



*Campbell's*

Campbell Soup Company  
2018 Corporate Responsibility Report



**Where We're  
Headed**

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## About This Report

The 2018 Campbell Corporate Responsibility Report marks a decade of providing our stakeholders with a balanced view of our corporate responsibility strategy and performance across our global operations. This report covers initiatives and performance metrics associated with our material corporate responsibility issues during the fiscal year 2017, which ended July 30, 2017. We have prepared the report in accordance with the Global Reporting Initiative (GRI) Standards and its Food Processing Sector Supplement at the Core application level.





## Where We're Headed

From providing consumers with a growing portfolio of packaged fresh, convenient and nutritious food to expanding our business in sustainable ways, to increasing the well-being of the communities in which we live and work, we're helping our world grow healthier.

It's an inherent part of becoming the leading health and well-being food company.

In this year's report, we invite you to explore our business initiatives and corporate responsibility commitments that are advancing this goal.



## CEO MESSAGE



**“We’ve made an unwavering commitment to move Campbell in the direction of the consumer’s definition of health and well-being.”**

Denise M. Morrison  
President and Chief Executive Officer

### Dear Campbell Stakeholders,

For the last two years, I began my comments to you by sharing our Purpose—*Real food that matters for life’s moments*. This year is no different, because, at Campbell, living our Purpose is so integral to everything we do. It has fundamentally altered the way we think, talk and act about our food, and has led us to take principled position on the most pressing issues facing the food industry.

Each day, the food industry is challenged by seismic shifts that are changing our consumer food and retail landscapes. These changes include:

- Shifting demographics on an unprecedented scale;
- Evolving consumer preferences toward health, fresh and “real food”;
- Cutting-edge technologies that are reshaping customer shopping experiences;

- Rapidly evolving retailer and foodservice landscapes; and,
- Navigating today’s socio-economic forces.

Health and well-being means different things to different people. Many Millennials, and now Generation Z consumers, are focused on health and well-being; and it’s where many aging Baby Boomers are headed as they, too, seek a better quality of life. In the last six years, we’ve made an unwavering commitment to move Campbell in the direction of the consumer’s definition of health and well-being.

In 2017, we declared our goal: to be the leading health and well-being food company. It is an ambitious goal—one that not only includes the foods, beverages and snacks we make, but



## 2017 Calendar Year Recognition

- **100 BEST CORPORATE CITIZENS**  
(ranked **#5** in 2017)  
Corporate Responsibility Magazine  
**8th** consecutive year
- **COMMUNITY CHAMPION AWARD**  
United Way of Greater Philadelphia and Southern New Jersey
- **CONSCIOUS CAPITALISM**  
Campbell's CEO, Denise Morrison, was recognized as a Hero of Conscious Capitalism for her dedication to purpose; culture; stakeholder engagement; and the creation of ecological, social and financial wealth
- **DOW JONES SUSTAINABILITY INDICES**  
**9** consecutive years on the North American Index and **8** consecutive years on the World Index  
Scored **100%** in health and nutrition
- **DRUCKER INSTITUTE—WALL STREET JOURNAL**  
**Top 50**—America's Top Managed Companies; Social Responsibility was highest-scoring category
- **EURONEXT VIGEO US 50 AND VIGEO WORLD 120 INDICES**  
NYSE Euronext Socially Responsible Investing indices
- **FTSE4GOOD INDEX**  
**3rd** consecutive year
- **HUMAN RIGHTS CAMPAIGN CORPORATE EQUALITY INDEX**  
**100%** Score—for the **8th** time
- **JUST CAPITAL**  
Recognized on the JUST 100 list as one of the most JUST companies in America; **5th** among food and beverage companies
- **MSCI GLOBAL SUSTAINABILITY INDEX SERIES**  
Included as a constituent of the MSCI Global Sustainability Index Series
- **PRODUCE FOR BETTER HEALTH FOUNDATION**  
Fruits & Veggies—More Matters®  
Industry Role Model  
**4th** consecutive year

also embraces the well-being of our local communities and our planet.

