonne of food produced)	0.12	0.06	0.05	0.05	0.05
Hazardous Waste Generated (tonnes)	50	15	34	41	13

1. In FY2019, we generated renewable energy, and in prior years we sold it to others.

2. Scope 2 GHG emissions data prior to FY2020 were calculated using the location-based method. FY2019 GHG emissions were third-party verified.

FY2020 Scope 2 GHG emissions data within the table were calculated using market-based calculations and include the application of RECs. Location-based Scope 2 GHG emissions were 251,477 metric tonnes of CO₂e. They were third-party verified, as well as our water and waste to landfill data for FY2020.

3. In prior years, Scope 3 emissions included only employee business travel by car, plane and train. In FY2019, Campbell estimated additional emissions categories, including Purchased Goods and Services, Capital Goods, Fuel and Energy Related Activities, Waste Generated in Operations, Business Travel, Employee Commuting, Upstream Leased Assets, Downstream Transportation and Distribution, and End of Life Treatment of Sold Products. We have also corrected a unit error from kg to metric tons, removed divestitures and included acquisitions.

4. In partnership with an external consultant, we have improved our Scope 3 calculation methodology to be more detailed and accurate, and have restated our FY2020 Scope 3 emissions using this methodology.

5. The Plum Organics brand previously purchased carbon offsets to cover the GHG emissions associated with its office footprint. The brand did not purchase carbon offsets in FY2020.

SHARED	FY2016	FY2017	FY2018	FY2019	FY2020
Occupational Health and Safety					
Total Reportable Incident Rate (TRIR)/200,000 hours ¹	1.96	1.37	1.67	1.43	1.21
Lost Time Incident Rate (LTIR)/200,000 hours ¹	0.23	0.20	0.39	0.27	0.24
Employee Fatalities	0	0	1	0	0
Environmental Notice of Violations (NOVs)	1	5	4	5	9
Environmental Fines (USD)	\$1,500	\$7,100	\$4,450	\$2,600	\$0
Workplace Diversity					
Women in Global Workforce (%)	43%	43%	42%	42%	41%
Women in Management (%)	41%	43%	43%	41%	42%
Women on the Board of Directors (%)	31%	33%	33%	33%	33%
Community					
Charitable Giving, including In-Kind (USD in millions)	\$65.1	\$61.9	\$54.4	\$64.2	\$55.9
Residents with Increased Food Access ²					46,666
Residents Provided with Nutrition Education ²					19,369
School Food Investment					\$1.4 million
% Campbell Employees Engaged					11%
Employee Volunteer Hours					6,075
Employee Benefits (USD in millions)					
Tuition Assistance Paid	\$0.79	\$0.80	\$0.89	\$0.96	\$0.35
U.S. Health Care Expense	\$115	\$123	\$121	\$125	\$120
Pension Income/Expense	\$279	\$(230)	\$(150)	\$109	\$91
Postretirement Medical & Life Expense	\$38	\$(28)	\$(35)	\$(6)	\$2
401 (k) Retirement & Supplemental Plan Contributions		\$31	\$42	\$52	\$62

1. Safety data for Pacific Foods and the Snyder's-Lance brands began to be included in FY2018. This contributed to the increase in TRIR and LTIR over FY2017.

2. Final Grant Reports for FY2020 Foundation grants are not due until Spring 2021, so these numbers represent partial data.

SHARED (Continued)	FY2016	FY2017	FY2018	FY2019	FY2020
Nutrition^{1,2}					
Total Products with Reduced Negative Nutrients (revenue in millions)	\$5,691	\$6,115	\$6,096	\$7,102	\$7,724
M&B Products with Reduced Negative Nutrients (revenue in millions)	N/A	N/A	N/A	\$2,909	\$3,146
Snacks Products with Reduced Negative Nutrients (revenue in millions)	N/A	N/A	N/A	\$4,193	\$4,578
Total Products with Reduced Negative Nutrients (revenue/total revenue)	55%	59%	59%	68%	70%
M&B Products with Reduced Negative Nutrients (revenue/total revenue)	N/A	N/A	N/A	49%	51%
Snacks Products with Reduced Negative Nutrients (revenue/total revenue)	N/A	N/A	N/A	92%	93%
Total Products with Increased Positive Nutrients (revenue in millions)	\$3,158	\$3,250	\$3,145	\$2,751	\$3,232
M&B Products with Increased Positive Nutrients (revenue in millions)	N/A	N/A	N/A	\$1,969	\$2,286
Snacks Products with Increased Positive Nutrients (revenue in millions)	N/A	N/A	N/A	\$783	\$947
Total Products with Increased Positive Nutrients (revenue/total revenue)	31%	32%	30%	26%	29%
M&B Products with Increased Positive Nutrients (revenue/total revenue)	N/A	N/A	N/A	33%	37%
Snacks Products with Increased Positive Nutrients (revenue/total revenue)	N/A	N/A	N/A	17%	19%
Total Healthy Products (revenue in millions)	\$2,853	\$2,919	\$2,490	\$1,742	\$1,970
M&B Healthy Products (revenue in millions)	N/A	N/A	N/A	\$1,362	\$1,570
Snacks Healthy Products (revenue in millions)	N/A	N/A	N/A	\$381	\$400
Total Healthy Products (revenue/total revenue)	28%	28%	24%	17%	18%
M&B Healthy Products (revenue/total revenue)	N/A	N/A	N/A	23%	25%
Snacks Healthy Products (revenue/total revenue)	N/A	N/A	N/A	8%	8%
Servings of Vegetables Delivered to Global Marketplace	14.98 billion	15.7 billion	16 billion	9 billion ¹	>10.5 billion
Servings of Vegetables Delivered from M&B Portfolio Alone	N/A	N/A	10.2 billion	N/A	N/A
Servings of Whole Grains Delivered to Global Marketplace	150 million <i>(Vita-Wheat only)</i>	Not reported	Not reported	1.5 billion servings from Pepperidge Farm and Campbell brands	1.7 billion

1. Historical data for FY2016-FY2019 have been adjusted to correct a reporting error impacting the products with increased positive nutrients and healthy products categories. In FY2019, we began to report divisional nutrition information along with total nutrition information.

2. Reduced in Negative Nutrients: Products that (1) are reduced in at least one negative nutrient of public health concern such as saturated fat, trans fat, sodium, sugar or calories AND (2) for which total fat, saturated fat, cholesterol and sodium are all below established thresholds.

Positive Nutrients: Products that (1) supply a meaningful amount of at least one positive nutrient, fiber, and/or vegetables AND (2) for which total fat, saturated fat, cholesterol and sodium are all below established thresholds.

Healthy Products: Based on FDA regulatory definition for healthy, which includes strict limits for total fat, saturated fat, cholesterol and sodium AND has a requirement for a good source of at least one beneficial nutrient.

Data reported for nutrition-related metrics are based on gross sales.

ALIGNING WITH THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

While Campbell's material corporate responsibility initiatives and commitments map to all 17 of the United Nations Sustainable Development Goals (see page 88), 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

<p>2 ZERO HUNGER</p> 		<p>Campbell is improving food security and nutrition by:</p> <ul style="list-style-type: none"> • 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 • increasing access to affordable, healthy food through several strategies, including Healthy Corner Stores, school and community gardens, farmer's markets, food prescription programs and school food programs
<p>3 GOOD HEALTH AND WELL-BEING</p> 		<p>Campbell is promoting good health and well-being by:</p> <ul style="list-style-type: none"> • providing options that offer positive ingredients, like vegetables and whole grains • providing options that have fewer negative nutrients, like sodium, sugar and saturated fat • increasing nutrition education in our schools and communities through culinary arts trainings for families and students, taste tests in the cafeteria and nutrition education lessons in corner stores
<p>8 DECENT WORK AND ECONOMIC GROWTH</p> 		<p>Campbell is promoting decent work for all by:</p> <ul style="list-style-type: none"> • 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 • strengthening farmer livelihoods, by supporting innovations that enhance soil health, yields and resiliency
<p>10 REDUCED INEQUALITIES</p> 		<p>Campbell is reducing inequality by:</p> <ul style="list-style-type: none"> • 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 • procuring from certified diverse suppliers, and ensuring that such suppliers have equal access to procurement opportunities • ensuring that our grantmaking approach incorporates the voice of those being served in the community
<p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p> 		<p>Campbell is promoting sustainable consumption and production by:</p> <ul style="list-style-type: none"> • committing to responsibly source and trace our 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 gestation crate-free pork
<p>13 CLIMATE ACTION</p> 		<p>Campbell is combatting climate change and its impacts by:</p> <ul style="list-style-type: none"> • reducing greenhouse gas emissions in our operations • 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

RECOGNITIONS



100 Best Corporate Citizens
Ranked #35
Corporate Responsibility Magazine
11th consecutive year



Bloomberg Gender Equality Index
Included for demonstrating commitment to transparency in gender reporting and advancing women's equality
2nd consecutive year



JUST Capital
Ranked #81
Recognized on the JUST 100 list as one of the most JUST companies in America
4th among food and beverage companies



100 Most Sustainable Companies in the World
Ranked #93
One of only two U.S. food companies included
2nd consecutive year



America's Most Responsible Companies
Ranked #58
Included in *Newsweek's* second annual list of the top 400 most responsible companies in America



FTSE4Good
FTSE4Good Index
6th consecutive year



“CAMPBELL PLAYS AN INTEGRAL ROLE IN THE FABRIC OF OUR SOCIETY, FROM THE REAL FOOD WE MAKE FOR CONSUMERS TO THE RESPONSIBILITY WE HAVE IN SERVING OUR COMMUNITIES AND PROTECTING OUR ENVIRONMENT.”

Mark Clouse
President and CEO, Campbell Soup Company



**Greater Toronto's
Top Employers**

Recognized for investment in employee education and development, parental leave and flexible work arrangements.



MSCI Index Series

Score of **AA** and included as a constituent of the MSCI Global ESG and SRI Indices



**Produce for Better
Health Foundation**

Fruits & Veggies
More Matters® Role Model
7th consecutive year



**Barron's 100
Most Sustainable
Companies in America**

Ranked **#60**
3rd consecutive year



ISS-oekom

Achieved “Prime” status for strong ESG performance in the Food & Beverages sector



**FMI Foundation
Gold Plate Award**

Awarded the Gold Plate Award in the Supplier category for encouraging family meals



**America's Best
Employers for Women**

Ranked **#151**
Included on Forbes' list for strong hiring and retention practices that directly benefit female employees
6th among Food and Beverage companies

MATERIALITY

Corporate responsibility topics are considered material for us if they influence the judgment and decisions of our external and internal stakeholders, as well as having an impact on them and our business. In FY2019, we conducted a robust assessment with internal and external stakeholders to understand where to focus as our company evolves and identified and prioritized our material corporate responsibility topics through a four-step assessment process.

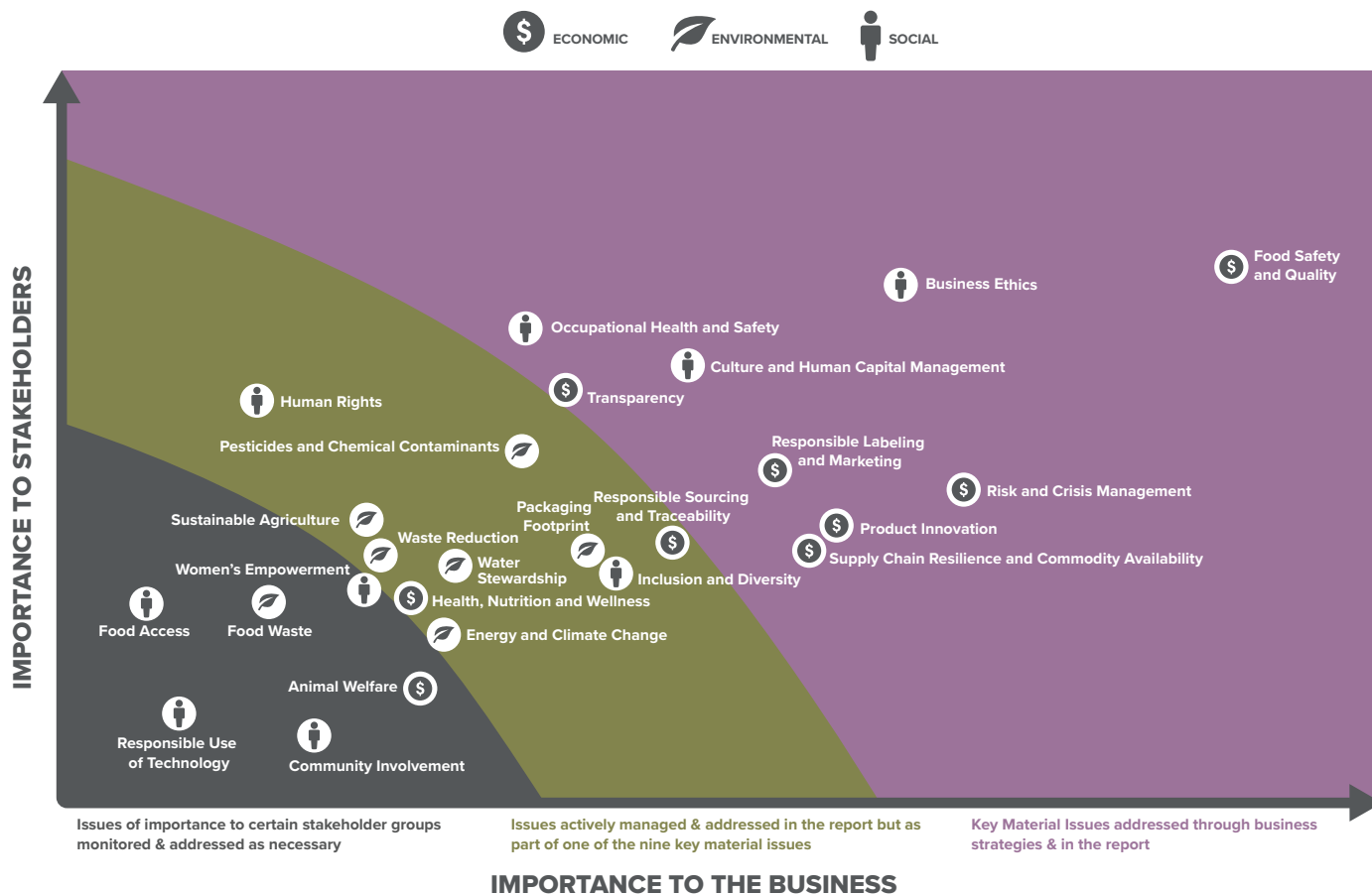
Step 1: Identify Issues – We reviewed the material corporate responsibility topics reported publicly by our peers and assessed issues that are trending in the media and with Campbell’s investors, customers, suppliers and NGO partners. From this research, we added a few new topics to our list, including Risk and Crisis Management, Product Innovation, Supply Chain Resilience and Commodity Availability, Pesticides and Chemical Contaminants, Women’s Empowerment and Responsible Use of Technology.

Step 2: Survey Stakeholders – We surveyed internal and external stakeholders, including employees, suppliers, retail customers, NGOs, trade associations, etc. We also posted the survey on Twitter for consumer feedback, which we received. The survey asked stakeholders to rate the importance of 25 topics in four broad categories: Responsible Business Practices, Societal Impact

and Labor Practices, Product Responsibility and Environmental Responsibility. Stakeholders were also asked, of the 17 United Nations Sustainable Development Goals, where Campbell could have the most impact. The responses reaffirmed our previous alignment with Goals 2, 3, 8, 10, 12 and 13. We received nearly 1,500 responses in total with employees accounting for 88% of responses.

Step 3: Survey Leadership – We surveyed Campbell leadership to understand how the 25 topics might impact the business over the next five years. Leaders from across the business were asked to rate our ability to control potential impacts, the likelihood of such impacts and how these might impact our reputation, strategic plan, purpose and/or values.

Step 4: Validate – The results of the assessment were shared with leaders across the business who provide feedback on the topics. These results were validated against the results of the research along with the feedback of our Campbell leaders. The results are shared below and are reevaluated throughout the year, as topics can shift in priority. We did see significant shifts in the rating of select topics compared to our last assessment in FY2016, including the ranking of Transparency along with Health, Nutrition and Wellness, among others.



For material issue definitions, please refer to the [Appendix](#).

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 • Website and Corporate Responsibility Report 	<ul style="list-style-type: none"> • Health, Nutrition & Wellness • Nutrition & Labeling Standards • Animal Welfare • Deforestation • Climate Change • Human Rights • Sustainable Agriculture • Packaging
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 • Campbell's Kitchen Website • Campbell's Nutrition Website • What's in My Food Website • Social Media • Brand PR 	<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 • Customer Meetings and Presentations • Customer Surveys • Customer Letters and Responses to Inquiries • Sales Materials • Industry Trade Groups (such as FMI) 	<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 • Leadership Teams • Focus Groups • Employee Resource Groups • Workplace by Facebook Site • Email Communications • Surveys • Digital Signage • Anonymous Hotline 	<ul style="list-style-type: none"> • Inclusion & Diversity • Occupational Health & Safety • Recognition • Equitable Compensation & Benefits • Talent Management • Business Trends • Health, Nutrition & Wellness • Real Food • Transparency • Sustainability • Community Engagement

STAKEHOLDERS	TYPES OF ENGAGEMENT	ISSUES
Investors	<ul style="list-style-type: none"> • Meetings with Institutional and Socially Responsible Investors • Direct Engagement on Specific Topics of Interest • Ratings/Rankings & Indices • Quarterly Earnings Releases • Annual Report • Annual Shareholder Meetings • Investor Calls and Forums • Conferences • Non-Deal Roadshows (NDRs) 	<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 • In-Person Meetings and Plant Tours • 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 and Marketing • Trade Policy Implications • Health, Nutrition & Wellness Policy • Environmental Policy • Sustainable Agriculture
Suppliers	<ul style="list-style-type: none"> • Collaborative Partnerships • Responsible Sourcing Supplier Code • Sourcing Events • 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



GROWN

OUR APPROACH

Real food has roots. Roots in farm-grown ingredients, delicious taste and sustainable agriculture. Real food has roots in quality and heritage. And our focus on integrating sustainability principles into how we grow our food and nurture our land continues in partnership with farmers across the country.

Campbell's priority ingredients for sustainable agriculture are tomatoes, wheat, potatoes, almonds and cashews – ingredients important to our brands and our stakeholders. In fact, with the acquisition of Snyder's-Lance and the formation of the Campbell Snacks division, we are now one of the largest purchasers of chipping potatoes in America.

WE BUY **OVER 600 MILLION POUNDS** OF CHIPPING POTATOES EVERY YEAR – MAKING US ONE OF THE LARGEST PURCHASERS OF CHIPPING POTATOES IN AMERICA.

We recognize our impact can be significant. That's why we have been working on projects that conserve natural resources, improve livelihoods on farms and connect farmers with the latest innovations and data analytics. These efforts empower farmers to make better-informed decisions. They also help us be transparent with our customers and consumers on the progress we make and on challenges that are too complex to be solved with short-term solutions. After all, real food must also be rooted in respect for nature – and we continue to learn from nature about how to best nurture it while growing enough food sustainably and responsibly to feed an ever-growing world.

Partnerships are a core component of our approach. In 2019, we partnered with The Sustainability Consortium (TSC) to help launch a task force on Responsible Pest Management. We assisted in recruiting a broader set of members for the task force and helped inform its guidelines and objectives. The task force is up and running and currently working to collect and analyze available data on pest management. The goal: to develop metrics and tools that can be used by farmers and companies to measure and report on responsible pest management and identify opportunities to reduce risk on farms.



GOALS & PROGRESS HIGHLIGHTS



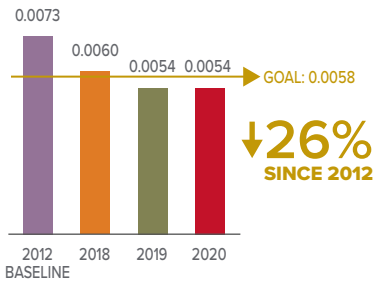
GOAL:

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

PRIORITY INGREDIENT	% BY VOLUME ENGAGED IN SUSTAINABLE AG PROGRAM
Almonds	0%
Cashews	0%
Potatoes ¹	0%
Tomatoes	83%
Wheat	19%

GHG EMISSIONS

(tonnes CO₂e/short ton of tomato)



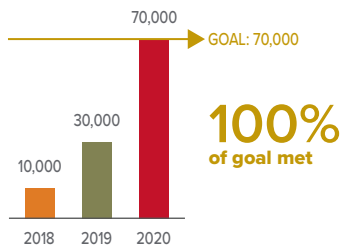
GOAL:

Reduce GHGs per short ton of tomatoes by **20%** by the end of 2020, as compared to 2012

ACRES ENROLLED IN FERTILIZER OPTIMIZATION PLAN

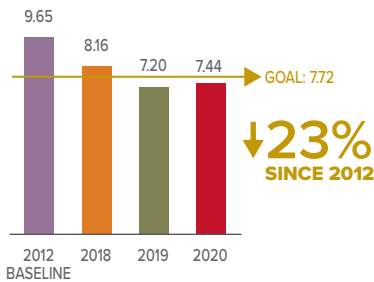
GOAL:

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



WATER USE

(gallons/pound of tomato)

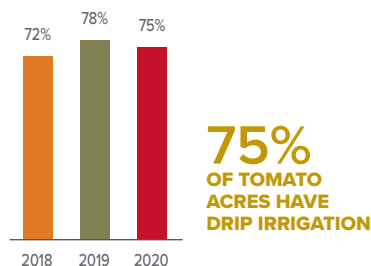


GOAL:

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

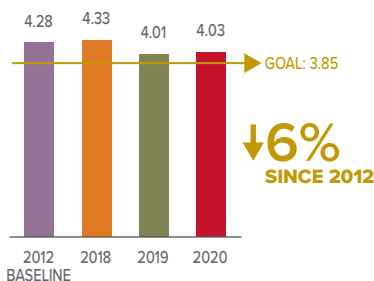
ACRES WITH DRIP IRRIGATION²

(percent)



NITROGEN USE

(pounds nitrogen/short ton of tomato)



GOAL:

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

1. In FY2020, 100% of potato supply was baselined, laying the foundation for engagement in a sustainable agriculture program in FY2021.

2. Some annual fluctuation in irrigation adoption rates is expected due to factors such as crop rotations and increased furrow-irrigated organic tomato use.



NEW DATA ANALYTICS TOOL HELPS ADVANCE WHEAT FARMERS' SUSTAINABILITY EFFORTS

In 2015, we set a goal to enroll 70,000 acres of wheat in a fertilizer optimization plan by 2020. In 2018, we expanded our commitment by setting a target to sustainably source 50% of our wheat by 2025.

To accomplish these goals, we collaborated with Truterra, LLC (the sustainability solutions business of Land O'Lakes, Inc.) as they developed a data analytics tool called the Truterra™ Insights Engine. This data platform helps farmers advance their environmental stewardship acre-by-acre and see the financial return on their sustainability investments. It also creates a framework for continuous improvement while benchmarking against yield and profitability to ensure specific and scalable on-farm solutions that benefit both natural resources and the farmer.

Additionally, the Truterra partnership leverages the nationwide network of Land O'Lakes' agricultural retailers. As trusted advisors to farmers, these retailers are ideally positioned to deploy the Truterra™ Insights Engine, deliver expert advice on each field and facilitate flows of information between farmers and other partners in the wheat value chain. In 2017, we launched the first phase of our wheat sustainability program in the Chesapeake Bay watershed area of Maryland and Pennsylvania. Here, Truterra

began working with local agricultural retailer, The Mill, to advance stewardship efforts with farmers across 10,000 acres of wheat. In 2019, we began collaborating with Heritage Cooperative to launch a similar effort in Ohio, another important wheat sourcing region for Campbell. By the end of FY2020, Heritage had engaged 60,000 acres of wheat in the Truterra program, bringing our partnership to an important milestone: the completion of our 70,000-acre commitment, one year ahead of schedule.

WE REACHED OUR 70,000-ACRE FERTILIZER OPTIMIZATION GOAL ONE YEAR EARLY.

Another key milestone in FY2020 was the release of results from year two of the program, enabling us to draw insights from year-on-year data for the Chesapeake Bay area. Among other things, we learned that participating acres were, on average, GHG emissions-neutral, and that nitrogen-use efficiency and soil erosion reduction improved between 2018 and 2019. Jason Weller, Vice President of Truterra, LLC, conveyed the significance of these results: "These data help to provide proof of concept for farmer-led, and ag retailer-supported, stewardship efforts."

Powered by these data, we continue to make progress to enhance farm stewardship, productivity and resiliency. Truterra and the National Fish and Wildlife Foundation have also formed a partnership that will integrate conservation agronomy specialists into the services at Heritage Cooperative in Ohio. In the Chesapeake Bay region, The Mills' agronomists also collaborate with a local Pheasants Forever Biologist, a resource funded in the 2018 Farm Bill. The ultimate goal of these efforts: to equip wheat farmers with new best-in-class tools to help protect air, land and water – and the economic health of their farms – while supporting sustainability across the supply chain.



WHEN IT COMES TO TOMATOES, WE'RE FAMILY

The most notable strengths of our tomato supply chain relate to our partnership with our tomato farmers. Two key aspects are the proximity of the family-owned farms we work with – many within just five miles of our processing plants – and the close and long-term relationships we enjoy with our tomato farmers, some of them working with us since the 1940s.

WE WORK WITH APPROXIMATELY 50 TOMATO GROWERS TODAY, MOST OF WHOM HAVE BEEN PARTNERS OF CAMPBELL FOR MORE THAN 25 YEARS.

Working closely with these farmers and seed companies each year, we select tomato varieties that have higher initial “tomato solids” content (sugars, minerals, proteins, etc.). This helps to reduce the amount of energy required to evaporate the water out of them to create tomato paste. In the fields, farmers increasingly adopt drip irrigation, which

helps save water, and regularly test soil samples to optimize fertilizer use. For years, we have worked with growers individually to embed sustainability into field management, while using data to inform best practices.

Sustainability doesn't just stop at the edge of the tomato field. It is also embedded throughout our plant operations. Over 80% of the tomatoes that go into Campbell products come from our two tomato processing plants in California at Dixon and Stockton. Acquired in 1976, these two plants serve as an important step in our tomatoes' journey as they ultimately make their way into over 60 million households across the United States every year. And there is not a single part of the tomato that is wasted in the process. The tomato ingredients are crafted via Campbell's proprietary methods specifically for use in our high-quality product recipes.

The people at our plants have their own personal stories, rich with appreciation for Campbell, their work and the familial bonds they have established over decades. The average length of employment at our tomato plants is 20 years, but some workers have been working at the plants for over 40 years. Three Dixon, California, plant employees – Rosalio, Eugenia and Sara – have been there since 1975, when the plant opened. Our operations manager started at the plant when he was 18 years old as a mechanic, and one of our top mechanics began his career years ago as a sorter on the line. And it goes on. These are the stories that make us proud – and help us live up to our Real Food Philosophy, one tomato at a time.

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



SUSTAINING OUR PRIORITY INGREDIENTS: BUILDING RELATIONSHIPS, INVESTING IN THE LONG TERM

In 2020, Campbell updated its ingredient risk and opportunity assessment, resulting in some changes to our priority ingredients list (see page 32 for more information on the risk mapping process). Results of the exercise confirmed tomatoes, wheat and potatoes as priority ingredients for sustainable agriculture, but soy and jalapeños were replaced with almonds and cashews. Below is a snapshot of how we continued to work toward our sustainable agriculture goals in FY2020:

Tomatoes

Because tomatoes are the largest ingredient category for our Meals & Beverages division, we continue to prioritize working with farmers to embed sustainability in agricultural practices. In FY2020, drip irrigation adoption declined slightly¹ from 78% to 75% of tomato acres, but water used to irrigate Campbell tomatoes has been reduced by 23% per pound of tomato since 2012. GHG emissions from fertilizer use also dropped 26% in the same period, helping farmers become more resource efficient, while also increasing yields.

We also provide farmers with information and best practices on opportunities such as grant writing for farm sustainability projects, irrigation scheduling technologies and Integrated Pest Management (IPM). For example, Campbell is laying the groundwork to pilot the TSC Responsible Pesticide Management tool with select farmers (see page 8 for more information). We also continue to work closely with our communication teams to spotlight our family farmers and partners, such as a [YouTube video partnership with Prego Farmers Market](#).

Wheat

In 2019, we launched a new Truterra partnership with Heritage Cooperative in Ohio which, along with our Pennsylvania/Maryland partnership with The Mill, helped us meet our goal of enrolling 70,000 acres of wheat farmland into a fertilizer management program a year ahead of schedule. Building on this achievement, we plan to continue developing new relationships to extend our acreage and deepen our impact on soil health, water conservation and IPM in the coming year. For example, with Truterra and partners we will launch a project to accelerate adoption of cover crops, a conservation practice that has co-benefits for all these purposes.

Potatoes

In 2018, Campbell greatly increased its sourcing of potatoes with the acquisition of *Kettle Brand*, *Cape Cod*, *Jays* and *Tom's* chip brands. In 2020, we baselined how our farmers have been managing environmental and social issues to identify opportunities for improvement. We were also energized by Kettle Brand's longstanding commitment to sustainability and its tradition of transparently telling farmer stories. Building on that strong foundation, we joined the Potato Sustainability Alliance (PSA)

A FARMER ONLY GETS 40 CHANCES



Prego Farmers Market partnered with YouTube channel True Food TV for "How Does it Grow," the story of processing tomatoes. The show features Campbell farmer Dustin Timothy and his now-retired father Ron –

capturing the harvest through their eyes. Dustin is the fifth-generation operator of his family's farm and is familiar with the many complications and complexities of bringing a crop to harvest. His father reflects, "As a farmer you only get maybe 40 to 45 chances, because you got 40 or 45 years in your career. You can't make too many mistakes." Building on Ron's experience and technological advancements, Dustin employs a whole suite of tools to maintain his farm's health, including crop rotation between tomatoes and sunflowers, and drip irrigation for water savings. In 2019, he was able to reduce water use by 30% per acre – as the next season approaches, the work continues.

in 2020 to gain access to additional resources to further track and accelerate sustainability, including committing to utilize PSA tools to begin collecting and analyzing pesticide data starting in 2020.

Almonds and Cashews

Almonds and cashews are core ingredients for our *Pacific Foods* plant-based beverages, as well as our snacking nuts under the *Lance* and *Emerald* brands. They also add a delicious dimension to several *Pepperidge Farm* and *Archway* cookie products. We source all our almond ingredients from California, the largest almond-supplying region in the world, where we have strong ties to the Almond Board of California and its sustainability program. In the year ahead, we will identify opportunities for Campbell to partner with our almond farmers and handlers to advance stewardship in this supply chain.

Campbell sources our cashew ingredients from West Africa and Asia, where many cashew farmers face challenges in optimizing yields and developing resilience to market and climate change risks. As with almonds, we will be investing time to understand priority areas and supplier capabilities in our cashew supply chain, in order to identify appropriate sustainability programs in FY2021.

1. Some annual fluctuation in irrigation adoption rates is expected, due to factors such as crop rotations and increased furrow-irrigated organic tomato use.

CAMPBELL'S FARMERS ACT TO PROTECT ESSENTIAL WORKERS

Campbell can't produce a cracker, chip or can of soup without ingredients from farms. In the spring of 2020, because of COVID-19, our essential front-line teams in our production facilities had to adapt to a new way of working to provide food for our consumers. At the same time, our farmers also had to continue planting and harvesting the crops we need with added safety precautions.

One of our suppliers, Bullseye Farms in Woodland, California, has been providing tomatoes to Campbell for over 40 years. The farm altered its operations to enable social distancing by hanging plastic barriers between employees who sit next to each other on equipment used to plant tomato seedlings. Other employees were able to socially distance themselves while working outdoors and when interacting with staff in the farm office. All equipment was disinfected daily, along with break rooms, restrooms and the interior of work trucks. Employees were reminded regularly of the importance of reporting symptoms or exposures to the virus.

Jay Huddle Farms, a Campbell carrot supplier for 55 years in Napoleon, Ohio, has operations in Michigan as well, which brings some unique challenges because of the differences in state guidelines. The farm made sure that all employees received masks and that social distancing was practiced in office areas.



And like our front-line teams, our farmers are proud of their contributions during the pandemic. "We feel it is important for us to keep working to help provide food for the nation," says Eric Schreur, whose Schreur Farms have provided celery to Campbell for 12 years. "We take pride in what we do."



CELEBRATING 13 YEARS OF RESEARCH WITH UC DAVIS

In 2007, we established the Campbell Soup Company Fund for Research in Sustainable Agriculture in Vegetables at the University of California, Davis (UC Davis) College of Agricultural and Environmental Sciences, to support education and public outreach about sustainable agriculture and research. The endowment has helped fund over a decade of critical research in natural pest management, soil health, crop rotation, cover crops, nitrogen uptake, and water and drought management. The research has helped uncover new sustainable practices and opportunities for us, including work in 2011 on the reduction of GHG emissions through drip irrigation, which has been a cornerstone of our tomato sustainability program. In 2020, the fund supported four UC Davis students researching the viability of Kernza, a perennial wheat promoted for regenerative agriculture purposes, in California conditions.

SOURCED



OUR APPROACH

One of the key principles of our Real Food Philosophy is that **Transparency Builds Trust** – and this holds true today more than ever. Our consumers expect us to do what’s right and be transparent with them – from the farm to their kitchen counter.

Whether that’s growing our food sustainably, sourcing our key ingredients responsibly or reducing our overall impact on the environment. In 2020, we took the opportunity to review our priority raw materials, making sure they reflected our full family of brands. We conducted a social and environmental risk assessment, which yielded several changes to our priority raw material list. With this sharpened focus, we took steps to drive environmental and social compliance in our supply chain and advance our responsible sourcing goals. We continue to engage our suppliers and farmers to gain transparency into where our raw materials come from and how they’re grown.

In 2020, our plan was to launch our audit program, addressing our highest risk suppliers first, but the challenges of COVID-19 prevented us from conducting new audits. However, we’ve leveraged our Sedex (Supplier Ethical Data Exchange) membership to review our suppliers’ previous audit performances to better understand how they conduct business, as we continue to hold them accountable to environmental, labor, health and safety, and business ethics standards.



Transparency, responsibility and sustainability are core to who we are and how we work at Campbell, and packaging sustainability is no different. We introduced our first set of packaging sustainability commitments in 2010. These were ambitious goals for the time, focusing on material reduction and the use of sustainable materials wherever possible. After nearly a decade of progress against those two initial goals, and after significant changes to our product and packaging portfolios, we decided that it was time to relaunch our packaging sustainability commitments. After almost a year of work benchmarking peers, gathering input from NGOs and investors, and meeting with our suppliers and our customers, we announced four new packaging sustainability goals in May 2020. These goals are focused on reducing the amount of packaging sent to landfills, increasing the use of post-consumer recycled materials in our packaging, and increasing recycling rates through education and infrastructure.

GOALS & PROGRESS HIGHLIGHTS



92%
(volume weighted average)

GOAL:
By FY2025, responsibly source **100%** of priority raw materials.¹

100%

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

NAE chicken

93%
(volume weighted average)

GOAL:
By FY2025, **100%** of priority raw materials are **traceable to country of origin.**²

16%

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

gestation crate-free pork

10%
cage-free eggs

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

100%

GOAL:
Purchase **100% Roundtable on Sustainable Palm Oil (RSPO) certified palm oil** by the end of FY2021

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

PRIORITY RAW MATERIAL ³	RESPONSIBLY SOURCED	TRACEABLE TO COUNTRY OF ORIGIN
Almonds	86%	86%
Cashews	1%	98%
Cheese	21%	21%
Chicken	64%	72%
Chocolate	0%	100%
Palm Oil	19%	99%
Paper Packaging	91%	91%
Potatoes	92%	92%
Tomatoes	98%	98%
Wheat	97%	97%

1. Responsibly sourced means the supplier has:

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

2. Country of origin means the country of the farm and/or plantation the raw material came from.

3. Our investigation into our beef, eggs, pork, soy and sweeteners supply chains showed that the majority of our supply comes from domestic sources, thus are low risk. We deprioritized our jalapeño and seafood categories because we purchase small volumes of each, and 89% of our seafood is Marine Stewardship Council (MSC) certified. We focused our dairy category to specifically address our cheese ingredients as they feature more prominently in our products. We added almonds and cashews because of their strategic importance to our acquired product portfolio and associated environmental and social risks.

REASSESSING OUR RESPONSIBLE SOURCING RISK

With our acquisition of Snyder's-Lance and Pacific Foods, and divestiture of our international businesses, we wanted to ensure our priority raw materials accurately reflected the North American company we now are. Furthermore, with increased transparency into our supply chains from previous year's efforts, we conducted a social and environmental risk assessment of our ingredient supply in partnership with The Sustainability Consortium (TSC). TSC is a nonprofit, multistakeholder group that works to improve the sustainability of everyday products.

We assessed 30 ingredient categories across various environmental and social indicators, using publicly available data sets from research institutions such as the World Bank, World Wildlife Fund and the University of Maryland. Based on the countries of origin, we determined the risk level of issues such as deforestation, child labor and biodiversity in our supply chains. With this information, in addition to volume and the understanding of the ingredients' strategic importance, we refreshed our list of priority raw materials. New additions to the list include cashews and almonds, and we focused our dairy category specifically on cheese. Our investigation into these 30 ingredient categories confirmed that certain ingredients, such as soy, beef, eggs and sweeteners, are actually low risk, as we source primarily from the U.S. and Canada. Other supply chains, like seafood, already undergo strong due diligence because of the Marine Stewardship Council (MSC) certification process. While these categories are no longer priority raw materials, we will continue to monitor our suppliers to ensure continued compliance with



our Responsible Sourcing Supplier Code. This new list more accurately addresses the risks in our supply chain today and where the opportunities for positive impact exist into the future.

A key element of driving responsible sourcing in our priority raw material supply chains is auditing. In 2019, we became members of AIM-Progress and Sedex to enable transparency and streamline the audit process with plans to roll out our audit program in 2020. Because of COVID-19 and the restrictions on travel and challenges getting into our suppliers' facilities, our audit program launch has slowed, and, as a result, we have been able to issue only four audit requests. We have leveraged both AIM and Sedex's capabilities for mutual recognition, receiving social compliance audits of 12% of our supply. As we navigate the implications of the pandemic, we have been exploring the option of virtual assessments.





ENSURING THE HUMANE TREATMENT OF ANIMALS



Campbell uses animal-derived ingredients in products ranging from soup and broth to cookies and crackers. We remain dedicated to and continue to partner with our suppliers to advance the humane treatment of animals, including a commitment to transition exclusively to cage-free eggs in our supply chain by 2025. Currently, our *Pepperidge Farm Farmhouse* cookies and *Chunk* cookies are baked only with cage-free eggs.

In addition, we recognize the importance of the humane treatment of broiler chickens. Campbell is committed to advancing the welfare of broiler chickens in partnership with our suppliers. We will work to source chicken meat from birds that have been raised in improved environments, including litter and enrichments by 2024. This approach is pragmatic, achievable and, most importantly, in line with industry progress and the capabilities of our suppliers.