To strengthen our commitment to corporate responsibility, we are launching an expanded set of measurable goals. These goals will help us drive continual improvement as we grow, source, produce and share our food into the future. By 2025, we are committing to responsibly source 100 percent of our priority raw materials and establish traceability to the country of origin; source 50 percent (by volume) of plant-based priority ingredients from suppliers engaged in an approved sustainable agriculture program; and reduce greenhouse gas emissions in our own operations by 25 percent.

Our corporate responsibility commitments hold us accountable to a sustainable environment, to quality food and, ultimately, to you. At Campbell, the most important ingredient in our foods—your trust—can't be found on a label. We make food that we are proud to serve in our own homes, and we work hard every day to earn trust. We believe that:

- **Transparency builds trust.** Consumers have a right to know what is in their food. Campbell is setting the standard for transparency in the food industry. We are leading the industry in GMO labeling and have created resources like [www.whatsinmyfood.com](http://www.whatsinmyfood.com) where consumers can find detailed information on our leading products.
- **Real food has roots.** Consumers should know that we strive to use recognizable, desirable ingredients to make our food.
- **Real food is prepared with care.** Consumers should feel confident that their food is responsibly crafted using ethical sourcing and sustainable practices that safeguard our natural resources. We are leading the food industry on sustainable agriculture, clean water and responsible waste



management. In fact, through the Consumer Goods Forum, we are committed to halving our food waste by 2030.

- **Real food should be accessible to all.** Food should always be delicious, safe and available at a fair price—all three, without compromise. That's why we're thinking and acting differently about our food and helping restore consumers' connection to food.

We strive to meet a higher standard, and we want you to expect that from us. We are committed to earning and keeping your trust, but we can only accomplish that by doing business in a way that is transparent, authentic and meaningful to you.

Best,

Denise M. Morrison  
President and Chief Executive Officer

*P.S.: Let us know what you think.  
Share your thoughts at  
[csr\\_feedback@campbellsoup.com](mailto:csr_feedback@campbellsoup.com).*

# CORPORATE PROFILE

Campbell is driven and inspired by our Purpose: *Real food that matters for life's moments*. Founded in 1869, our 18,000 employees remain true to our founders' values as we provide authentic, flavorful and readily available foods and beverages that connect our consumers to each other and what's important to them. In FY2017, our products were sold in more than 100 countries around the world and generated sales of \$7.89 billion.

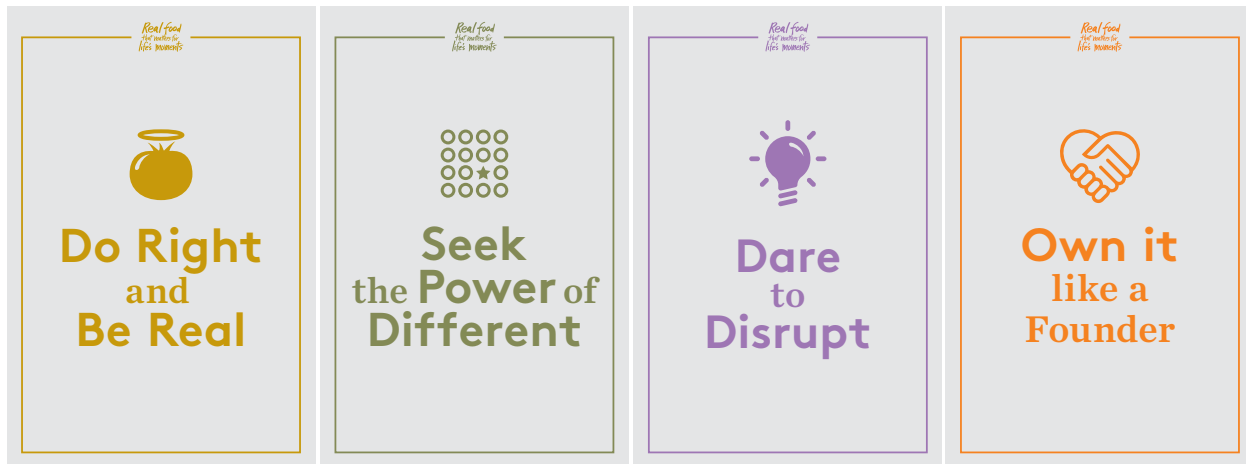
## Real Food Philosophy

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



## Our Values

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



## Our Business

### Americas Simple Meals and Beverages

Includes the retail and food service businesses in the U.S. and Canada. The segment includes the following products: *Campbell's* condensed and ready-to-serve soups; *Swanson* broths and stocks; *Prego* pasta sauces; *Pace* Mexican sauces; *Campbell's* gravies, pasta, beans and dinner sauces; *Swanson* canned poultry; *Plum* food and snacks; *V8* juices and beverages; and *Campbell's* tomato juice.

### Global Biscuits and Snacks

Includes *Pepperidge Farm* cookies, crackers, bakery and frozen products in U.S. retail, *Arnott's* biscuits in Australia and Asia Pacific, and *Kelsen* cookies globally. The segment also includes the simple meals and shelf-stable beverages business in Australia and Asia Pacific, and beginning in 2018, the business in Latin America.

### Campbell Fresh

Includes *Bolthouse Farms* fresh carrots, carrot ingredients, refrigerated beverages and refrigerated salad dressings, *Garden Fresh Gourmet* salsa, hummus, dips and tortilla chips, and the U.S. refrigerated soup business.

**\$4.3 Billion Annual Sales**

**\$2.6 Billion Annual Sales**

**\$1 Billion Annual Sales**

### Worldwide Locations

#### NORTH AMERICA

**World Headquarters**  
Camden, New Jersey

#### Administrative Offices

Norwalk, Connecticut  
Emeryville, California  
Santa Monica, California  
Toronto, Canada

#### Manufacturing Facilities

**California**  
Bakersfield (CF)  
Dixon (ASMB)  
Stockton (ASMB)  
**Connecticut**  
Bloomfield (GBS)  
**Florida**  
Lakeland (GBS)

**Illinois**  
Downers Grove (GBS)  
**Michigan**  
Ferndale (CF)  
Grand Rapids (CF)  
**New Jersey**  
East Brunswick (GBS)  
**North Carolina**  
Maxton (ASMB)  
**Ohio**  
Napoleon (ASMB)  
Willard (GBS)

**Pennsylvania**  
Denver (GBS)  
Downingtown (GBS)  
**Texas**  
Paris (ASMB)  
**Utah**  
Richmond (GBS)  
**Washington**  
Everett (CF)  
Prosser (CF)  
**Wisconsin**  
Milwaukee (ASMB)  
**Canada**  
Toronto (ASMB)\*

#### AUSTRALIA AND ASIA PACIFIC

**Administrative Office**  
North Strathfield, Australia

#### Manufacturing Facilities

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

#### Indonesia

Jawa Barat (GBS)  
**Malaysia**  
Selangor Darul Ehsan (GBS)

#### EUROPE

**Administrative Office**  
Nørre Snede, Denmark  
**Manufacturing Facilities**  
**Denmark**  
Nørre Snede (GBS)  
Ribe (GBS)

\*Expected to close by the end of FY2019

ASMB—Americas Simple Meals and Beverages, GBS—Global Biscuits and Snacks, CF—Campbell Fresh