For our Pacific Foods products, we are committed to sourcing chicken certified at GAP 2 or higher by Global Animal Partnerships by 2023. We are currently at 75%.

In 2012, we committed to eliminating gestation crates from our pork supply chain and have been making steady progress. Over the past year, we learned that while pigs are spending less time in gestation crates, the crates were still used at certain times. We've worked with our suppliers and the University of Pennsylvania to better understand housing systems for pigs and their social behaviors. As a result, we are using the Ohio Livestock Care Standards to define our commitment. While we remain committed to ultimately eliminating the use of gestation crates and are partnering with suppliers to limit the amount of time spent by pigs in crates, there may be occasions when keeping pigs out of group housing may be beneficial for the well-being of all pigs by reducing unwanted aggression.

AN EXPANDED COMMITMENT TO SUPPLIER DIVERSITY



Advocacy is a key pillar of Campbell's Inclusion and Diversity strategy, and one of Campbell's largest ally networks is our suppliers. We are committed to using our buying power to make the world and our communities a more equitable place and develop a supply base that reflects the demographic diversity of our employees and our consumers. With this mission, we have a goal to increase our diverse spend by more than 25% over the next three years. We are focusing on building a pipeline of diverse suppliers and mentoring and preparing diverse suppliers to do business with Campbell, ensuring that they have equal access to procurement opportunities.

One way we are building a pipeline of diverse suppliers is by focusing on our sourcing in our home state of New Jersey, where we have been headquartered for over 150 years. We have a strong presence in New Jersey, not only as an employer, but also as a buyer of goods and services. For example, we purchase vegetables directly from family farmers in South Jersey and contract with local businesses for our maintenance needs. In 2020, Campbell's CEO Mark Clouse joined an informal coalition of nine CEOs from New Jersey-based companies, and in collaboration with Governor Phil Murphy, committed to increase their collective diverse supplier spending by \$250 million by 2025.

OUR RSPO JOURNEY

When we acquired the Snyder's-Lance portfolio in 2019, we worked hard to map the brands that joined the Campbell family against our existing 100% certified RSPO palm oil commitment. We are excited to be integrating these brands into our commitment and are on target to achieve 100% certification by the end of FY2021. Transparency and collaboration will remain key priorities for us as we continue to formalize our commitments and work across the areas of animal welfare, human rights, climate change and unsustainable resource consumption.



OUR NEW SUSTAINABLE PACKAGING COMMITMENTS

In May 2020, we announced four new packaging sustainability goals to promote circularity and reduce the environmental impact of our packaging. The four goals address packaging design and material selection and its life cycle from sourcing to end of life. The holistic approach aims to reduce packaging waste through investments in recyclability, use of recycled content, and consumer education and infrastructure with the following four goals:



1

Transition **100%** of packaging to recyclable or industrially compostable designs and materials by 2030



2

Increase the use of post-consumer recycled content wherever possible and incorporate **25%** post-consumer recycled content into our PET bottles by 2030



3

Drive increases in recycling rates through standardized on-pack labeling by including the How2Recycle label on **100%** of packaging by 2022



4

Expand access to recycling and advance the development of infrastructure to improve the collection and recycling of packaging by building and investing in partnerships with peers and industry groups

Enabling Recyclability

The most important part of our packaging sustainability mission is keeping our packaging and materials in use and out of landfills. To ensure this is possible we have committed to transitioning 100% of our packaging to recyclable or industrially compostable materials and designs by 2030. This is an ambitious goal for us. Many of our packaging types and materials such as steel, aluminum and paper are already recyclable. However, those that are not, like the flexible bags used for many of our snacks packaging, will require new materials to enable recyclability or compostability.

Increasing Use of Post-Consumer Content

Increasing our use of post-consumer recycled content (PCR) in our packaging has two major benefits. Using PCR directly offsets our consumption of virgin materials and, as a result, reduces the environmental footprint of our packaging. Secondly, our use of PCR creates demand for recycled materials, thereby stimulating the market for PCR production and collection, sortation and processing of recycled materials. While many of our packaging materials such as steel, aluminum and glass have incorporated high levels of PCR for many years, our plastic packaging has not. That is why we have chosen to focus specifically on our PET bottles by committing to using 25% PCR by 2030. Incorporating PCR into these packages presents several technical challenges that must be overcome by our suppliers, in our design of the bottles, and by our manufacturing sites; however, our teams are optimistic that these can be overcome, and we are looking forward to making this improvement in reducing the environmental impact of our packaging.



Using Standardized On-Pack Labeling

Designing our packaging for recyclability can only get us so far, however. We also need to help our consumers understand what to do with our packaging at the end of its life. The How2Recycle labeling system, developed by the Sustainable Packaging Coalition (SPC), is a standardized way of making recycling easy and guess-free. Our *Plum Organics* brand was an early adopter of the How2Recycle labeling system in 2017, and in 2019 we expanded the label to seven additional brands: *Campbell's*, *Prego*, *SpaghettiOs*, *Swanson*, *V8*, *Well Yes!* and *Goldfish*.

In 2020, we further expanded the label to *Milano*, *Pepperidge Farm* cakes and pastries, *Pepperidge Farm* bread and cookies, *Snyder's of Hanover*, *Cape Cod*, *Kettle Brand*, *Jay's* and *Pop Secret*. Now, we have made the commitment to implement How2Recycle labels on all of our brands across both our Meals & Beverages and Snacks divisions. This will require label redesign, resizing and/or other creative solutions, but we are excited to roll out the new labels and help our consumers better understand which packages are recyclable and how to recycle correctly.

Expanding Access to Recycling Infrastructure

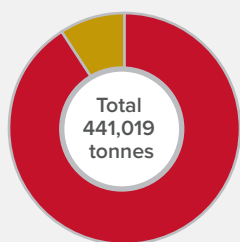
In addition to shifting our packaging and consumer education, it is equally important for our consumers to have consistent and easy access to recycling in their homes and communities. To ensure we, and our entire industry, make progress in this area, we are committing to investing and engaging in partnerships with our peers and industry groups. We will continue our long-standing memberships in both the Association of Plastics Recyclers (APR) and the SPC. We are also excited to announce that in August 2020 we became a funding partner for The Recycling



Partnership (TRP). We will also join TRP's Polypropylene Recycling Coalition and the Flexibles and Films Coalition, two groups focused specifically on advancing recyclability for two of our more challenging packaging types.

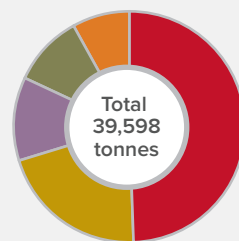
Baseline Packaging Data

PACKAGING RECYCLABILITY¹ (by weight)



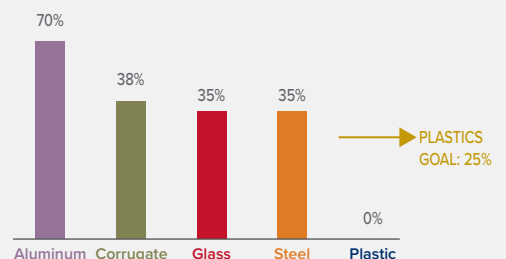
Recyclable: 91%
Not Recyclable: 9%

TOTAL NONRECYCLABLE PACKAGING BREAKDOWN^{1,2,3} (by weight)



Flexibles: 50%
Miscellaneous: 21%
Milk Cartons: 12%
Microwave Bowls: 10%
Sig Bags: 8%

PERCENT OF PCR BY PACKAGING MATERIAL TYPE (on average)



1. As we are in the process of integrating Snyder's-Lance into our specification system, there is possibility for a margin of error up to 5%.

2. Nonrecyclable packaging broken down into major categories.

3. Total does not equal 100% due to rounding.

LOVING THE CAN SINCE 1869

While we continuously strive to improve our packaging, our soups have used steel cans for more than a century. Campbell has trusted the can to protect and preserve our food for millions of families. This infinitely recyclable packaging is part of our heritage and plays an important role in our portfolio today. Steel cans are the most recycled packaging material in the United States, with a recycling rate of over 70%. That means that the steel used in cans produced by Campbell 100 years ago could very well make up our cans today!



WE ARE PROUD PARTNERS OF:



The Recycling Partnership



Sustainable Packaging Coalition (SPC)



How2Recycle



Association of Plastic Recyclers (APR)



TerraCycle (for our Late July brand)

KETTLE BRAND'S NATURAL PROMISE EXTENDS TO ITS BAG



One of our newly acquired brands is *Kettle Brand*. Sustainability has been a part of the Natural Promise of *Kettle Brand* for decades. When you open a bag of *Kettle Brand* chips, you expect authentic ingredients made by real people, sustainably. The brand team applied that same principle to the snack's environmental footprint in 2019

when they redesigned the bag, resulting in a 43% reduction in plastic. What's more, the associated GHG emissions from packaging are down by half and will help keep 2 million pounds of plastic from going to the landfill each year.

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





PRODUCED

OUR APPROACH

Real food is rooted in care – care for our natural resources, for quality and safety, and for our planet. As the world’s population rises, so does the urgency of continuing to produce enough food to feed everyone amid a changing climate.

In FY2020, we engaged key stakeholders across our organization to develop a comprehensive Environmental Sustainability Strategy that outlines where we need to continue to expand our efforts in energy, water and waste management practices and where we need to evolve our efforts to understand and manage impacts in our value chain.

In FY2017, we set new environmental commitments to reflect who we were at that time. Looking forward, we are committed to working with the Science Based Targets Initiative to set a Science-Based Target for our value chain. We signed the Commitment Letter in October 2020 and have two years to set and approve the new commitments. This target will integrate our existing renewable commitment, update our existing Scope 1 and Scope 2 emissions reduction goal and include Scope 3 emissions reductions.

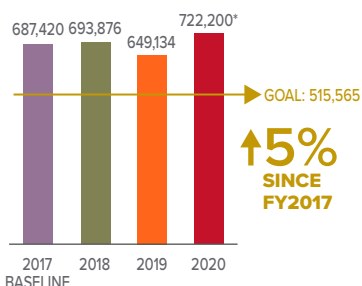
IN OCTOBER 2020, WE PUBLICLY COMMITTED TO SET A SCIENCE-BASED TARGET.



In FY2020, we updated our Environmental Sustainability Policy and our Water Policy. Through these updates, we increased the scope and depth of our policies. We also completed a decarbonization strategy which has helped us identify additional areas to reduce Scope 1 and Scope 2 emissions. This includes expanding investment in renewable energy and onsite energy optimization, beyond our current renewable installations, which include five onsite solar installations and two onsite fuel cells. In FY2021, we will be conducting a more robust process to account for Scope 3 emissions, along with a value chain water risk assessment to help us manage water risks into the future.

GOALS & PROGRESS HIGHLIGHTS¹

GREENHOUSE GAS EMISSIONS (tonnes CO₂e)



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

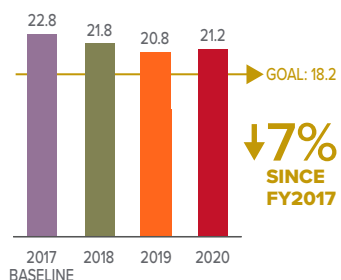
RENEWABLE ELECTRICITY USE

10%
renewable electricity

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

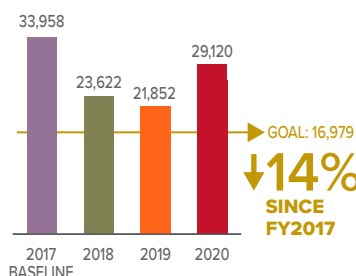
*Scope 2 GHG emissions data prior to FY2020 were calculated using the location-based method. FY2020 Scope 2 GHG emissions data within the table were calculated using market-based calculations and include the application of Renewable Energy Credits (RECs).

WATER USE (cubic meters, in millions)



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

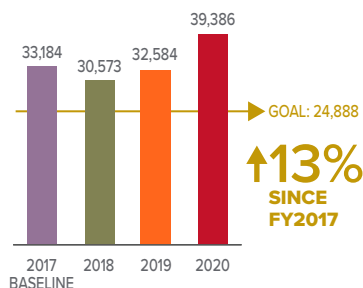
FOOD WASTE GENERATED* (tonnes)



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

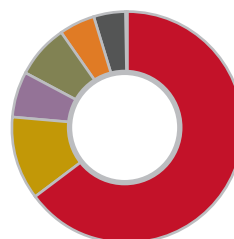
*Campbell defines its food waste commitment in accordance with SDG 12.3. As such, we exclude animal feed and biomaterial processing from the scope of our goal.

WASTE TO LANDFILL (tonnes)



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

FOOD WASTE BY DESTINATION (FY2020 tonnes)



Animal Feed:	65,659
Aerobic Digestion:	11,741
Biomaterial Processing:	6,320
Landfill*:	7,716
Land Application:	5,081
Anaerobic Digestion:	4,548
Controlled Combustion:	34
Total:	101,099

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

1. Environmental progress across all of our key goals, including GHG emissions, water, waste to landfill and food waste, was impacted in FY2020 due to a few important factors: 1) production increased drastically to meet the unprecedented demand for our products during the COVID-19 pandemic; 2) there were increases in overage and off spec product; 3) growing conditions led to more dirt and grit coming into our facilities that needed to be disposed of; and 4) We had significant power outages at one plant and inoperable recycling equipment at another plant.

KETTLE BRAND CHIPS, POWERED BY NATURE

For *Kettle Brand*, sustainability comes first – and supporting renewable energy was a natural choice back in 2003 when 600 solar panels were installed on the roof of the Salem, Oregon, plant – then the largest solar array of its kind in the Pacific Northwest. The panels generate 120,000 kWh per year, enough electricity to produce 272,000 bags of chips and avoid 85 tonnes of CO₂ emissions annually.

Additionally, the Salem, Oregon, site offsets 100% of its electricity use by purchasing wind credits, eliminating 14,850 tonnes of CO₂ emissions annually as a result. That's equal to taking 3,153 cars off the road every year.



ASSESSING OUR WATER STEWARDSHIP AND RISKS

We have conducted a comprehensive water risk assessment encompassing all of our plants. In partnership with a third-party firm, we looked at water from three risk categories:

- Local basin-level water risk
- Assessment of future water risk
- Financial or strategic water risk impacts on the business

NONE OF CAMPBELL'S FACILITIES ARE CURRENTLY AT HIGH RISK FOR WATER QUALITY AND/OR QUANTITY IMPACTS.

The assessment included benchmarking against peers; evaluating facility-level water risk using a variety of screening-level tools; analyzing a preliminary set of most-at-risk facilities with additional data, including value at risk; as well as on-site interviews to validate and refine model

findings and document best practices. The process and results were then reviewed with internal stakeholders.

Ultimately, after applying multiple risk models and conducting plant interviews, it was determined that none of Campbell's facilities are currently at high risk for water quality and/or quantity impacts. The assessment found that our programs and management approaches were leading or near leading among our peers and sector leaders. It also highlighted an opportunity to better connect our stewardship with setting risk-informed goals and incorporating water as a material risk into our governance. We also completed third-party assurance of our water data for the second time and have committed to do this annually. In FY2021, we plan to complete a value chain water risk assessment and quantify water use upstream and downstream of our operations.



STRENGTHENING FOOD SAFETY THROUGH SUPPLY CHAIN ENGAGEMENT

Making real food is the foundation of our purpose. Real food is prepared with care, and providing safe, high-quality food is a key part of the culture at Campbell and essential to maintaining trust with our customers and consumers. Managing COVID-19 has been a key focus for the Quality team in 2020. In addition to ensuring product safety, the Quality team has worked closely with the Health & Safety team to create a risk mitigation plan that includes new processes, tracking and tracing protocols, elevated hygiene practices, countermeasure guidelines and reports that help to keep our employees safe and comply with Good Manufacturing Practice (GMP) standards and Centers for Disease Control and Prevention (CDC) guidance.

To track exposure and mitigation activities, the team utilized their expertise to create a case management system. To ensure a safe work environment, our sanitation team developed enhanced cleaning protocols and collaborated with plant locations to ensure continuous supplies of cleaning materials. As global supply chains became stretched, our Quality teams utilized technology and other innovative solutions to ensure that the development of new products and production of current products was not interrupted.

Even with the pandemic, we continued to improve the consumer experience by improving our practices and products. In FY2020, consumer complaints were reduced by 5.5% compared to FY2019, driven by the tireless cross-functional focus on continuous improvement, food safety, consumer satisfaction and supplier improvement. Constantly raising the bar by investing in training and certification, we held a 2.5-day Food Safety and Supplier Auditor training session developed between NSF and Campbell's Quality team. The training was designed to keep our team's audit skills sharp, consistent and focused to ensure the food safety and quality goals of the business are always achieved.

Our Quality and Food Safety team encompasses many disciplines, including sanitation, process safety, microbiology, toxicology and chemistry. These subject matter experts are constantly working to



improve our programs. They collaborate with vendors, regulatory agencies, industry colleagues and academia to ensure Campbell is abreast of the latest techniques, equipment and research related to ensuring the manufacture of safe food. Significant work was also completed to ensure compliance with international regulations to support our export business. And in FY2020, all internal manufacturing sites were Global Food Safety Initiative (GFSI) certified.

The Quality and Food Safety team continues to exemplify Campbell's Do Right and Be Real value by working around the clock to guarantee a safe work environment for employees and safe food for our consumers.

ENGAGED EMPLOYEES DRIVE WATER SAVINGS IN NAPOLEON, OHIO

Small improvements can add up if done right. For our Napoleon, Ohio, plant, which makes *Campbell's* soups, *V8* beverages and *Prego* sauces, several small initiatives identified by the team led to a 13% reduction in water use in FY2019, compared to a baseline of FY2017. The annual savings: \$158,000. The team's efforts included:

- Identifying and systematically optimizing all water lines going to the cookers

- Closing an automatic valve in the chiller room, which was not sealed properly and was allowing water to pass through
- Using tracers to identify problems, allowing for quicker and better identification of leaks and other issues

A combination of system improvements, behavior change and engaged employees play a key role in achieving these savings at Napoleon and other plants.

SMART INNOVATIONS LEAD TO SAVINGS ACROSS CAMPBELL FACILITIES¹



MAXTON, NORTH CAROLINA
Heat Recovery Process



annual savings of
\$350,000



**MAXTON, NORTH CAROLINA
AND NAPOLEON, OHIO**
LED Lighting Update



reduced GHG emissions by
7,500 tonnes
with annual savings of
\$950,000



**CHARLOTTE,
NORTH CAROLINA**

Combustion Fan Updates
at Lance Cracker Facility



annual savings of
\$250,000

1. Savings reflect FY2019 data.

Maxton, North Carolina and Napoleon, Ohio

Our Maxton plant team focused on reducing their energy use by innovating on how they could use waste heat produced during food processing instead of expelling it into the air through cooling towers. The team introduced a heat recovery process to capture the heat and return it to the boiler house for reuse. The heat is now captured at the front end and used in the plant's hot water system, resulting in annual savings of \$350,000. We also cut our lighting electricity use in half by converting both the Maxton, North Carolina, and Napoleon, Ohio, plants to LED lighting. This update will reduce GHG emissions by 7,500 tonnes and save us \$950,000 annually.

Charlotte, North Carolina

Innovation can come in the smallest of ways – and when the energy management program is owned and led by employees, it can have tremendous results. For instance, an employee in our *Lance* crackers facility in Charlotte noticed that uncovered belts were running, even when the cracker product wasn't. The problem was quickly fixed, extending the life of the belts and reducing the costs and energy needed to run the belts. Similarly, upgrading the combustion fan on one of our saltine cracker ovens led to unexpected savings. An old combustion fan was requiring the team to run heavier crackers to prevent breakage. The new combustion fan allows better control of heat during the baking process and helps prevent breakage, thereby allowing for a lighter-weight cracker. The result: a reduction in the amount of dough needed to make the crackers, a lighter cracker and \$250,000 in annual savings.

Stockton, California

We continued to focus on water efficiency at our tomato processing plant in Stockton, California. The tomatoes processed here are used to make *V8* beverages, *Campbell's* soups, *Pace* salsas, and *Prego* sauces. In FY2019, we accomplished significant water savings, reducing consumption by 29% through several innovative methods, including:

- Recycling the water evaporated out of the tomatoes when we make paste to offset freshwater use in cleaning various equipment in the plant;
- Using recirculated water instead of fresh water, to move tomatoes throughout the plant; and
- Raising general awareness and daily feedback to and from employees on how to limit wasteful uses of water.

Pepperidge Farm Bakeries

We completed converting all remaining heating and cooling systems across our Pepperidge Farm facilities from R22 to natural refrigerants ahead of the Environmental Protection Agency's (EPA) 2020 deadline. R22 has been declared an ozone-depleting substance in the Montreal Protocol, and the switch to ammonia and CO₂, which are natural refrigerants, will result in reduced energy consumption and GHG emissions.

The Charlotte, North Carolina, plant completed an LED retrofit in 2019, converting 150 T8 light fixtures and 98% of its parking lot lights to LEDs. The project cost just over \$7,000 to implement and is expected to return annual energy cost savings of \$43,500.



TACKLING FOOD WASTE IN OUR OPERATIONS

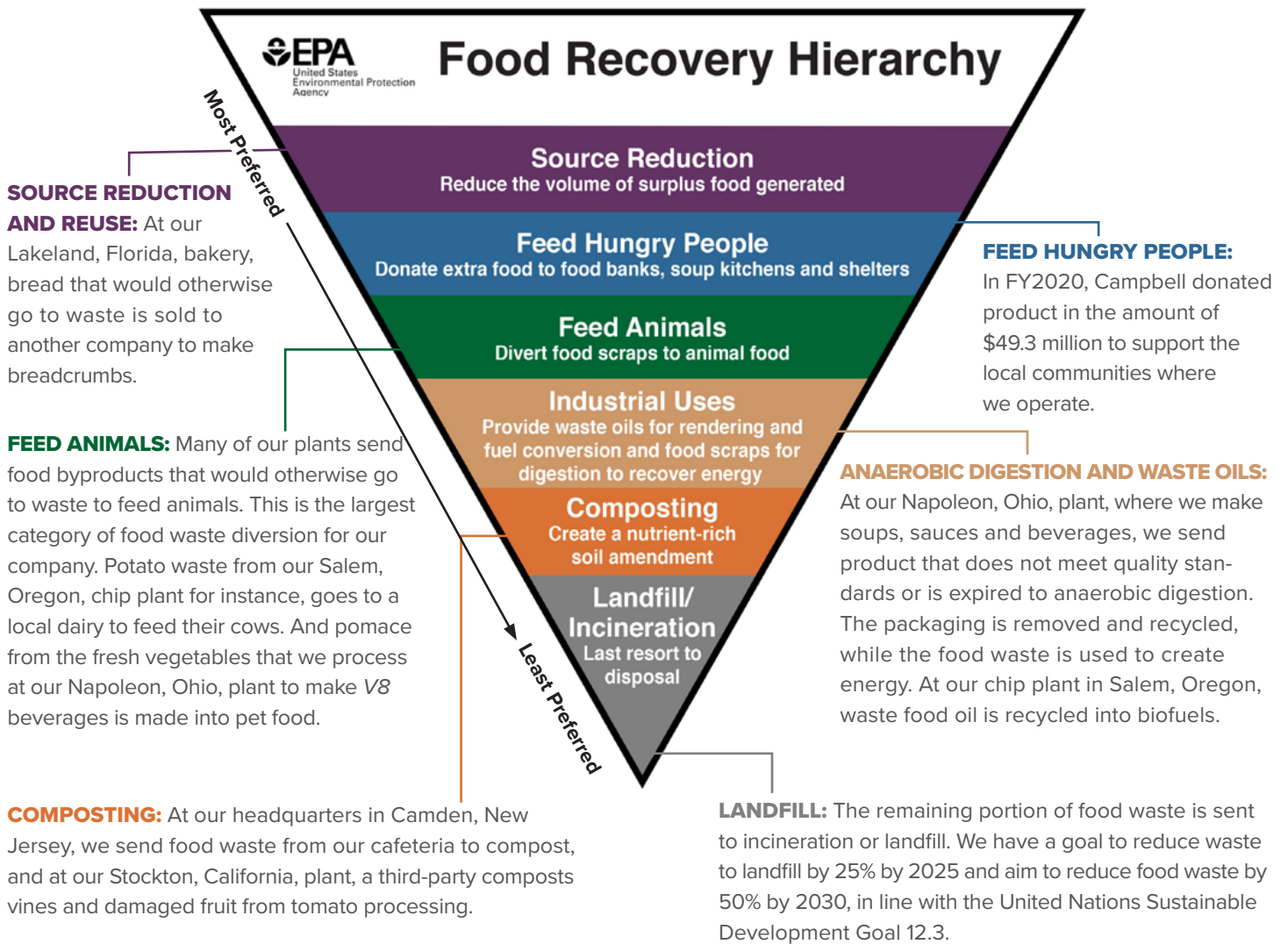


This photograph was taken before the COVID-19 pandemic.

OUR GOAL:

TO REDUCE WASTE TO LANDFILL BY **25% BY 2025** AND REDUCE FOOD WASTE BY **50% BY 2030**, IN LINE WITH UNITED NATIONS SUSTAINABLE DEVELOPMENT GOAL 12.3.

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





SHARED

EMPLOYEES

OUR APPROACH

At Campbell, our purpose extends to how we maintain a culture of transparency, integrity, innovation and care. Our people are our most important resources and join the Campbell team because they see their values reciprocated and respected. Our rich legacy is a keen attraction for talent and one that we take immense pride in celebrating and encouraging.

As we've welcomed new brands into our family over the last few years, we've also spent time reevaluating our approach to the employee experience, which includes inclusion and diversity (I&D), learning and development. In December 2019, we launched Campbell's first Employee Experience survey to understand how we could create a workplace where every employee feels valued, inspired and supported, and is fully engaged in their work. The feedback we received from this survey encouraged the launch of a new Employee Experience framework committed to building a winning team and culture at Campbell.

Our Employee Experience framework is underpinned by nine "Moments That Matter" during an employee's career at Campbell. Under each of the nine Moments we have assembled teams who have committed to delivering initiatives identified through our various employee listening channels, including our now annual Employee Experience survey, as well as our pulse surveys, focus groups and interactive Workplace by Facebook channel.

With the onset of COVID-19, we chose to prioritize a few of the most critical Moments That Matter for our employees, accelerating work in these areas, to include:

- **My Way of Working:** To continuously improve performance management, as well as efficiency in decision-making and meeting effectiveness.
- **My Workspace:** To focus on enhanced safety protocols at our manufacturing facilities and ensure the well-being of our front-line employees; to expand new safety protocols in our office spaces in preparation for future re-entry; and to support our remote employees with technology for effective remote collaboration.
- **My Connections:** To improve the culture and connectivity of employees at Campbell so everyone can be real, and feel safe, valued and supported to do their best work.

We also continued to progress our learning and development opportunities through a cohort-based program, *manage to WIN* (taken by 80 people managers in FY2020) and two I&D self-paced courses (completed by 100% of people managers in FY2020), as well as the relaunch of Campbell University (10,524 e-learning courses taken in FY2020 through this platform by 3,316 unique learners) to equip employees with the tools they need to thrive.

CAMPBELL LAUNCHED A NEW EMPLOYEE EXPERIENCE FRAMEWORK FOCUSED ON NINE "MOMENTS THAT MATTER."

DURING COVID-19, WE HAVE PRIORITIZED THREE OF THESE "MOMENTS" FOR OUR EMPLOYEES:

- **MY WAY OF WORKING**
- **MY WORKSPACE**
- **MY CONNECTIONS**

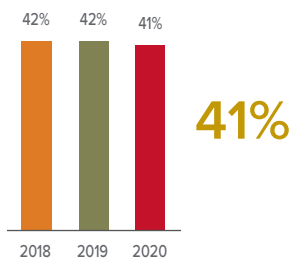


GOALS & PROGRESS HIGHLIGHTS

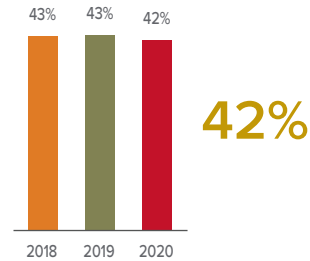


Image was taken prior to COVID-19

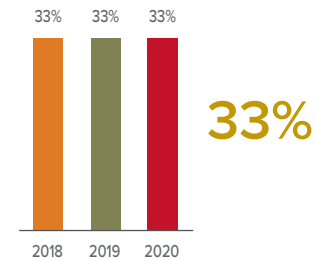
WOMEN IN GLOBAL WORKFORCE (percent)



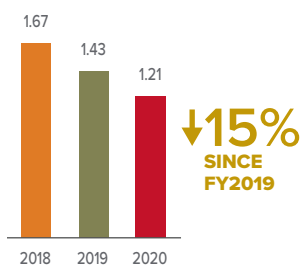
WOMEN IN MANAGEMENT (percent)



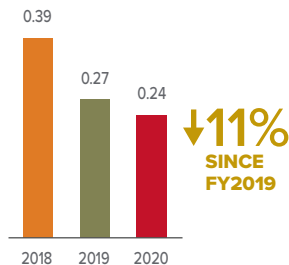
WOMEN ON BOARD OF DIRECTORS (percent)



TOTAL REPORTABLE INCIDENT RATE (TRIR) (per 200,000 hours)



LOST TIME INCIDENT RATE (LTIR) (per 200,000 hours)



GOAL:

Achieve **3% decrease** in reportable and lost time incidents per year with long-term goal of 0 incidents



Photograph was taken prior to mandating face masks in all Campbell plants.

BUILDING A WINNING TEAM AND CULTURE

As part of our commitment to building a winning team and culture, we have launched an Employee Experience framework, underpinned by nine “Moments That Matter.” During COVID-19, we prioritized the following three “Moments”:

My Way Of Working

Perform to WIN uses an objective and key result (OKR) model through which employees set clear objectives aligned to our companies’ strategic priorities for the year. It’s designed to drive greater focus and alignment, improve our operating discipline and increase accountability.

Meeting Effectiveness through the “5 Essentials” supports delivery of our enterprise priorities through more efficient and productive meetings. The 5 Essentials set the expectation that all employee meetings must have an agenda, clear roles for meeting participants, adequate preparation through pre-reads, strict time limits of either 25-minute or 50-minute meetings, and strong re-caps with next steps and actions. Our team measures progress against these 5 Essentials, and our leaders hold their teams accountable for them.

My Workspace

Keeping our front-line employees safe when they show up for work each day has been our number one priority during the COVID-19 pandemic. Some of the safety protocols put in place include new temperature screening processes, enforced social distancing and barriers on our production lines, where these precautions can be challenging to implement, and protocols around personal protection equipment (PPE).

For our remote workers, Microsoft Teams was launched to help facilitate collaboration in our new COVID-19 environment. Teams offers employees functionality that includes file sharing, enhanced chat and an improved virtual meeting experience, including more reliable audio and video quality. To-date, our team has achieved over 95% adoption of the new technology.

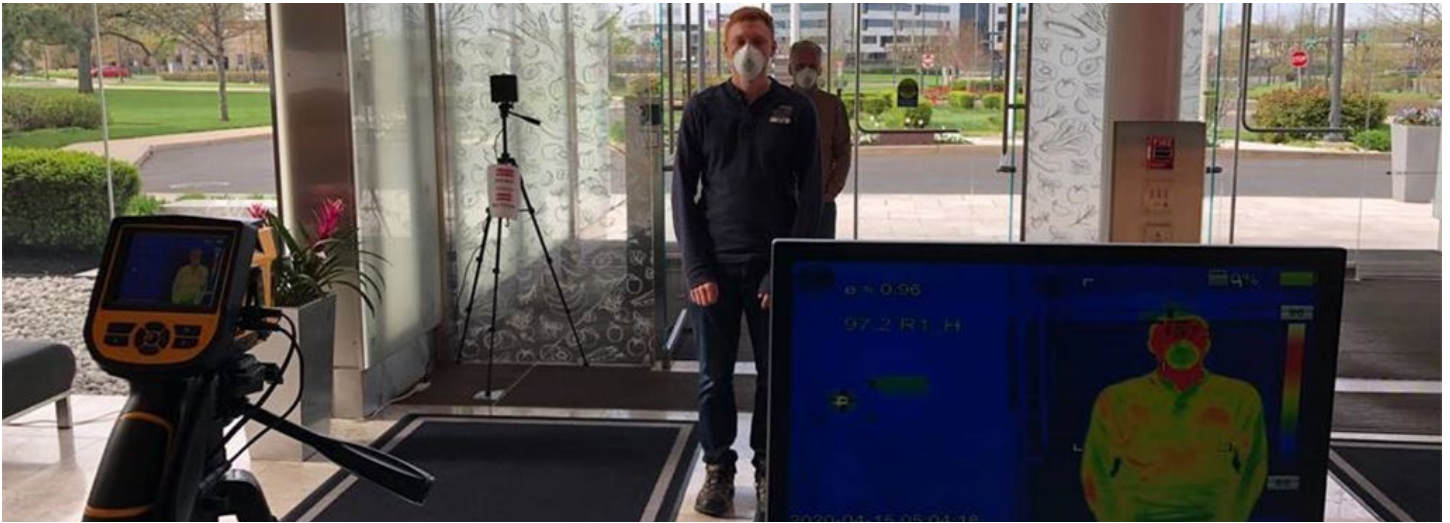
My Connections

We have elevated our Inclusion & Diversity (I&D) strategy to strengthen connections for all employees, and ultimately improve the culture of our company through three strategic pillars:

- Building I&D capabilities with systemic actions to drive change, including hiring a Chief Culture Officer as a member of the executive team
- Creating advocacy for ally networks and communities, including our Employee Resource Groups (ERGs)
- Being accountable and transparent about our I&D progress, including a demographic dashboard and 360 feedback/review program

We will also take time to ensure our purpose is fully aligned to our current strategy and our values truly reflect our company.

EMPLOYEE SAFETY IS TOP PRIORITY DURING PANDEMIC



Keeping our people safe when they show up for work each day has always been our number one priority. Never has this been more important than during the COVID-19 pandemic, as we work to ensure the continued health and safety of our employees from ever-evolving challenges. Our incredible team of dedicated safety professionals have worked day and night – and often behind the scenes – to help make this possible.

Our site safety leads have shown tremendous leadership, dedication and hard work during these turbulent times. At the onset of the pandemic, our safety team quickly went into action, developing health screening and social distancing procedures based on guidance from the Centers for Disease Control and Prevention (CDC) and industry experts.

To protect our front-line employees, we implemented the following practices and procedures:

- Mandatory health screenings, including the use of thermal imaging scanners for temperature checks before each shift
- The mandatory use of masks at all facilities
- Implementation of aggressive social distancing best practices
- Protocols to identify potential exposure and quarantine requirements based on and exceeding the CDC's guidance
- Enhanced cleaning procedures in place – with cleanings happening multiple times per day
- Installation of physical barriers on our production lines

Campbell established a leadership team early on to facilitate the case management of COVID-19 illness cases, providing direction for personnel who contracted or were in close contact with a person who tested positive for COVID-19. When an employee tests positive for the virus, contact tracing is conducted immediately to identify other personnel who were within close contact, and a decision is made on whether the operation needs to be paused for further deep cleaning. This investigative work has been rigorous and time-consuming but is necessary to protect the safety of our employees. The speed at which we implemented

these management systems early on has helped to prevent the spread of the virus among our essential front-line team.

In addition to managing the impacts of COVID-19, our safety team continued to identify and address opportunities to improve our processes and shift behaviors where needed. We implemented a new learning management system in FY2020 to ensure that our standard safety protocols are kept top of mind. Site safety leads can schedule and facilitate engaging safety training programs for all employees utilizing an online platform. The system helps to educate employees about Campbell's Critical Safety Rules and our Behavior Based Safety program to help facilitate a healthy discussion around potential or future risks and hazards, and collaborate on solutions to prevent workplace incidents from occurring.

While these are just a few examples of our exceptional teams collaborating during the COVID-19 crisis, we want to thank all of our employees who are managing a substantial workload while continuing to find more ways to help keep our people safe while feeding our nation.



A social distancing mural created outside the locker rooms at our Maxton, North Carolina, facility.



MAKING DIVERSITY PART OF HOW WE OPERATE

Inclusion and diversity (I&D) are crucial to building a winning culture that is committed to listening to, learning from and understanding one another in every interaction. This year, we deepened our commitment to I&D efforts, engaging with a strategic culture change consulting firm, The Kaleel Jamison Consulting Group, in December 2019. This group assessed our current culture through stakeholder interviews and presented multiple key findings, which served as a strong input to our enterprise I&D strategy, which consists of three pillars: Capabilities, Advocacy and Accountability.

EMPLOYEE RESOURCE GROUPS

Our Employee Resource Groups (ERGs) continue to provide a way for employees to connect, develop and discuss important issues — and they've been active for over 10 years. We have 10 ERGs at Campbell:

- Asian Network of Campbell (ANC)
- Black Resource Group (BRG)
- BRIDGE Network
- Campbell Administrative Professionals (CAPs)
- Latino Network
- Maxton Employee Resource Group (MERG)
- Our Pride Employee Network (OPEN)
- Roots
- Veterans Connection
- Women of Campbell (WoC)

Our ERGs collectively host 7-10 events each month, focusing their efforts on developing talent, building culture within our organization, and connecting externally to our marketplace.

WE HAVE RELAUNCHED OUR DIVERSE SUPPLIER PROGRAM WITH THE GOAL TO INCREASE DIVERSE SUPPLIER SPEND BY 25% OVER THE NEXT THREE YEARS.

Capabilities

Under our Capabilities pillar, we have launched multiple education forums to increase understanding and implementation of key concepts, mindsets, behaviors and skills that will build a more inclusive culture that leverages its diversity. In addition to the cohorts, we are working to document and standardize key business and HR processes to drive clarity and transparency for employees. Lastly, we have hired a Chief Culture Officer, Camille Pierce, who sits on the senior leadership team and will work to strengthen the culture at Campbell.

Advocacy

The Advocacy pillar works to strengthen ally networks and communities internally and externally. The Inclusion and Diversity Advisory Board, which launched in 2019, with the mission to advise our Campbell Leadership Team and serve as the voice of our employees, will continue to play a role in providing input on the impact and progress of our I&D efforts. We have also relaunched our diverse supplier program with the goal to increase diverse supplier spend by 25% over the next three years. Our Employee Resource Groups (ERGs) have also been optimized and resourced to better support the organization. Among other engagement activities, many of our ERGs have focused 2020 on talent development and building internal community. Our Women of Campbell ERG hosted the first annual International Women's Day celebration, which included a virtual learning opportunity and a webcasted fireside chat between Sarah Hofstetter, Campbell board member, and Elizabeth Duggan, Senior Vice President of the Transformation Office. The Latino Network celebrated Latino Heritage Month with an array of events, ranging from a Leadership Panel to a virtual Salsa and Bachata dance class.