# STRATEGY

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

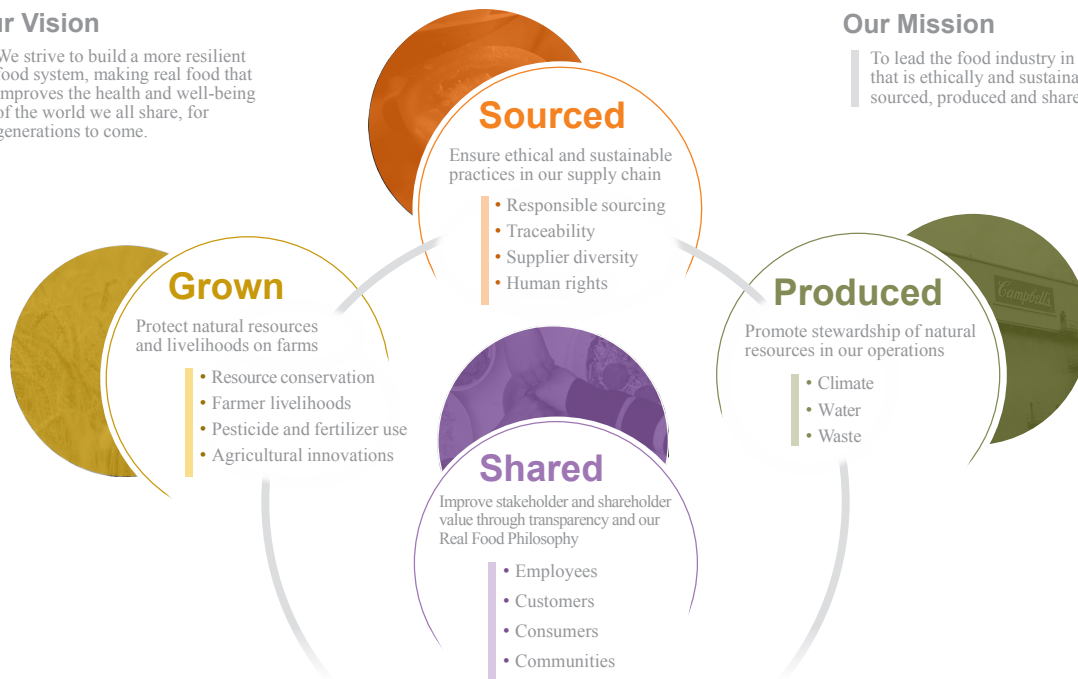
We developed this strategy with major food industry trends in mind. Global population growth, water scarcity, climate change and constraints on agricultural land are placing massive strain on the food system. A growing number of people lack ready access to good, affordable food, while food-related health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

## Our Vision

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

## Our Mission

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





Strategy, cont.

## Strategic Foresight Into the Future

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








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

The platforms, which include Future Commerce, My.Moments (snacking), Limitless Local, Better.Me (personalized nutrition), Bio(Diverse) Sources, Connected Culinary Experiences, Clean AgTech and Purposeful Regeneration, bring together the disruptors, drivers, trends and signals existing across social, technological, economic, environmental, political and values-driven contexts.

To build and extend organizational competency for strategic foresight, we have developed a curriculum and an active learning model for Campbell employees, which we call our Sparkplug training program. The program equips employees to spark the adoption of a future focus into our strategies for the coming years.