In support of our imperative to build diverse talent pipelines, our Black Resource Group, Latino Network and Women of Campbell ERGs launched sponsorship and/or mentorship programs to boost

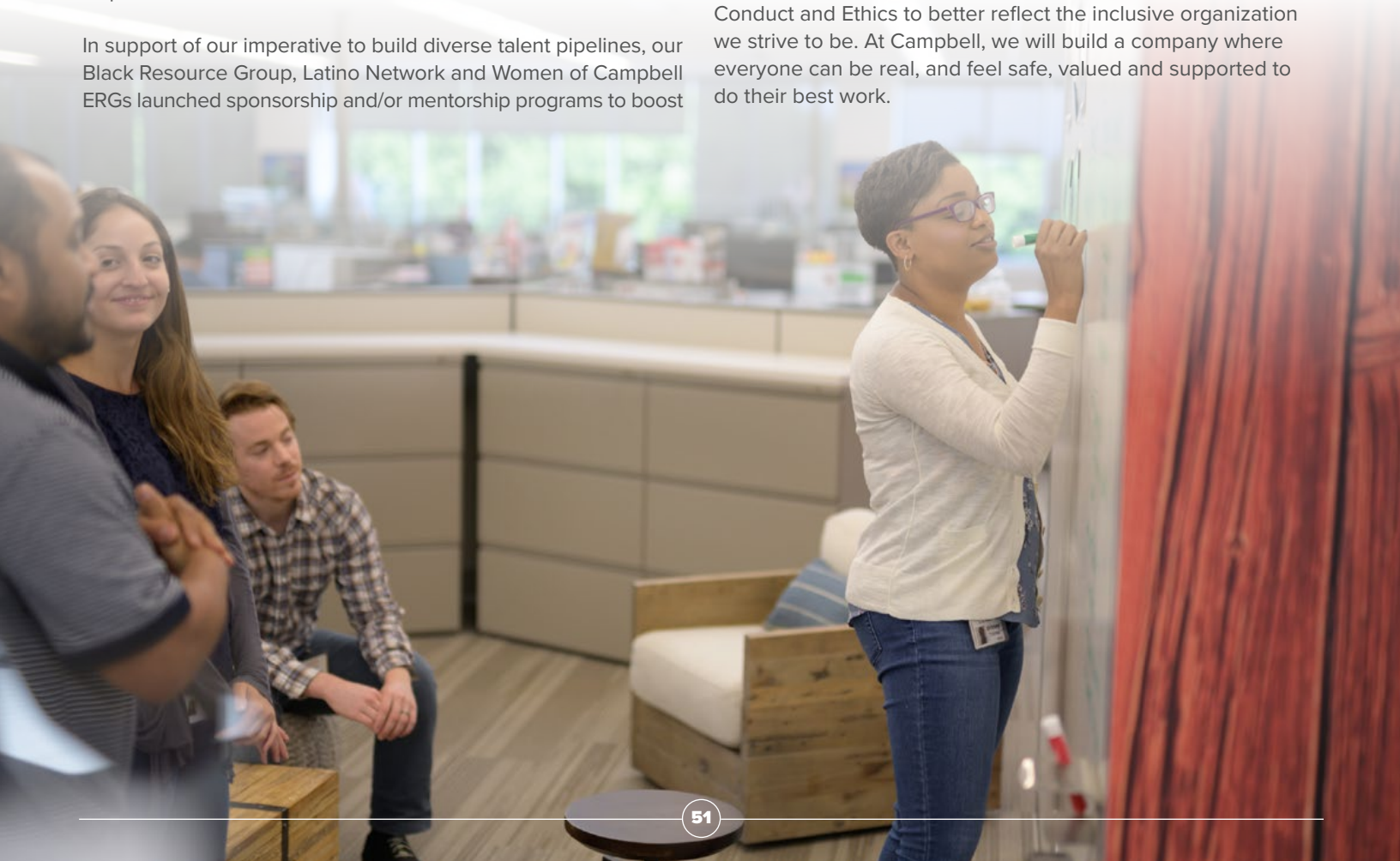
talent development. These programs include tailored trainings and activities that aim to cultivate deeper professional relationships and advance the careers of their members.

In support of our external communities, Campbell pledged \$1.5 million in donations to nonprofit organizations that are working to raise awareness, advance education and equity, promote social justice, and fight racism and discrimination. Employees can also donate in support of social justice through curated social justice funds created by most of our ERGs. At specific times of the year, employee donations to the funds will be matched at 100% by the Campbell Soup Foundation.

Lastly, our Veterans Connection ERG partnered with Campbell's *Chunky* brand and the U.S. Army to host a discussion highlighting the unique impact veterans make on the corporate community. Subsequently, the ERG group recruited volunteers to connect with American Corporate Partners (ACP), a nonprofit group that provides mentors to veterans to help them transition back to civilian careers.

Accountability

Our last pillar, Accountability, focuses on driving shared ownership and transparency of our I&D goals. We've committed to providing a demographic data dashboard that showcases the composition of our organization. We'll also take our strategy and generate a scorecard that measures progress. To instill accountability throughout the organization, we're launching a 360-degree feedback program for our managers, and all salaried employees have a performance objective that relates directly to I&D. Lastly, we're updating the language in our Code of Business Conduct and Ethics to better reflect the inclusive organization we strive to be. At Campbell, we will build a company where everyone can be real, and feel safe, valued and supported to do their best work.





SHARED

CONSUMERS

OUR APPROACH

From our humble beginnings canning whole, fresh tomatoes for use throughout the winter, to the multitude of products we make today, Campbell has spent the last 150 years providing multiple generations of American families with hearty and healthy food options. Our purpose – *Real food that matters for life's moments* – holds true despite the many changes we've seen across diets, lifestyles and expectations from consumers over those years.

Our Real Food Philosophy, which emphasizes transparency, consumer sentiments and expectations, as well as food prepared sustainably and with care, guides our work to develop new products and innovate existing ones. This Philosophy ensures we are giving people real food that they can enjoy, trust and afford, and that meet their health and well-being goals. As consumers continue to show more interest in plant-based options, accessible wellness, more natural ingredients and clean labels, we work hard to keep our research and development efforts in line with our Philosophy and these changing consumer demands.

We know that balancing consumers' taste expectations with their health and well-being goals is crucial to our long-term success. We continue to evolve our nutrition strategy and improve our portfolio through product renovation and innovation. We are committed to offering a balanced portfolio that provides portion control options, makes it easier to eat underconsumed food groups, like vegetables and plant-based protein, and encourages families to eat together more often with quick-scratch cooking solutions. As we renovate existing products and launch new ones, we look for opportunities to decrease sodium and added sugar, while delivering the same great taste our consumers know and love.

We know that transparency is important to our consumers and other stakeholders. We provide nutrition and product information on packaging globally and dive deeper into sensitive issues like [sodium](#), genetically modified organisms ([GMOs](#)) and more online, so that consumers can make informed choices about the foods they eat. We also publish clear marketing policies on our [advertising practices to children](#). We rely on both internal subject matter experts and relationships with external experts and organizations to advise us on these nutrition, transparency and public health matters.

As tastes and diets continue to evolve, we will continue to keep our eyes set on what our consumers want and what we believe is the right way forward for accessible and nutritious food. Just as we led the food industry in our commitment to voluntarily label GMOs in our food, we remain committed to stakeholder transparency into the future so that our consumers can make the best decisions for themselves and their families.

FRUITS & VEGGIES –

MORE MATTERS® ROLE MODEL

WE WERE PROUD TO RECEIVE THIS RECOGNITION FROM THE PRODUCE FOR BETTER HEALTH FOUNDATION FOR THE SEVENTH CONSECUTIVE YEAR IN 2020 FOR OUR WORK TO PROMOTE FRUITS AND VEGETABLES IN ALL FORMS – FRESH, FROZEN, CANNED, DRIED AND 100% JUICE.

PROGRESS HIGHLIGHTS



METRIC	MEALS AND BEVERAGES		SNACKS		TOTAL PORTFOLIO	
	SALES (in millions)	%	SALES (in millions)	%	SALES (in millions)	%
Sales from Products with Reduced Negative Nutrients	\$3,146	51%	\$4,578	93%	\$7,724	70%
Sales from Products with Increased Positive Nutrients	\$2,286	37%	\$ 947	19%	\$3,232	29%
Sales from Healthy Products	\$1,570	25%	\$ 400	8%	\$1,970	18%

Reduced in Negative Nutrients: Products that (1) are reduced in at least one negative nutrient of public health concern such as saturated fat, trans fat, sodium, sugar or calories AND (2) for which total fat, saturated fat, cholesterol and sodium are all below established thresholds.

Positive Nutrients: Products that (1) supply a meaningful amount of at least one positive nutrient, fiber, and/or vegetables AND (2) for which total fat, saturated fat, cholesterol and sodium are all below established thresholds.

Healthy Products: Based on FDA regulatory definition for healthy, which includes strict limits for total fat, saturated fat, cholesterol and sodium AND has a requirement for a good source of at least one beneficial nutrient.

Data reported for nutrition-related metrics are based on gross sales.

➔ DELIVERED



> **10.5 Billion** Servings of Vegetables to the Global Marketplace in FY2020

➔ DELIVERED



> **1.7 Billion** Servings of Whole Grains to the Global Marketplace in FY2020



THE LATEST IN REAL FOOD INNOVATION

Campbell is committed to meeting consumers' health and well-being needs. We're responding to demands for convenient foods that fit into a variety of lifestyles, from a desire for more plant-based ingredients to a preference for on-the-go options. Check out some of our recent innovations:



Campbell's 7 oz. Microwavable Soup Cups

These portion-controlled 7oz. soups vary from indulgent to veggie-forward offerings that are ideal for pairing with a sandwich or salad.



Swanson Sipping Broths

This line of sipping bone broths provides 9 grams of protein from slow simmered chicken bones, vegetables, herbs and spices. Each broth provides unique flavors for a warm, savory and nutritious snack that makes it easy for consumers to add more protein to their diets.



Campbell's Tomato A to Z's Condensed Soup

This tasty and healthy tomato alphabet soup brings kids' love of learning to the table. Each cup of soup provides a full serving of veggies and essential nutrients like potassium and Vitamin C and is made without high fructose corn syrup, artificial colors or MSG.



Late July Organic Chia & Quinoa Crackers

These flaky, buttery-tasting organic crackers combine our signature blend of quinoa and chia seeds for a toasty and flavorful snack. Made with simple, non-GMO ingredients, these crackers are delicious on their own or as part of your next charcuterie board.



Campbell's Chicken Broth with White Wine & Campbell's Pork Ramen Broth

Campbell Canada launched two new broths that make weeknight cooking easier and more flavorful. Each broth uses real ingredients like chicken, pork and white wine and are 30% lower in sodium than regular chicken broth.



Pacific Foods Organic Reduced Sugar Oat Original Beverage

This organic plant-based oat beverage lets the subtle sweetness of oats shine. With 80% less sugar than our Oat Original, this creamy beverage is a good source of calcium and Vitamin D. It is lactose free, soy free and vegan, and is great for smoothies and baking.



PLANT-POWERED HYDRATION: *V8 +HYDRATE*

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



INDUSTRY COLLABORATIONS AND AWARDS



The Food Industry Association (FMI): As a member of The Food Industry Association, we connect and collaborate with our customers on major industry initiatives, including health and wellness. As one example, our nutrition team sits on FMI's Health & Well-being Council with other consumer goods companies and customer members to promote retail health and wellness programs. One important initiative that this group leads is Family Meals Month from the FMI Foundation. This month-long celebration and awareness campaign encourages families to commit to eating more meals together. In 2020, we were honored with the Industry Plate Award for our efforts to encourage families to eat more meals together.



Produce for Better Health Foundation: Campbell is committed to helping people eat more fruits and vegetables. As a delegate member of the Produce for Better Health Foundation, we collaborate with the food industry and public health sectors on programming that helps consumers eat (and love) more fruits and vegetables. In 2020, Campbell participated on the board of trustees and research and marketing subcommittees, and we were recognized as Fruit and Vegetable Industry Ambassadors for the seventh consecutive year.

GRAIN OPTIONS THAT FIT CONSUMERS' NEEDS

Campbell is a proud partner of the Whole Grains Council, which is committed to increasing consumption of whole grains for better health. The Council does this through consumer education resources, media engagement and their Whole Grain Stamp program. To receive a stamp, each product goes through third-party validation from the Whole Grains Council to confirm that each serving of the product is at least 50% whole grain.

Over 75 of our products currently carry this stamp, including our *Late July* chips, *Pepperidge Farm* Whole Grain breads, *Lance* sandwich crackers and more. In FY2020, we delivered over 1.5 billion servings¹ of whole grains through *Pepperidge Farm* and Campbell brands. At the same time, we also offer products that meet the needs of people adhering to a gluten-free diet. Our *Kettle Brand* chips and *Emerald* nuts are 100%-certified gluten-free, and brands like *Snyder's of Hanover* and *Late July* provide gluten-free versions of their products. For several years, *Snyder's of Hanover* and *Lance* have made donations

to support the Celiac Disease Foundation's mission. Our Meals & Beverages portfolio also provides gluten-free options for select products from *Pace*, *Prego*, *Swanson* and *V8*. In FY2020 alone, we sold over \$2.5 billion in gluten-free snacks, beverages, broths and sauces.

**WE SOLD OVER
\$2.5 BILLION IN
GLUTEN-FREE
SNACKS, BEVERAGES,
BROTHS AND SAUCES
IN FY2020 ALONE.**



1. This data does not include our newly-acquired Snyder's-Lance brands. As a result, the number of servings of whole grains is underreported here. We are working to integrate our acquisitions into our data tracking systems to improve our data accuracy in the future.

PRODUCT TRANSPARENCY THAT INFORMS AND EDUCATES

We believe in telling our consumers what is in our products so they can make informed choices about the foods they enjoy. This is why we are committed to transparency – providing information about our products on packaging and online to help consumers make food choices that meet their needs and the needs of their family. And we ensure that 100% of our products provide nutrition information on packaging globally.

Our multidisciplinary team of experts follows a rigorous multistep review process to ensure any claims we make for our products are truthful and not misleading to consumers. In addition to an extensive internal review process, regulatory agencies enforce compliance in our operating markets. At a minimum, we label for

energy (calories), total fat, saturated fat, sodium, carbohydrates and protein in 100% of our markets. Most products also include a percentage of recommended daily intakes for nutrients per serving in line with local regulations.

We participate in front-of-pack labeling systems mandated by regulations throughout Central and South America markets. We also participate in voluntary front-of-pack labeling programs throughout other regions as determined by individual businesses. For consumers who want more information about our food, beyond what we can fit on product packaging, additional information about ingredients, nutrition and claims is available online on individual brand websites.

SHARING INSIGHTS ACROSS THE ENTERPRISE

In order to share real food signals and insights across the business, we created the Real Food Signal Tracking team, a cross-functional team dedicated to continuously monitoring external trends and signals that can impact how we design, make and procure ingredients and packaging for our food. This team has developed a systematic process to identify emerging issues, assess opportunities and identify ways to mitigate risk. The team has successfully brought together colleagues from R&D, Nutrition, Corporate Responsibility & Sustainability, Procurement, Legal, Regulatory, Consumer Insights, Food Safety & Quality, Packaging, Culinary and Sales.





SHARED COMMUNITIES

OUR APPROACH

Supporting and engaging with our communities is core to who we are at Campbell. It has been a part of our DNA from the beginning – starting with our founders – and has continued to drive our philanthropy today. For more than 150 years, this legacy of giving has remained one of the critical ways in which we deliver on the promise of our purpose.

Our Giving That Matters community affairs programming is built around our mission to strengthen and empower healthy communities in our hometowns and enhance employees' connections to both the company's and their personal purpose. Through our direct grantmaking, including the Campbell Soup Foundation and signature Campbell's Healthy Communities program, employee engagement initiatives, in-kind giving, disaster relief and more, we work to achieve this mission by focusing our philanthropy on three focus areas:

- Increasing healthy food access
- Encouraging healthy living
- Nurturing Campbell neighborhoods

We work to increase healthy food access by concentrating on driving long-term solutions and changes to food systems that result in equitable access to fresh, healthy foods. To support healthy living and a healthy lifestyle, we encourage and provide access to nutrition education and active lifestyle programs. Finally, nurturing Campbell neighborhoods, by transforming the physical spaces where people live, learn and play, is a necessary foundation for building healthy communities wherever we are.

We believe that in order to build solutions to meet our communities' most pressing social needs, we must engage in initiatives that are informed and championed by local residents to ensure their sustainability. This, coupled with the passion and skills of our employees, our expertise as a food company and learnings from our signature Campbell's Healthy Communities program, is helping inform what's next for Campbell and our philanthropy.






In an unprecedented year, 2020 has put this approach to the test, challenging Campbell, our employees and our nonprofit partners to think differently about how we serve our local communities in the wake of the COVID-19 pandemic. Whether it was providing flexibility to grantees to use grant funds for immediate relief or personal protective equipment or finding innovative solutions for getting our products to the smallest communities we serve, Campbell remained steadfast in our commitment to our communities.



GOALS & PROGRESS HIGHLIGHTS

Campbell formalized five new community goals in 2019 to help improve the quality of life in our hometowns:

<p>➔ GOAL:</p> <p>Increase food access for 100,000 residents in Campbell communities.</p> <p>FY2020 Progress: 46,666¹</p>	<p>➔ GOAL:</p> <p>Provide nutrition education to 50,000 people to encourage healthy living in Campbell communities.</p> <p>FY2020 Progress: 19,369¹</p>	<p>➔ GOAL:</p> <p>Invest \$5 million to improve the school food environment for children.</p> <p>FY2020 Progress: \$1.4 million</p>
<p>➔ GOAL:</p> <p>Engage 70% of Campbell employees in community-based activities.</p> <p>FY2020 Progress: 11%</p>	<p>➔ GOAL:</p> <p>Contribute 75,000 traditional and skills-based employee volunteer hours across Campbell's footprint to increase the capacity of our community partners.</p> <p>FY2020 Progress: 6,075</p>	

PROGRAM	FY2019	FY2020	
 <p>CHARITABLE GIVING</p> <ul style="list-style-type: none"> • Foundation • Corporate Contributions • In-Kind Donations 	\$1.9 million ²	\$1.8 million	
	\$2.4 million	\$4.9 million	
	\$59.9 million	\$49.3 million	
	Total Giving	\$64.2 million	
	Total Employee Volunteer Hours	6,075²	
 <p>HEART SMARTS</p>	Number of participants	954³	
	% of Participants Who Understand How to Choose Healthy Foods	91%	84%
 <p>HEART BUCKS</p>	% Heart Bucks Redeemed	99%	99%
	\$ Spend on Heart-Healthy Food	\$32,771 ³	\$53,288³
 <p>GO NOODLE</p>	# of Go Noodle Sessions Administered	26,305	8,364⁴
	# of Minutes of Physical Activity	1,282,785	430,591⁴
 <p>HEALTHY CORNER STORES</p>	# of Corner Stores Participating	44	42
	% of Corner Stores Participating Out of Total in Camden	40%	40%
	% of Stores Reporting Increased Healthy Product Sales	83%	NA⁵

1. Final Grant Reports for FY2020 Foundation grants are not due until Spring 2021, so these numbers represent partial data.
 2. FY2020 numbers are lower because programming ceased in March due to COVID-19.
 3. This data has been restated to include our other food voucher programs such as Food Bucks and Food Bucks Rex, which are also spent on heart-healthy food.
 4. FY2020 numbers are significantly lower because of school closures in March due to COVID-19.
 5. No data for FY2020 because the end-of-year store owner survey was cancelled due to COVID-19.



DIRECT GRANTMAKING: INVESTING IN OUR HOMETOWN COMMUNITIES

We consider our grants a success when they lead to sustainable change in our communities. Therefore, the core criteria we use to inform our grant decisions include:

- How the organization’s work leads to behavior change that can be sustained by beneficiaries even when they are no longer directly participating in a program
- How the organization leverages other dollars and partnerships to sustain their work
- How well they take advantage of the skills of our employees to multiply their impact
- How effectively they engage residents in their work and use resident input to inform programming
- Whether or not they partner across sectors to create systemic change

While our grant programs take different forms and have different levels of geographic reach, breadth and depth, as well as different processes – these criteria apply across them and help us gauge whether we are having the impact that we seek.





Helping Our Communities in Times of Disaster

2020 has been a year unlike any other – we’ve faced disasters including a global pandemic, raging wildfires, and a record-breaking number of named hurricanes. Through it all, Campbell has remained steadfast in our commitment to our employees and local communities.

COVID-19

In March of 2020 when COVID-19 first took hold in the U.S., Campbell committed \$1 million in food and funds to support our local communities. In the first nine months of the pandemic, that number grew to more than \$8 million, as the needs of our communities and local nonprofits increased. Campbell provided an initial round of emergency relief grants and product donations to Feeding America food banks and local feeding programs in each of our 33 communities in the U.S., Canada and Latin America.

Beyond initial emergency relief, Campbell has provided a wide range of support to our partners to aide their evolving needs. In Camden, New Jersey, we provided a \$100,000 grant to the Camden Education Foundation to fund laptop computers for remote schooling needs and an additional \$100,000 to the New Jersey Pandemic Relief Fund to fight the medical, social and economic impact of COVID-19 on New Jersey’s most vulnerable. Nationally, we partnered with Feeding America as part of the NFL Draft and provided a \$500,000 grant to support increased financial need from network food banks due to a shift in distribution models to serve clients.

In all areas of our business, Campbell employees developed innovative ways to support their local communities during the pandemic. Campbell’s Foodservice Team, which sells *Pacific Foods* plant-based beverages to coffee shops, shifted

NEIGHBORLY PARTNERSHIP

As part of our initial COVID-19 relief commitment, Campbell partnered with both national nonprofits and small feeding programs in 33 communities where we have operations across North America to donate Campbell product. Sometimes these organizations were in areas far from our distribution centers, which proved difficult to reach. Enter NFI - a Camden, New Jersey-based international third-party logistics provider and Campbell supplier, which offered to take our donations to those hard-to-reach partners, as part of their standard routes. NFI helped ensure the food got into the hands of those who needed it most.

“NFI is extremely grateful for the opportunity to work with our local partner, Campbell Soup Company, on this much needed endeavor,” said David Broering, President, Non-Asset Solutions at NFI Industries. “We recognize that food banks around the country are struggling to meet demand in these unprecedented times, and we feel fortunate to be in a position to help those in need around the U.S. in this small way.”

marketing dollars toward donations and coupons totaling \$30,000 to purchase and distribute food for local baristas out of work due to the closure of local coffee shops. In Norwalk, Connecticut and Camden, New Jersey, product from our company stores was donated to front-line workers at area hospitals. In Canada, our marketing team shifted their Andy Warhol 60th anniversary celebration campaign budget to distribute \$300,000 CAD in grants to food banks across Canada.



Natural Disasters

In addition to navigating the realities our communities faced during COVID-19, many areas of the country were struck with countless natural disasters, including Hurricane Dorian in 2019, tornadoes in Nashville, Tennessee, Hurricanes Laura, Sally, Delta and more in 2020, and massive, destructive wildfires in California and Oregon. Campbell provided consistent support to communities affected by these disasters through our flagship partners, American Red Cross, Convoy of Hope, Team Rubicon and Feeding America. More than \$250,000 in direct grants and product donations was provided in support of the 2019 and 2020 hurricane seasons.

The Oregon wildfires displaced our *Pacific Foods* and *Kettle Brand* employees due to mandatory evacuations. Thankfully, our employees, their families and homes were safe, but to support them for costs incurred due to evacuations, Campbell activated our Emergency Assistance Foundation Fund, and provided grants to 10 employees, totaling \$7,500.

Employees Step Up When Disaster Strikes

In early April when personal protective equipment (PPE) was scarce, team members in our Denver, Pennsylvania, and Napoleon, Ohio, manufacturing plants stepped up to the plate and put their sewing skills to the test. They made face masks and encouraged others to do the same, generating 7,000 masks for Campbell employees in just two weeks. Wondering what they could do to help, Campbell employees in our Camden headquarters and our Paris, Texas, manufacturing facility donated food to local food banks and front-line health care workers using funds from their federal stimulus payments.

Coming together to support those impacted by the COVID-19 pandemic, Campbell employees donated more than \$36,000 to our COVID-19 Community Response Fund, which aided the relief efforts of the CDC Foundation, Center for Disaster Philanthropy, Feeding America and Convoy of Hope. With a 100% match from the Campbell Soup Foundation, more than \$72,000 was contributed to support the impactful work of these organizations.



In the wake of devastating wildfires in the Oregon community many of our Campbell employees call home, one employee, with the support of leadership at our Salem, Oregon plant, took his work calls remotely while helping transport 50 chickens, six cows, 35 goats and six horses out of fire zones and to safety.



Campbell's Healthy Communities

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 2011, Campbell's Healthy Communities brings together an ecosystem of partners that work together and conduct mutually reinforcing activities, primarily in our headquarters of Camden, New Jersey. The work focuses on four areas that we believe make communities healthier: food access, nutrition education, physical activity and public will. Activities take place across a variety of settings, including schools, health care sites and food retailers.



Pivoting to Meet the Need during COVID-19

Our Campbell's Healthy Communities organizations have worked collaboratively at KIPP Cooper Norcross Academy in Camden over the past six years, building school gardens, teaching nutrition

education lessons, offering after-school physical activity programs, assisting with taste tests and food distributions, and transforming the food in the cafeteria. But, in March of 2020, programming ceased as schools closed and these partners quickly pivoted to help support KIPP as it became a designated food pantry to feed the community, while also continuing to provide school meals to students.



Incorporating Student Voices with the Camden Youth Advisory Council

Another exciting component of our Campbell's Healthy Communities program is our Camden Youth Advisory Council (CYAC), a group of high school students who serve as advisors

and thought partners to our work. In FY2020, CYAC members led a mini-grant program with the Delaware Valley Regional Planning Commission (DVRPC) to learn about city planning and grant writing. Students conducted research, a walking audit of Camden, New Jersey, along with a mapping exercise to identify three priority areas – safe streets, healthy food access and parks and green space. Students invited local nonprofits to apply and ultimately selected and funded five projects to improve their local neighborhoods.



Campbell Soup Foundation

The Campbell Soup Foundation’s grantmaking has two main portfolios: one focused on fostering a healthy school food environment, building off the success of our work in schools through our signature program, Campbell’s Healthy Communities; and a second focused on supporting our individual Campbell communities through Community Impact Grants. In FY2020, the Campbell Soup Foundation pivoted to focus on COVID-19 relief and recovery.

Improving School Food

With our signature program, Campbell’s Healthy Communities, having just finished year nine of the 10-year initiative, we are beginning to look to the future, taking what we have learned from this program to launch our next initiative. In FY2020, the Campbell Soup Foundation allocated strategic funds toward our long-term priority of improving food offerings in schools. Building from the success at our KIPP schools in Camden, we are planning to take this work to the next level. Through a combination of larger grants to national partners and smaller grants in support of local organizations working on the ground in districts, we are helping create a school food environment in which all students have access to real, healthy food.

Investments supported:

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



HEALTHY CORNER STORE INITIATIVE

The Healthy Corner Store Initiative remains a highlight of the Campbell’s Healthy Communities program. Corner stores are a significant source of food, particularly in underserved communities, but these stores do not always stock fresh, healthy food choices. With Campbell’s support, local nonprofit The Food Trust provides store owners with technical assistance and support to stock and market healthy foods. In FY2020, this support included mini-grants to store owners to assist them with immediate needs in the face of COVID-19. Starting with two stores in 2011, the initiative has grown to 42 stores (40% of all corner stores in Camden) that promote and sell healthy food, serving 13 low-income neighborhoods.

In FY2020, a Corner Store Owner Affinity Group and Purchasing Cooperative was formed. These groups will help ensure the sustainability of the Healthy Corner Store Initiative, as owners organize and band together to increase their purchasing power and advocate for their collective needs.



Community Impact Grants

Our Community Impact Grants Program was created to expand the geographic reach of our funding to more Campbell communities and to engage more employees in our grantmaking process. Through this program, we rely on select employee nominators from each of our Campbell locations to nominate nonprofit organizations operating in their communities to apply for a grant. Nominators are trained to identify organizations whose work aligns with our community affairs mission and focus areas and who meet the other criteria that Campbell considers when making grants. During FY2020, 35 organizations were selected, totaling \$620,000 in grants and representing 20 Campbell locations across the U.S. The grants ranged between \$15,000 and \$20,000.

Examples of FY2020 Community Impact grantees include:

- *Growing Gardens*, which works with families, schools and correctional facilities to support fresh food access through urban farming and gardening in Tualatin, Oregon
- *Together We Can Make a Difference Initiatives*, which focuses on preventing hunger in Henry County, Ohio, through empowering individuals in need and equipping them with skills to break the cycle of poverty
- *100 Gardens*, which provides hands-on educational opportunities for students to learn about aquaponics and environmental stewardship in Charlotte, North Carolina



FLEXIBILITY IN A TIME OF UNCERTAINTY

In order to meet the needs of our nonprofit partners during the COVID-19 pandemic, Campbell allowed all FY2020 grantees flexibility in repurposing previously awarded grant funds for immediate needs. Sixteen grants, totaling more than \$200,000 were repurposed for COVID-19 relief, allowing partners to fund pivots to new distribution models, increased demand for services and personal protective equipment. In addition, the Campbell Soup Foundation committed an additional \$1 million in relief grants for the remainder of FY2020. As the pandemic wears on and needs continue to grow across our Campbell footprint, Trustees of the Campbell Soup Foundation allocated all FY2021 direct grant support toward COVID-19 recovery.

DONATIONS THAT NOURISH EVERY KID



For Pacific Foods, nourishment is at the heart of everything they do: from products that are made from simple, carefully sourced ingredients to efforts to care for the environment and ongoing work to nourish the community. In 2019, Pacific Foods formalized its Nourish Every Kid community program with clear guidelines, partnership parameters and an outreach plan to ensure they were reaching the most people with the greatest need.

For years, Pacific has run multiple donation initiatives,

including its flagship effort: donating over 100,000 meals each year to local children in partnership with local food banks, elementary schools and donation centers. Nourish Every Kid was developed to help meet the needs of thousands of children in the Pacific Northwest who experience food insecurity on weekends and over school breaks when they don't have access

OVER A 20-YEAR PARTNERSHIP WITH THE OREGON FOOD BANK, PACIFIC FOODS HAS PROVIDED MORE THAN 9 MILLION MEALS TO FOOD-INSECURE FAMILIES AROUND THE STATE.



to what is often their primary source of nutrition – school meal programs. Each box contains enough food for three meals a day for three days. The boxes are designed to be small enough for a child to carry or fit in a backpack. Pacific Foods employees participate in box building by either volunteering individually or through team-building events.

Nourish Every Kid supports 23 schools and other organizations. The team is taking steps to formalize the program even more in coming years.

PLEDGING OUR SUPPORT FOR RACIAL JUSTICE AND EQUALITY

In response to the multiple incidents of racism and injustice against Black Americans, in June 2020, CEO Mark Clouse reiterated his commitment to foster a more diverse and inclusive culture at Campbell where all employees feel safe, heard and valued. This commitment included a holistic Inclusion and Diversity strategy of which Advocacy is a key pillar. Strengthening our ally networks by supporting our employees, partners and the communities where we live and work, is central to this strategy. As part of this work, Campbell pledged \$1.5 million over three years to nonprofit organizations working to raise awareness, advance education and equity, promote social justice and fight racism and discrimination. An internal team that included the Campbell Soup Foundation, the Inclusion and Diversity team and the Black Resource Group identified nonprofits doing pivotal work in advancing this cause.



Campbell made an initial donation of \$400,000 to the Equal Justice Initiative and \$100,000 to the Boris L. Henson Foundation, which work to eradicate injustice and support the mental health of Black people across the U.S., respectively. Our Pacific Foods Team started a partnership with the Black Food Sovereignty Coalition, an organization which focuses on agriculture to help Black, Indigenous and People of Color (BIPOC) growers, policymakers, advocates and educators stabilize food systems and infrastructure for marginalized communities in the Pacific Northwest. In addition, Campbell created an employee fund which included the aforementioned organizations in addition to the NAACP Legal Defense and Education Fund, Black Girls Who Code and the National Urban League. The Campbell Soup Foundation matched all gifts to this fund at 100%, raising a total of \$18,300. Campbell launched three social justice funds with our Employee Resource Groups in FY2020, with an additional five slated to be launched in FY2021.

REAL FOOD THAT MATTERS FOR LIFE'S MOMENTS

Rooted in the beliefs of our Founders, we have been making food that we are proud to serve in our own homes since 1869. The work we do every day is guided by our values, as we strive to fulfill the promise of our purpose, and deliver our corporate responsibility goals. Thank you for inviting us into your homes for these many years and for joining us on our journey to make delicious food that is rooted in goodness, prepared with care and accessible to all.



GOVERNANCE

Campbell's commitment to corporate responsibility is reflected in our purpose, *Real food that matters for life's moments*. Because of this, our governance structure helps ensure that corporate responsibility is integrated into our business decisions. In FY2020, we continued to deepen this integration, moving the corporate responsibility and sustainability function under the legal department and delegating Board oversight of environmental, social and governance (ESG) activities to the Governance Committee of the Board of Directors. On at least an annual basis, ESG goals and progress are now presented to the Governance Committee. We also continued to link incentive compensation with sustainability progress for both our Chief Executive Officer and Executive Vice President of Global Supply Chain.

We continue to make transparency a priority, embedding it in our new strategic plan and expanding both what it means and its audience beyond consumers. The following principles will guide our decision-making, measurement, reporting, communication and engagement. We are committed to:

- Understanding the expectations of all stakeholders, including our employees, so that we can build trust
- Engaging on the topics that matter most to our stakeholders and that impact society, the economy and the environment
- Providing communications that are always honest, timely, relevant and accessible

Our governance structure reflects this priority with company-wide decision-making taking place at the Campbell Leadership Team (CLT) level, which is then integrated into our two divisions – Snacks and Meals & Beverages – by our division heads and supported by corporate responsibility and sustainability through the Strategic Planning Process. In FY2020, we also had sustainability leads in each division responsible for ensuring sustainability was integrated into business strategies, plans and operations.

We have a Sustainability Steering Committee, sponsored by the Executive Vice President of Global Supply Chain, who is also a member of the CLT. Led by our Vice President of Corporate Responsibility & Sustainability, the Steering Committee serves as the advisory body for the development and achievement of Campbell's sustainability strategy and goals.

Together with Ernst & Young, we organized a workshop with leaders across Campbell on how to integrate environmental, social and governance (ESG) risk factors into our existing Enterprise Risk Management (ERM) process. The Corporate Responsibility & Sustainability team worked in collaboration with the Audit

team, which manages the ERM process, to design a four-hour educational session for colleagues from Legal, Procurement, Strategy, IT, Human Resources, Marketing, Operations, Sales, R&D, Quality, Nutrition, Regulatory and Government Affairs.

Since this initial internal engagement, we were able to include five ESG risk factors into our ERM process in FY2020. Two of these risk factors, Supply Chain Resiliency and Commodity Availability and Crisis Management, were included in the top 10 risks for the enterprise and will be more fully integrated into management systems and processes moving forward.





CORPORATE RESPONSIBILITY GOVERNANCE PERMEATES OUR BUSINESS

BOARD OF DIRECTORS

- Provides oversight of ESG activities
- Annual updates to Governance Committee



CHIEF EXECUTIVE OFFICER

- Provides executive direction on corporate responsibility strategy



EXECUTIVE VICE PRESIDENT & GENERAL COUNSEL

- Oversees corporate responsibility & sustainability and provides executive support to advance initiatives

EXECUTIVE VICE PRESIDENT, GLOBAL SUPPLY CHAIN

- Provides executive support to advance our operational and supply chain sustainability initiatives

EXECUTIVE VICE PRESIDENT, CHIEF R&D AND INNOVATION OFFICER

- Provides executive support to advance our Real Food agenda and packaging sustainability initiatives



VICE PRESIDENT, CORPORATE RESPONSIBILITY & SUSTAINABILITY

- Reports to the EVP & General Counsel and leads company's corporate responsibility & sustainability strategy



SUSTAINABILITY STEERING COMMITTEE

- Senior leaders from operating divisions, supply chain, corporate responsibility and sustainability, manufacturing and research & development
 - Meets bi-monthly
- Drives decision making, accountability and ownership of operational and supply chain sustainability initiatives



SUSTAINABILITY LEADS

- Cross-functional team that includes sustainable agriculture, responsible sourcing and procurement, manufacturing, transportation and warehousing, packaging, and corporate responsibility and sustainability
 - Act against the goals and strategies within their areas of responsibility
 - Report progress bi-monthly and provide a more comprehensive annual update to the Sustainability 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 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 corporate 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. Employees receive a copy of the *Code* when they join Campbell and participate in training regularly. The *Code* was approved by the CEO and the Board of Directors, is available in multiple languages and is 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, Deputy General Counsel & Head of Corporate Compliance and Ethics 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.

APPENDIX

STAKEHOLDER ENGAGEMENT

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

- American Physiological Society
- American Society for Nutrition
- Center for Food Safety at The University of Georgia
- Center for Research on Ingredient Safety at Michigan State University
- 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 Sciences Institute
- New Jersey Agricultural Society
- Pennsylvania Academy of Nutrition and Dietetics Board of Directors
- Pennsylvania State University Nutrition and Dietetics Alumni Society Board
- Produce for Better Health Foundation
- Stewardship Index for Specialty Crops
- Sustainable Brands
- The Sustainability Consortium
- United Way local chapters
- University of Illinois Advisory Board, Division of Nutritional Sciences and Department of Food Science and Human Nutrition
- Wharton Initiative for Global Environmental Leadership (IGEL) Alumni Advisory Group

Health and Nutrition Stakeholder Engagement

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 2020 included:

- 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.
- Membership of ILSI North America where we actively engage in the Sodium and Carbohydrate research committees. Our goal within these committees is to advance nutrition science for the benefit of public health.
- 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.
- Developing nutrition education resources, including recipes that align with the Dietary Guidelines for Americans, recipe booklets, nutrition articles and more, to educate consumers about healthy eating.
- Participating in the School Nutrition Association as a Patron Member to foster engagement and collaboration with school foodservice professionals nationwide.
- 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 responsible labeling, 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 Pennsylvania State University, Tufts University, Purdue University, University of California at Davis, West Chester University, University of Illinois, Rutgers University and others, on academic curriculum, internships and research.
- Participation in The Food Industry Association's Health & Well Being Council to support health and well-being initiatives at retail.