# CORPORATE RESPONSIBILITY COMMITMENTS

CATEGORY	TARGET	SCOPE	PROGRESS
 <b>Agriculture</b>	<b>GROWN</b>		
	Reduce GHGs per tonne of tomatoes by 20% by the end of 2020, as compared to 2012	U.S. tomatoes	Achieved ●
	Reduce water use per pound of tomatoes by 20% by the end of 2020, as compared to 2012	U.S. tomatoes	Achieved ●
	Reduce nitrogen applied per tonne of tomatoes by 10% by the end of 2020, as compared to 2012	U.S. tomatoes	4% ○
	Enroll 70,000 acres of wheat in a fertilizer optimization plan by the end of 2020	U.S.	0 acres ○
 <b>Packaging</b>	Source 50% (by volume) of plant-based priority ingredients from suppliers engaged in an approved sustainable agriculture program by FY2025, as compared to FY2017	Global	Just launched ○
	<b>SOURCED</b>		
	Transition steel cans to non-BPA linings in the U.S. and Canada by the end of 2017	U.S. and Canada	Achieved ●
	Source 100% cage-free eggs by the end of 2025	Global	12% ○
	Source 100% "No Antibiotic Ever" (NAE) chicken for diced and canned chicken products by the end of 2017	U.S. and Canada	97% ●
 <b>Responsible Sourcing</b>	Source 100% crate-free pork by the end of 2022	Global	34% ○
	Source 100% U.S. chicken meat that complies with higher broiler chicken welfare standards by the end of 2024	U.S.	Just launched ○
	Purchase 100% Certified Sustainable Palm Oil (CSPO) by the end of 2016	Global	Achieved ●
	By FY2025, responsibly source 100% of priority raw materials	Global	Just launched ○
	By FY2025, 100% of priority raw materials are traceable to country of origin	Global	Just launched ○
 <b>Climate</b>	By FY2020, measurably advance Campbell's Supplier Diversity Program	Global	Just launched ○
	By FY2020, proactively assess 100% of Campbell-owned facilities for compliance with Human Rights Principles	Global	Just launched ○
	<b>PRODUCED</b>		
	Reduce Scope 1 and 2 Greenhouse Gas (GHG) emissions by 25% on an absolute basis by FY2025, as compared to FY2017	Global	Just launched ○
	Source 40% of our electricity from renewable or alternative energy sources by FY2020	Global	4%—power sold to others ○
 <b>Water</b>	Reduce water use by 20% on an absolute basis by FY2025, as compared to FY2017	Global	Just launched ○
	Reduce the amount of waste sent to landfills by 25% on an absolute basis by FY2025, as compared to FY2017	Global	Just launched ○
	Cut food waste in half by FY2030, as compared to FY2017	Global plants	Just launched ○
 <b>Waste</b>			
	<b>SHARED</b>		
 <b>Safety</b>	Achieve 3% decrease in recordable and lost time incidents per year with long-term goal of 0 incidents	Global	Annual goal achieved ●

# GOVERNANCE

Sustainability is now prominently declared in our overarching corporate strategy, what we call Campbell's Growth Agenda, as a path forward to strengthen the core of our business. Because of this, our formalized governance structure ensures that sustainability, and more broadly corporate responsibility, is integrated into our daily operations and aligned with our long-term business strategy. Additionally, we include greenhouse gas (GHG) emissions, water and waste performance metrics in our Annual Incentive Plan (AIP) Scorecard linked to incentive compensation to further embed sustainability into the organization. To learn more about Corporate Governance at Campbell, visit our [2017 Proxy Statement](#).

## How Sustainability Governance Permeates Our Business

### BOARD OF DIRECTORS

- Provides oversight
- Audit Committee receives annual sustainability updates



### CHIEF EXECUTIVE OFFICER

- Provides executive support



### VICE PRESIDENT OF CORPORATE RESPONSIBILITY & CHIEF SUSTAINABILITY OFFICER

- Reports to the CEO and leads global strategy



### SUSTAINABILITY STEERING COMMITTEE

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



### SUSTAINABILITY LEADERSHIP NETWORK

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





## Ethics

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

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

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

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



# MATERIALITY

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

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

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

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

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

**For a complete description of our Materiality Assessment, please see the Appendix.**



# UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

In 2015, world leaders at the General Assembly of the United Nations (UN) adopted the 2030 Agenda for Sustainable Development. Making up the foundation of this 2030 Agenda are 17 Sustainable Development Goals that are meant to transform our world in the areas of people, planet, prosperity, peace and partnership. Here’s how Campbell’s material corporate responsibility issues intersect with each of the UN Sustainable Development Goals.



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

## Tradition Meets Technology

at Bolthouse Farms

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Report Cards Extend All the Way to the Farm

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# GROWN

## 2020 Tomato Goals: Where We Stand

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## Making Sustainable Agriculture the Norm

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## Growing Tomatoes Is a Family Affair