APPENDIX

DEFINITION OF MATERIAL ISSUES

Economic

- **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
- **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 Labeling and Marketing:** Providing consumers with information through labeling or other communications and adhering to internal and industry guidelines regarding consumer communications
- **Responsible Sourcing and Traceability:** Creating visibility into the supply chains of ingredients and other inputs, from farm to fork, to manage business risks and address issues, including human rights, workplace safety and deforestation
- **Product Innovation:** Driving innovative product development to meet changing consumer needs
- **Supply Chain Resilience and Commodity Availability:** Building a supply chain that is resilient to the impacts of climate change, including extreme weather, floods and droughts; and ensuring a secure supply of ingredients by diversifying sourcing regions, ensuring backup supply options and enabling sustainable agricultural management
- **Risk and Crisis Management:** The ability to broadly perceive and assess risks across the enterprise that may impact the company and its stakeholders in order to anticipate, minimize and manage business disruptions that can impact our operations, supply chain and reputation

Environmental

- **Packaging Footprint:** Reducing the environmental impact of our packaging, including improved sourcing, recyclability, infrastructure and consumer education
- **Pesticides and Chemical Contaminants:** Managing the levels of chemical contaminants in the agricultural supply chain through proper sourcing and testing, to reduce chemicals of concern like pesticides and lead in finished products
- **Water Stewardship:** Managing water resources strategically throughout the value chain to ensure both water quantity and quality
- **Waste Reduction:** Ensuring as little waste as possible goes to landfill
- **Food Waste:** Addressing food waste and loss from farm to table

- **Energy and Climate Change:** Managing energy usage and costs throughout the value chain, including agriculture, production, transportation and distribution while reducing GHG emissions to mitigate the effects of climate change
- **Sustainable Agriculture:** Addressing issues related to farming, such as soil health, pesticide use, deforestation, biodiversity and water use on farms
- **Animal Welfare:** Ensuring the ethical treatment of animals in our value chain

Social

- **Business Ethics:** Upholding ethical principles in the business and workplace, including in the areas of consumer privacy, corporate governance and the prevention of fraud, bribery and corruption
- **Occupational Health and Safety:** Ensuring a safe and healthy workplace
- **Culture and Human Capital Management:** 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, professional development, training and education
- **Human Rights:** Providing a workplace that respects the basic human rights and freedoms of all employees, while also combatting child labor, forced labor, discrimination and other human rights risks in the supply chain
- **Women Empowerment:** Proving opportunities for the development and advancement of women in the workplace and along the supply chain, including mentorship programs, elimination of gender-based pay disparities and increasing supplier diversity spend in women-owned businesses
- **Inclusion and Diversity:** Enabling a business environment that values different perspectives and includes these differences in business processes
- **Community Involvement:** Improving the communities in which we live and work through philanthropic efforts, including donations, volunteerism and other community programming
- **Health, Nutrition and Wellness:** Improving the health profile of our products and engaging in public discussions on healthy and nutritious lifestyles
- **Food Access:** Ensuring wholesome, nutritional food is available to as many people as possible in an affordable manner
- **Responsible Use of Technology:** Ensuring that the use of new technologies, like biotechnology and nanotechnology, provides clear environmental and/or social benefits

GRI CONTENT INDEX

DISCLOSURE	DISCLOSURE TITLE	2020 RESPONSE																																																																																																																																																				
GRI 102: General Disclosures																																																																																																																																																						
Organizational Profile																																																																																																																																																						
102-1	Name of the organization	Campbell Soup Company																																																																																																																																																				
102-2	Activities, brands, products, and services	Campbell at a Glance																																																																																																																																																				
102-3	Location of headquarters	Campbell at a Glance																																																																																																																																																				
102-4	Location of operations	Campbell at a Glance																																																																																																																																																				
102-5	Ownership and legal form	Publicly traded company																																																																																																																																																				
102-6	Markets served	Campbell at a Glance; 10-K, p. 3-4																																																																																																																																																				
102-7	Scale of the organization	10-K, p. 3-5																																																																																																																																																				
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GRI CONTENT INDEX

DISCLOSURE	DISCLOSURE TITLE	2020 RESPONSE
Organizational Profile		
102-9	Supply chain	Corporate Responsibility Strategy ; Grown – Our Approach ; Sourced – Our Approach
102-10	Significant changes to the organization and its supply chain	Corporate Responsibility Strategy; The organization has acquired two new businesses, Pacific Foods (2017) and Snyder's-Lance (2018), and has divested Bolthouse Farms, Garden Fresh Gourmet, Kelsen, Arnott's and Campbell's International. As a result, Campbell is now a focused North American company with all internal operations located in North America.
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 – Our Approach
102-12	External initiatives	Appendix – Stakeholder Engagement
102-13	Membership of associations	Appendix – Stakeholder Engagement
Strategy		
102-14	Statement from senior decision-maker	CEO Message
Ethics and integrity		
102-16	Values, principles, standards, and norms of behavior	CEO Message ; Ethics Existing policy statements that are regularly reviewed and revised as needed include: <ul style="list-style-type: none"> • Code of Business Conduct and Ethics • Commitment Concerning Advertising to Children • Discrimination, Harassment and Retaliation Prevention Policy • Environmental Sustainability Policy • Global Guidelines for Responsible Advertising to Children • Human Rights Principles • Political Accountability Guidelines • Responsible Sourcing Supplier Code • Supply Base Requirements and Expectations Manual • Tax Policy
Governance		
102-18	Governance structure	Governance ; 2020 Proxy Statement, p. 30-32
102-30	Effectiveness of risk management processes	Governance ; 2020 Proxy Statement, p. 26
Stakeholder engagement		
102-40	List of stakeholder groups	Stakeholder Engagement ; Appendix – Stakeholder Engagement
102-41	Collective bargaining agreements	15% of our workforce is unionized or covered by collective bargaining agreements.
102-42	Identifying and selecting stakeholders	Materiality ; Stakeholder Engagement ; Appendix – Stakeholder Engagement
102-43	Approach to stakeholder engagement	Materiality ; Stakeholder Engagement ; Appendix – Stakeholder Engagement
102-44	Key topics and concerns raised	Materiality ; Stakeholder Engagement

GRI CONTENT INDEX

DISCLOSURE	DISCLOSURE TITLE	2020 RESPONSE
Reporting practices		
102-45	Entities included in the consolidated financial statements	Campbell at a Glance ; 10-K, p. 3-4
102-46	Defining report content and topic Boundaries	Materiality This report includes content on our key material corporate responsibility issues and an update to key performance metrics, including progress against our corporate responsibility goals. Significant policy or program advances and recognition occurring before or after FY2020 may also be included, but all data reflects FY2020. This Report covers our owned and leased facilities where we have operational control, including the facilities of 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 all facilities and employees of Campbell Soup Company. All recently divested businesses, including Bolthouse Farms, Garden Fresh Gourmet, Kelsen, Arnott's and Campbell's International business, have been removed from the data in this Report.
102-47	List of material topics	Materiality ; Appendix – Definition of material issues
102-48	Restatements of information	In 2019, we integrated our acquired businesses, Pacific Foods and Snyder's-Lance, into our data systems and goals and removed our divested businesses. We have reset our FY2017 baseline for our public commitments to reflect these changes.
102-49	Changes in reporting	Materiality
102-50	Reporting period	Fiscal Year 2020 (July 29, 2019 – August 2, 2020)
102-51	Date of most recent report	March 2020
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, Director, Corporate Responsibility & Sustainability, 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 74.
102-56	External assurance	We completed third-party limited assurance consistent with guidance provided by ISO 14064-3 of our FY2020 Scope 1 and Scope 2 GHG emissions. We also completed limited assurance of our water withdrawal, water discharge and water consumption for FY2020. Previously, 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. All assurance statements can be found at www.campbellcsr.com .
GRI 201: Economic Performance		
103-1	Explanation of the material topic and its boundary	10-K ; CDP Climate Change; Performance Scorecard
103-2	The management approach and its components	10-K ; 2020 Proxy Statement
103-3	Evaluation of the management approach	10-K ; 2020 Proxy Statement
201-1	Direct economic value generated and distributed	10-K ; 2020 Proxy Statement ; Performance Scorecard
201-2	Financial implications and other risks and opportunities due to climate change	10-K p. 4, 5, 8 ; CDP Climate Change
201-3	Defined benefit plan obligations and other retirement plans	10-K p. 58-64 ; Performance Scorecard

GRI CONTENT INDEX

DISCLOSURE	DISCLOSURE TITLE	2020 RESPONSE
GRI 203: Indirect Economic Impacts		
103-1	Explanation of the material topic and its boundary	Shared: Communities – Our Approach
103-2	The management approach and its components	Shared: Communities – Our Approach
103-3	Evaluation of the management approach	Shared: Communities – Our Approach
203-1	Infrastructure investments and services supported	Shared: Communities – Our Approach
203-2	Significant indirect economic impacts	Shared: Communities – Our Approach
GRI 204: Procurement Practices		
103-1	Explanation of the material topic and its boundary	Sourced – Our Approach
103-2	The management approach and its components	Sourced – Our Approach
103-3	Evaluation of the management approach	Sourced – Our Approach
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.
GRI 205: Anti-corruption		
103-1	Explanation of the material topic and its boundary	Ethics; Code of Business Conduct and Ethics
103-2	The management approach and its components	Ethics; Code of Business Conduct and Ethics
103-3	Evaluation of the management approach	Ethics; Code of Business Conduct and Ethics
205-1	Operations assessed for risks related to corruption	Campbell's Legal Department annually assesses corruption risk across the company and reports to the Audit Committee of the Board on that risk and on other legal and regulatory exposures. This assessment addresses the risks faced by the company in the geographies in which it does business. In addition, an annual Conflicts of Interest Questionnaire and Certification is completed by mid- and upper-level management and reviewed by the Legal Department. These assessments and evaluations have not identified significant risks related to corruption.
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, full-time salaried employees are required to complete regular training on our Code of Business Conduct and Ethics , although all employees have access to the Code.
205-3	Confirmed incidents of corruption and actions taken	There have been no confirmed incidents of corruption.
GRI 206: Anti-competitive Behavior		
103-1	Explanation of the material topic and its boundary	Governance; Ethics; Code of Business Conduct and Ethics ; We provide written and in-person training on the topic of antitrust.
103-2	The management approach and its components	Governance; Ethics; Code of Business Conduct and Ethics ; We provide written and in-person training on the topic of antitrust.
103-3	Evaluation of the management approach	Governance; Ethics; Code of Business Conduct and Ethics ; We provide written and in-person training on the topic of antitrust.
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 or violations of anti-trust and monopoly legislation in which Campbell has been identified as a participant.
GRI 302: Energy		
103-1	Explanation of the material topic and its boundary	Produced – Our Approach
103-2	The management approach and its components	Produced – Our Approach
103-3	Evaluation of the management approach	Produced – Our Approach
302-1	Energy consumption within the organization	Performance Scorecard ; CDP Climate Change
302-3	Energy intensity	Performance Scorecard ; CDP Climate Change Campbell defines intensity as Energy Use/Tonne of Food Produced.
302-4	Reduction of energy consumption	Performance Scorecard ; CDP Climate Change
302-5	Reductions in energy requirements of products and services	Performance Scorecard ; CDP Climate Change

GRI CONTENT INDEX

DISCLOSURE	DISCLOSURE TITLE	2020 RESPONSE
GRI 303: Water and Effluents		
103-1	Explanation of the material topic and its boundary	Grown – Our Approach ; Produced – Our Approach ; CDP Water Security
103-2	The management approach and its components	Grown – Our Approach ; Produced – Our Approach ; Assessing our Water Stewardship and Risks ; CDP Water Security
103-3	Evaluation of the management approach	Grown – Our Approach ; Produced – Our Approach ; Assessing our Water Stewardship and Risks ; CDP Water Security
303-1	Interactions with water as a shared resource	Grown – New Data Analytics Tool Helps Advance Wheat Farmers' Sustainability Efforts ; Produced – Our Approach ; Assessing our Water Stewardship and Risks ; CDP Water Security
303-2	Management of water discharge-related impacts	Grown – New Data Analytics Tool Helps Advance Wheat Farmers' Sustainability Efforts ; Produced – Our Approach ; Assessing our Water Stewardship and Risks ; CDP Water Security
303-3	Water withdrawal by source	Performance Scorecard ; CDP Water Security
GRI 305: Emissions		
103-1	Explanation of the material topic and its boundary	Grown – Our Approach ; Produced – Our Approach
103-2	The management approach and its components	Grown – Our Approach ; Produced – Our Approach
103-3	Evaluation of the management approach	Grown – Our Approach ; Produced – Our Approach
305-1	Direct (Scope 1) GHG emissions	Performance Scorecard ; CDP Climate Change
305-2	Energy indirect (Scope 2) GHG emissions	Performance Scorecard ; CDP Climate Change
305-3	Other indirect (Scope 3) GHG emissions	Performance Scorecard ; CDP Climate Change
305-4	GHG emissions intensity	Performance Scorecard ; CDP Climate Change Campbell defines intensity as Greenhouse Gas (GHG) Emissions/Tonne of Food Produced.
305-5	Reduction of GHG emissions	Performance Scorecard ; CDP Climate Change
GRI 306: Effluents and Waste		
103-1	Explanation of the material topic and its boundary	Produced – Our Approach
103-2	The management approach and its components	Produced – Our Approach
103-3	Evaluation of the management approach	Produced – Our Approach
306-1	Water discharge by quality and destination	CDP Water Security
306-2	Waste by type and disposal method	Performance Scorecard
306-3	Significant spills	There were no significant spills in FY2020.
306-4	Transport of hazardous waste	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. Hazardous waste is disposed of by incineration, treatment/neutralization and fuel programs.

GRI CONTENT INDEX

DISCLOSURE	DISCLOSURE TITLE	2020 RESPONSE
GRI 307: Environmental Compliance		
103-1	Explanation of the material topic and its boundary	10-K p. 5
103-2	The management approach and its components	Campbell Soup Company manages environmental compliance through the use of an electronic system, the Campbell's Environmental Management & Metrics System (CEMMS). The CEMMS system is used at all of our facilities and is the backbone of our overall compliance monitoring. The CEMMS system addresses our document management, permit tracking, tasks and calendar management, incident and inspection notifications, and PSM/RMP documentation control. While this system is auditable and supports ISO 14001, our compliance monitoring is not ISO 14001 certified, and we currently do not have any facilities that are ISO 14001 or OHSAS 18001 certified. Campbell's environmental group uses CEMMS data to provide a monthly report to Supply Chain leadership for the purpose of identifying environmental compliance status and open issues throughout owned manufacturing and distribution centers.
103-3	Evaluation of the management approach	
307-1	Non-compliance with environmental laws and regulations	Campbell did not incur any environmental fines in FY2020.
GRI 308: Supplier Environmental Assessment		
103-1	Explanation of the material topic and its boundary	Grown – Our Approach ; Sourced – Our Approach
103-2	The management approach and its components	Grown – Our Approach ; Sourced – Our Approach
103-3	Evaluation of the management approach	Grown – Our Approach ; Sourced – Our Approach
308-1	New suppliers that were screened using environmental criteria	Our Responsible Sourcing Supplier Code is available to all suppliers and holds our suppliers accountable to environmental standards. We have a new supplier qualification process for ingredients that screens all new suppliers for environmental and social criteria. The process requires all new suppliers to disclose root country of origin and undergo a social and environmental risk assessment, which determines if a SMETA audit is required. We did not conduct any SMETA audits on new suppliers in FY2020. We also include environmental questions in all new supplier Requests for Proposal (RFPs).
308-2	Negative environmental impacts in the supply chain and actions taken	There were no negative environmental impacts identified in the supply chain in FY2020.

GRI CONTENT INDEX

DISCLOSURE	DISCLOSURE TITLE	2020 RESPONSE																																																
GRI 401: Employment																																																		
103-1	Explanation of the material topic and its boundary	Shared: Employees – Our Approach; Building a Winning Team and Culture																																																
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103-3	Evaluation of the management approach	Shared: Employees – Our Approach																																																
401-1	<p>New employee hires and employee turnover</p> <p>New employee hires and employee turnover are listed below. Voluntary turnover for FY2020 was 14% and involuntary turnover was 10%, with a total turnover rate of 24%.</p> <table border="1"> <thead> <tr> <th colspan="3">New Hires vs. Turnover¹ by Age, Gender, and Region</th> </tr> <tr> <th>Age Range</th> <th>New Hires</th> <th>Turnover¹</th> </tr> </thead> <tbody> <tr> <td>30 and under</td> <td>944</td> <td>1,053</td> </tr> <tr> <td>31-50</td> <td>1,010</td> <td>1,219</td> </tr> <tr> <td>51 and over</td> <td>321</td> <td>779</td> </tr> <tr> <td>Total</td> <td>2,275</td> <td>3,051</td> </tr> <tr> <th>Gender</th> <th>New Hires</th> <th>Turnover¹</th> </tr> <tr> <td>Female</td> <td>896</td> <td>1,214</td> </tr> <tr> <td>Male</td> <td>1,379</td> <td>1,835</td> </tr> <tr> <td>Undeclared</td> <td>0</td> <td>2</td> </tr> <tr> <td>Total</td> <td>2,275</td> <td>3,051</td> </tr> <tr> <th>Region</th> <th>New Hires</th> <th>Turnover¹</th> </tr> <tr> <td>USA</td> <td>2,234</td> <td>2,907</td> </tr> <tr> <td>Canada</td> <td>30</td> <td>138</td> </tr> <tr> <td>Mexico</td> <td>11</td> <td>6</td> </tr> <tr> <td>Total</td> <td>2,275</td> <td>3,051</td> </tr> </tbody> </table> <p>1. Turnover denotes number of terminated employees during FY2020.</p>	New Hires vs. Turnover ¹ by Age, Gender, and Region			Age Range	New Hires	Turnover ¹	30 and under	944	1,053	31-50	1,010	1,219	51 and over	321	779	Total	2,275	3,051	Gender	New Hires	Turnover ¹	Female	896	1,214	Male	1,379	1,835	Undeclared	0	2	Total	2,275	3,051	Region	New Hires	Turnover ¹	USA	2,234	2,907	Canada	30	138	Mexico	11	6	Total	2,275	3,051	
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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 at locations, Campbell offers a robust employee benefits package that may include paid sick days, paid vacation, bereavement leave, education benefits including tuition reimbursement, 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), 10-week paid parental 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 – Our Approach																																																

GRI CONTENT INDEX

DISCLOSURE	DISCLOSURE TITLE	2020 RESPONSE
GRI 403: Occupational Health and Safety		
103-1	Explanation of the material topic and its boundary	Shared: Employees – Our Approach; Employee Safety Is Top Priority During Pandemic
103-2	The management approach and its components	Shared: Employees – Our Approach; Employee Safety Is Top Priority During Pandemic
103-3	Evaluation of the management approach	Shared: Employees – Our Approach; Employee Safety Is Top Priority During Pandemic
403-1	Occupational health and safety management system	Shared: Employees – Employee Safety Is Top Priority During Pandemic
403-2	Hazard identification, risk assessment, and incident investigation	Shared: Employees – Employee Safety Is Top Priority During Pandemic
403-3	Occupational health services	Shared: Employees – Employee Safety Is Top Priority During Pandemic ; We intend to report more fully on this disclosure next year.
403-4	Worker participation, consultation, and communication on occupational health and safety	100% 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.
403-5	Worker training on occupational health and safety	Shared: Employees – Employee Safety Is Top Priority During Pandemic
403-6	Promotion of worker health	Shared: Employees – Employee Safety Is Top Priority During Pandemic
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Shared: Employees – Employee Safety Is Top Priority During Pandemic
403-9	Work-related injuries	Performance Scorecard
GRI 404: Training and Education		
103-1	Explanation of the material topic and its boundary	Shared: Employees – Our Approach; Building a Winning Team and Culture
103-2	The management approach and its components	Shared: Employees – Our Approach; Building a Winning Team and Culture
103-3	Evaluation of the management approach	Shared: Employees – Our Approach; Building a Winning Team and Culture
404-1	Average hours of training per year per employee	We track the following metrics related to training and development: <ul style="list-style-type: none"> • Average amount spent on training an employee annually: \$1,092* • Average number of hours of training per employee annually: 10 <p>*We changed our calculation methodology in FY2020 to include only SG&A employees. This number does not yet include Snyder's-Lance.</p>
404-2	Programs for upgrading employee skills and transition assistance programs	Shared: Employees – Our Approach; Building a Winning Team and Culture
404-3	Percentage of employees receiving regular performance and career development reviews	100% of employees receive an annual performance evaluation.