PAGE 20

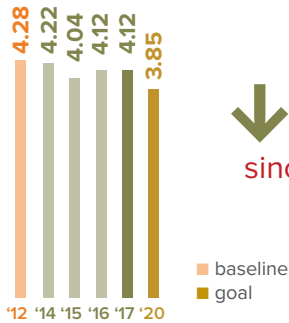




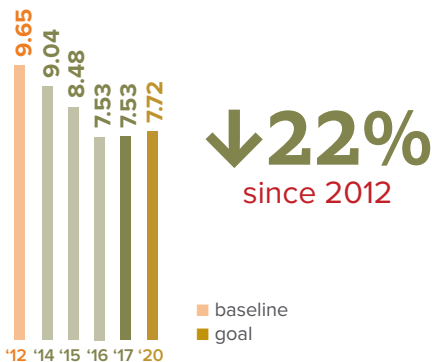


## Metrics That Matter<sup>1</sup>

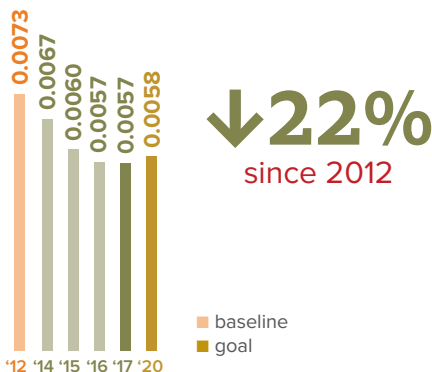
### NITROGEN USE (lb N/tonne tomato)



### WATER USE (gal/lb tomato)



### GHG EMISSIONS FROM NITROGEN USE (kg CO<sub>2</sub>e/tonne tomato)



<sup>1</sup> To drive consistency in our reporting metrics, sustainable agriculture data will be reported over fiscal year (FY) instead of calendar year (CY), moving forward. This means that the FY2017 tomato data under "Grown" in this Report is a restatement of CY2017 tomato data from last year's Report.



## How We Manage

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

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

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

That's why Campbell is driving responsible and resilient agriculture to protect the long-term viability of the farms and ecosystems from which we source our ingredients. To better achieve these goals, we appointed a Director of Sustainable Agriculture and a Sustainable Agriculture Analyst in FY2017. Leveraging this new team, we are helping secure natural resources and livelihoods on farms by sharing the latest knowledge on sustainable and precision agriculture, promoting adoption of more efficient practices industry-wide, and investing in agricultural innovations and data analytics. This helps our farmers make better-informed decisions about how to manage their land and helps Campbell be more transparent with consumers about the full scope of our impacts.

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



## Tradition Meets Technology at Bolthouse Farms

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

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

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

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



Tradition Meets Technology at Bolthouse Farms, cont.



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



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



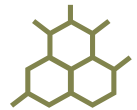
Newer, more efficient irrigation pipes take less power and water to irrigate the fields with less leakage.



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



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



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



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



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

## How Bolthouse Farms Grows Better Carrots More Sustainably



## Report Cards Extend All the Way to the Farm

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

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

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

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



## 2020 Tomato Goals: Where We Stand

In 2012, we set a goal to reduce GHG emissions from nitrogen use per tonne of tomatoes by 20 percent and reduce water use per pound of tomatoes by 20 percent by the end of 2020. We're proud to share that we met both of these goals ahead of schedule and are setting additional sustainable agriculture goals in FY2018. Our farmers continue to invest in drip irrigation technologies to meet our third goal of reducing nitrogen applied per pound of tomatoes by 10 percent. Drip irrigation can more precisely deliver nitrogen to the plant, reducing the risk of nutrient runoff that can pollute waterways. In FY2017, 69 percent of acres farmed for Campbell tomatoes used drip irrigation systems. In FY2015, we extended these commitments to include additional priority ingredients, and continue to work toward improving data tracking capabilities for those ingredients.







## Reviving the Soup That Started It All

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

## Growing Tomatoes Is a Family Affair

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

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

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



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

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

## Making Sustainable Agriculture the Norm

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

SUSTAIN provides practical tools, products and practices that are

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

### Our Wheat Goal:

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



optimizing fertilizer use on 70,000 acres of wheat and is deploying SUSTAIN in our Pepperidge Farm sourcing regions to help achieve this goal.