GRI CONTENT INDEX

DISCLOSURE	DISCLOSURE TITLE	2020 RESPONSE																																																																																																								
GRI 405: Diversity and Equal Opportunity																																																																																																										
103-1	Explanation of the material topic and its boundary	Shared: Employees – Our Approach; Making Diversity Part of How We Operate																																																																																																								
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405-1	Diversity of governance bodies and employees	<table border="1"> <thead> <tr> <th colspan="5">Age Group</th> </tr> <tr> <th></th> <th>30 and Under</th> <th>31-50</th> <th>51 and Over</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Board of Directors</td> <td>0</td> <td>1</td> <td>11</td> <td>12</td> </tr> <tr> <td>Employees</td> <td>2,650</td> <td>6,395</td> <td>5,250</td> <td>14,295</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="5">Gender Diversity by Management Level</th> </tr> <tr> <th></th> <th>Female</th> <th>Male</th> <th>Undeclared</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Board of Directors</td> <td>4</td> <td>8</td> <td>0</td> <td>12</td> </tr> <tr> <td>Top Management</td> <td>15</td> <td>24</td> <td>0</td> <td>39</td> </tr> <tr> <td>Management</td> <td>685</td> <td>931</td> <td>0</td> <td>1,616</td> </tr> <tr> <td>Non-Management</td> <td>5,147</td> <td>7,493</td> <td>0</td> <td>12,640</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="9">Ethnicity by Management Level (United States)</th> </tr> <tr> <th></th> <th>American Indian/Alaska Native</th> <th>Asian</th> <th>Black or African American</th> <th>Hispanic or Latino</th> <th>Native Hawaiian or Other Pacific Islands</th> <th>2 or More Races</th> <th>White</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Top Management</td> <td>0</td> <td>2</td> <td>0</td> <td>4</td> <td>0</td> <td>1</td> <td>32</td> <td>39</td> </tr> <tr> <td>Management</td> <td>5</td> <td>117</td> <td>80</td> <td>75</td> <td>1</td> <td>22</td> <td>1,207</td> <td>1,507</td> </tr> <tr> <td>Non-Management</td> <td>343</td> <td>535</td> <td>2,571</td> <td>1,935</td> <td>73</td> <td>230</td> <td>6,870</td> <td>12,557</td> </tr> <tr> <td>Total</td> <td>348</td> <td>654</td> <td>2,651</td> <td>2,014</td> <td>74</td> <td>253</td> <td>8,109</td> <td>14,103</td> </tr> </tbody> </table>	Age Group						30 and Under	31-50	51 and Over	Total	Board of Directors	0	1	11	12	Employees	2,650	6,395	5,250	14,295	Gender Diversity by Management Level						Female	Male	Undeclared	Total	Board of Directors	4	8	0	12	Top Management	15	24	0	39	Management	685	931	0	1,616	Non-Management	5,147	7,493	0	12,640	Ethnicity by Management Level (United States)										American Indian/Alaska Native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian or Other Pacific Islands	2 or More Races	White	Total	Top Management	0	2	0	4	0	1	32	39	Management	5	117	80	75	1	22	1,207	1,507	Non-Management	343	535	2,571	1,935	73	230	6,870	12,557	Total	348	654	2,651	2,014	74	253	8,109	14,103
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405-2	Ratio of basic salary and remuneration of women to men	<table border="1"> <thead> <tr> <th colspan="2">Average Annual Base Pay (USD)</th> </tr> </thead> <tbody> <tr> <td colspan="2">Top Management Level</td> </tr> <tr> <td>Average Female Salary</td> <td>\$340,510</td> </tr> <tr> <td>Average Male Salary</td> <td>\$418,898</td> </tr> <tr> <td colspan="2">Management Level</td> </tr> <tr> <td>Average Female Salary</td> <td>\$141,521</td> </tr> <tr> <td>Average Male Salary</td> <td>\$151,081</td> </tr> <tr> <td colspan="2">Non-Management Level</td> </tr> <tr> <td>Average Female Salary</td> <td>\$49,235</td> </tr> <tr> <td>Average Male Salary</td> <td>\$53,092</td> </tr> </tbody> </table>	Average Annual Base Pay (USD)		Top Management Level		Average Female Salary	\$340,510	Average Male Salary	\$418,898	Management Level		Average Female Salary	\$141,521	Average Male Salary	\$151,081	Non-Management Level		Average Female Salary	\$49,235	Average Male Salary	\$53,092																																																																																				
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GRI 406: Non-discrimination																																																																																																										
103-1	Explanation of the material topic and its boundary	Shared: Employees – Our Approach; Code of Business Conduct and Ethics																																																																																																								
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406-1	Incidents of discrimination and corrective actions taken	The company has not been fined or disciplined by the EEOC in the last five fiscal years.																																																																																																								

GRI CONTENT INDEX

DISCLOSURE	DISCLOSURE TITLE	2020 RESPONSE
GRI 412: Human Rights Assessment		
103-1	Explanation of the material topic and its boundary	Corporate Responsibility Strategy ; Sourced – Our Approach ; Human Rights Principles
103-2	The management approach and its components	Corporate Responsibility Strategy ; Sourced – Our Approach ; Human Rights Principles
103-3	Evaluation of the management approach	Corporate Responsibility Strategy ; Sourced – Our Approach ; Human Rights Principles
412-1	Operations that have been subject to human rights reviews or impact assessments	In FY2020, no Campbell facilities were subject to human rights reviews or impact assessments. 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 or procedures	All employees have access to Campbell's Human Rights Principles .
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	100% 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 – Our Approach
103-2	The management approach and its components	Shared: Communities – Our Approach
103-3	Evaluation of the management approach	Shared: Communities – Our Approach
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.
GRI 414: Supplier Social Assessment		
103-1	Explanation of the material topic and its boundary	Sourced – Our Approach ; Goals & Progress Highlights
103-2	The management approach and its components	Sourced – Our Approach ; Goals & Progress Highlights
103-3	Evaluation of the management approach	Sourced – Our Approach ; Goals & Progress Highlights
414-1	New suppliers that were screened using social criteria	100% of our suppliers have expectations for human rights outlined in our purchase contract terms and conditions and our Responsible Sourcing Supplier Code . We have a new supplier qualification process for ingredients that screens all new suppliers for environmental and social criteria. The process requires all new suppliers to disclose root country of origin and undergo a social and environmental risk assessment, which determines if a SMETA audit is required. We did not conduct any SMETA audits on new suppliers in FY2020.
414-2	Negative social impacts in the supply chain and actions taken	There were no negative social impacts identified in the supply chain in FY2020.
GRI 416: Customer Health and Safety		
103-1	Explanation of the material topic and its boundary	Produced – Strengthening Food Safety through Supply Chain Engagement ; Shared: Consumers – Our Approach ; Product Transparency that Informs and Educates
103-2	The management approach and its components	Produced – Strengthening Food Safety through Supply Chain Engagement ; Shared: Consumers – Our Approach ; Product Transparency that Informs and Educates
103-3	Evaluation of the management approach	Produced – Strengthening Food Safety through Supply Chain Engagement ; Shared: Consumers – Our Approach ; Product Transparency that Informs and Educates
416-1	Assessment of the health and safety impacts of product and service categories	Performance Scorecard ; Produced – Strengthening Food Safety through Supply Chain Engagement Campbell has a long history of actively monitoring pesticide residues on incoming ingredients via our own internal chemical residue testing laboratory. Ingredients and suppliers are selected for sampling using a risk-based approach using internal and external data sources on likely residue risk to set sampling frequency. In tomato ingredients, Campbell's number one ingredient type for our legacy brands, we have over a decade of requiring farmer compliance with Campbell pesticide requirements which are stricter than U.S. Environmental Protection Agency (EPA) and California EPA standards. Farmer pesticide application reports are monitored, and tomato farmers out of compliance with these requirements cannot harvest their fields for Campbell.
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	In FY2020, Campbell had no Class I or Class II recalls.

GRI CONTENT INDEX

DISCLOSURE	DISCLOSURE TITLE	2020 RESPONSE
GRI 417: Marketing and Labeling		
103-1	Explanation of the material topic and its boundary	Sourced – Our Approach ; Shared: Consumers – Our Approach ; Product Transparency that Informs and Educates
103-2	The management approach and its components	Sourced – Our Approach ; Shared: Consumers – Our Approach ; Product Transparency that Informs and Educates
103-3	Evaluation of the management approach	Sourced – Our Approach ; Shared: Consumers – Our Approach ; Product Transparency that Informs and Educates
417-1	Requirements for product and service information and labeling	Sourced – Using Standardized On-Pack Labeling ; Shared: Consumers – Our Approach ; Grain Options that Fit Consumers' Needs ; Product Transparency that Informs and Educates ; whatsinmyfood.com ; Global Guidelines for Responsible Advertising to Children ; Commitment Concerning Advertising to Children
417-2	Incidents of non-compliance concerning product and service information and labeling	There were zero incidents of non-compliance concerning product and service information and labeling in FY2020.
417-3	Incidents of non-compliance concerning marketing communications	There were zero incidents of non-compliance concerning marketing communications in FY2020.
GRI 419: Socioeconomic Compliance		
103-1	Explanation of the material topic and its boundary	Governance ; Ethics ; Code of Business Conduct and Ethics
103-2	The management approach and its components	Governance ; Ethics ; Code of Business Conduct and Ethics
103-3	Evaluation of the management approach	Governance ; Ethics ; 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 FY2020.

SASB INDEX

TOPIC	ACCOUNTING METRIC	RESPONSE
Energy Management	Total energy consumed	10,778,513 GJ
	Percentage grid electricity	90%
	Percentage renewable	10%
Water Management	Total water withdrawn	21,438,858 m3
	Number of incidents of non-compliance associated with water quantity and/or quality permits, standards, and regulations	17
	Description of water management risks and discussion of strategies and practices to mitigate those risks	<p>Corporate Responsibility Goals Assessing Our Water Stewardship and Risks</p> <p>In partnership with a third-party firm, Campbell conducted a comprehensive water risk assessment encompassing all of our plants to look at water from three risk categories:</p> <ul style="list-style-type: none"> • Local basin-level water risk • Assessment of future water risk • Financial or strategic water risk impacts on the business <p>It was determined that none of Campbell's facilities are currently at high risk for water quality and/or quantity impacts, and the assessment also found that our programs and management approaches were leading or near leading among our peers and sector leaders. It also highlighted an opportunity to better connect our stewardship with setting risk-informed goals and incorporating water as a material risk into our governance. We completed third-party assurance of our water data for the second time and have committed to do this annually. In FY2021, we plan to complete a value chain water risk assessment and quantify water use upstream and downstream of our operations.</p>
Food Safety	Global Food Safety Initiative (GFSI) audit non-conformance rate	In FY2020, all Campbell-owned manufacturing facilities were SQF certified – a recognized GFSI Standard.
	GFSI associated corrective action rate for major and minor non-conformances	In FY2020, all Campbell-owned manufacturing facilities were SQF certified – a recognized GFSI Standard.
	Percentage of ingredients sourced from Tier 1 supplier facilities certified to GFSI recognized food safety certification program	In FY2020, 93% of Campbell's ingredient vendors were GFSI certified.
	Number of recalls issued	0
	Total amount of food product recalled	0 metric tons
Health & Nutrition	Revenue from products labeled and/or marketed to promote health and nutrition attributes	Shared: Consumers – Progress Highlights
	Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers	<p>Shared: Consumers – Our Approach Shared: Consumers – Progress Highlights</p> <p>A cross functional team of experts in Food Science, Nutrition, Regulatory and Legal partner with our brands on new innovation, renovation and promotion to develop and validate desired health communications.</p>
	Revenue from products labeled as containing GMOs	\$6.4 billion, gross
	Revenue from products that are non-GMO	\$613.4 million, gross
	Number of incidents of non-compliance with industry or regulatory labeling and/or marketing codes	0
	Total amount of monetary losses as a result of legal proceedings associated with labeling and/or marketing practices	\$0

SASB INDEX

TOPIC	ACCOUNTING METRIC	RESPONSE
Packaging Lifecycle Management	Total weight of packaging	441,015 metric tons
	Percentage made from recycled and/or renewable materials	Campbell set a target to increase the use of post-consumer recycled (PCR) content and incorporate 25% PCR content into polyethylene terephthalate (PET) bottles by 2030. In FY2020, average PCR content across packaging material types was as follows: Aluminum: 70% Corrugate: 38% Glass: 35% Steel: 35% Plastic: 0%
	Percentage that is recyclable, reusable, and/or compostable	91% (by weight)
	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	Our New Sustainable Packaging Commitments In May 2020, Campbell publicly committed to reducing packaging waste and increasing circularity through four packaging sustainability goals focused on recyclability, use of recycled content, and expanding consumer education and infrastructure: 1. Transition 100% of packaging to recyclable or industrially compostable designs and materials by 2030. 2. Increase the use of post-consumer recycled content and incorporate 25% post-consumer recycled content into polyethylene terephthalate (PET) bottles by 2030. 3. Drive increases in recycling rates through standardized on-pack labeling by including the How2Recycle label on 100% of packaging by 2022. 4. Expand access to recycling and advance the development of infrastructure to improve the collection and recycling of packaging by building and investing in partnerships with peers and industry groups.
Environmental & Social Impacts of Ingredient Supply Chain	Percentage of food ingredients sourced that are certified to third-party environmental and/or social standards, and percentages by standard	USDA Organic: 3.86% RSPO Palm Oil: 0.52% (mass balance) Fair Trade USA: 0.02% GAP 2 Chicken: 0.19% (% of total food ingredient spend)
	Suppliers' social and environmental responsibility audit non-conformance rate	Overall non-conformance rate: 75% Major: 75% Minor: 38%
	Suppliers' social and environmental responsibility audit associated corrective action rate for major and minor non-conformances	Corrective action rate: Major: 100% Minor: 100% (Based on SMETA 4-Pillar Audits)
Ingredients Sourcing	Percentage of food ingredients sourced from regions with High or Extremely High Baseline Water Stress	6%
	List of priority food ingredients and discussion of sourcing risks due to environmental and social considerations	Reassessing Our Responsible Sourcing Risk We assessed our ingredients base on three environmental risk factors (deforestation, water and biodiversity) and three social risk factors (child labor, forced labor and governance) with the support of The Sustainability Consortium. We then factored in the volume that we source and the role of the ingredient in our products and brands to determine our list of priority ingredients below. <ul style="list-style-type: none"> • Almonds • Cashews • Chicken • Cheese • Chocolate • Palm Oil • Potatoes • Tomatoes • Wheat

UNITED NATIONS 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 2021 Corporate Responsibility Report Update.

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

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS



1 NO POVERTY
Creating opportunities for people in need, especially in our hometown communities.

[Shared: Communities – Our Approach](#)
[Campbell's Healthy Communities](#)
[Community Impact Grants](#)
[Flexibility in a Time of Uncertainty](#)



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

[Tackling Food Waste in Our Operations](#)
[Shared: Communities – Our Approach](#)
[Campbell's Healthy Communities](#)
[Healthy Corner Store Initiative](#)
[Improving School Food](#)
[Community Impact Grants](#)
[Donations That Nourish Every Kid](#)
[Helping Our Communities in Times of Disaster](#)



3 GOOD HEALTH AND WELL-BEING
Responding to consumer trends and offering products that contribute to a healthy diet.

[Shared: Consumers – Our Approach](#)
[The Latest in Real Food Innovation](#)
[Plant-Powered Hydration: V8 +Hydrate](#)
[Grain Options That Fit Consumers' Needs](#)



4 QUALITY EDUCATION
Educating community members about the importance of nutritious food.

[Shared: Consumers – Our Approach](#)
[The Latest in Real Food Innovation](#)
[Sharing Insights Across Our Enterprise](#)
[Shared: Communities – Our Approach](#)
[Incorporating Student Voices with the Camden Youth Advisory Council](#)
[Healthy Corner Store Initiative](#)
[Improving School Food](#)



5 GENDER EQUALITY
Supporting women in our workforce and supply chain.

[An Expanded Commitment to Supplier Diversity](#)
[Making Diversity Part of How We Operate](#)
[Pledging Our Support for Racial Justice and Equality](#)



6 CLEAN WATER AND SANITATION
Ensuring our operations do not adversely affect local water resources.

[Sustaining Our Priority Ingredients: Building Relationships, Investing in the Long Term](#)
[Produced – Our Approach](#)
[Engaged Employees Drive Water Savings in Napoleon, Ohio](#)
[Assessing Our Water Stewardship and Risks](#)



7 AFFORDABLE AND CLEAN ENERGY
Committing to 40% renewable or alternative energy to meet our electricity needs by FY2020.

[Produced – Our Approach](#)
[Kettle Brand Chips, Powered by Nature](#)



8 DECENT WORK AND ECONOMIC GROWTH
Building a workplace guided by our values and helping emerging businesses succeed.

[Campbell's Farmers Act to Protect Essential Workers](#)
[An Expanded Commitment to Supplier Diversity](#)
[Engaged Employees Drive Water Savings in Napoleon, Ohio](#)
[Shared: Employees – Our Approach](#)
[Building a Winning Team and Culture](#)
[Making Diversity Part of How We Operate](#)
[Governance](#)
[Ethics](#)



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
Innovating through our products, the agricultural practices we promote and the level of transparency with which we communicate.

[Grown – Our Approach](#)
[New Data Analytics Tool Helps Advance Wheat Farmers' Sustainability Efforts](#)
[Sustaining Our Priority Ingredients: Building Relationships, Investing in the Long Term](#)
[Sourced – Our Approach](#)



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

[An Expanded Commitment to Supplier Diversity](#)
[Making Diversity Part of How We Operate](#)
[Community Impact Grants](#)
[Pledging Our Support for Racial Justice and Equality](#)

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS



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

[When It Comes to Tomatoes, We're Family](#)

[Sourced – Our Approach](#)

[An Expanded Commitment to Supplier Diversity](#)

[Community Impact Grants](#)

[Flexibility in a Time of Uncertainty](#)

[Helping Our Communities in Times of Disaster](#)

[Natural Disasters](#)

[Employees Step Up When Disaster Strikes](#)



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

[Kettle Brand's Natural Promise Extends to Its Bag](#)

[Grown – Our Approach](#)

[Sustaining Our Priority Ingredients: Building Relationships, Investing in the Long Term](#)

[Our New Sustainable Packaging Commitments](#)

[Produced – Our Approach](#)

[Strengthening Food Safety through Supply Chain Engagement](#)

[Tackling Food Waste in Our Operations](#)

[Smart Innovations Lead to Savings Across Campbell Facilities](#)



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

[Kettle Brand's Natural Promise Extends to Its Bag](#)

[Grown – Our Approach](#)

[When It Comes to Tomatoes, We're Family](#)

[Sustaining Our Priority Ingredients: Building Relationships, Investing in the Long Term](#)

[Produced – Our Approach](#)

[Kettle Brand Chips, Powered by Nature](#)

[Smart Innovations Lead to Savings Across Campbell Facilities](#)



Responsibly sourcing raw materials whose cultivation may contribute to deforestation.

[Sourced – Our Approach](#)

[Reassessing Our Responsible Sourcing Risk](#)

[Our RSPO Journey](#)



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

[Corporate Responsibility Strategy](#)

[When It Comes to Tomatoes, We're Family](#)

[Shared: Employees – Our Approach](#)

[Governance](#)

[Ethics](#)



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

[Stakeholder Engagement](#)

[Grown – Our Approach](#)

[New Data Analytics Tool Helps Advance Wheat Farmers' Sustainability Efforts](#)

[Celebrating 13 Years of Research with UC Davis](#)

[Our New Sustainable Packaging Commitments](#)

[Strengthening Food Safety through Supply Chain Engagement](#)

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[Incorporating Student Voices with the Camden Youth Advisory Council](#)

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