**Our Strategic  
Focus Areas  
and Goals**

**PAGE 23**

## **A More Transparent PALM OIL SUPPLY CHAIN**

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# **SOURCED**



**Making  
Progress on  
Animal Welfare**

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**A Triple Win for  
Arnott's**

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**A Packaging Evolution  
at Plum Organics and  
Pepperidge Farm**

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## Metrics That Matter

CAMPBELL'S GLOBAL CERTIFIED  
SUSTAINABLE PALM OIL VOLUME  
(Certified Sustainable % vs. Volume)

**100%**  
2016 & 2017

CRATE-FREE PORK AS A PERCENTAGE  
OF TOTAL PORK PURCHASES

**34%**  
2017

PERCENTAGE OF CANS  
TRANSITIONED TO NON-BPA LINING

**100%**  
2017

CAGE-FREE EGGS AS A PERCENTAGE  
OF TOTAL EGG PURCHASES

**12%**  
2017

"NO ANTIBIOTIC EVER" CHICKEN

**97%**  
2017



## How We Manage

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

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

To live into our Real Food Philosophy and our commitment to build trust through transparency, we created the role of Director of Responsible Sourcing in 2016. This individual reports to Campbell's Chief Procurement Officer and is part of the Procurement Leadership Team and the extended Supply Chain Leadership Team. Along with a Responsible Sourcing Lead, our new Responsible Sourcing team is focused on building a holistic strategy for managing social issues such as human rights and animal welfare along the supply chain.

In FY2017, we identified four strategic focus areas that will align with our Real Food Philosophy and help pave the way for us to become a leader in ethical and sustainable sourcing. In addition, we set forth a new set of goals and will begin reporting progress in the next fiscal year.



## Our Strategic Focus Areas and Goals



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





We strive to procure ingredients, packaging and services from suppliers who share our commitment to environmental stewardship, ethical business practices and diversity. Our Responsible Sourcing Supplier Code, published in May 2017, is applicable to all suppliers globally. The Code is the foundation of our Responsible Sourcing Program, which

is currently being rolled out to our suppliers. The Program incorporates a holistic approach of education and compliance, such as training for Campbell's buyers globally, supplier training and supplier audits.

Responsible sourcing extends to the animal products used in our food, including eggs, chicken, pork and beef. This year, we rolled out new Animal Welfare Guidelines, which include a new commitment to broiler chicken welfare. We are making progress

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

### **GOAL:** By 2025: Responsibly source 100% of priority raw materials

Priority Raw Materials				
 <b>AGRICULTURE</b>	Tomatoes	Carrots	Jalapeños	Potatoes
 <b>ANIMAL WELFARE</b>	Chicken	Seafood	Pork	Eggs
 <b>COMMODITIES</b>	Wheat	Chocolate	Dairy	Sweeteners
 <b>DEFORESTATION</b>	Paper Packaging	Beef	Palm Oil	Soy

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



**FOCUS AREA:** Improve capabilities for farm to fork traceability

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

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

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

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

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

suppliers equal access to potential business opportunities.

**GOAL:** By 2020: Measurably advance Campbell's Supplier Diversity Program

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

Our commitment to health and well-being extends to protecting the human rights of the people along our supply chain, but it starts with our own employees. In our own operations, we hold ourselves accountable to a set of Human Rights Principles to ensure we are treating our own employees with respect and are compliant with industry standards. As part of our engagement with the Consumer Goods Forum's Social Sustainability Committee, we updated Campbell's Human Rights

Principles in 2017 to include and codify our long-standing policy for ensuring no forced labor exists in our own operations. These Principles are the foundation of a new internal Social Accountability Program which is under development and will include employee training, proactive internal facility audits, and alignment between our internal Code of Conduct and Responsible Sourcing Supplier Code.

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



**Diverse Suppliers for a Diverse Consumer Base**

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

## A More Transparent Palm Oil Supply Chain

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

vulnerable communities. For these reasons, Campbell is working to ensure responsible sourcing and traceability of palm oil used in our products.

In 2016, Campbell achieved its goal of using 100 percent Certified Sustainable Palm Oil (CSPO) in our global operations, and we have committed to providing full plantation-level traceability by 2020. To date, we have achieved 98 percent traceability to the mill and 58 percent traceability to the plantation. We updated our [Sustainable Palm Oil Sourcing Guidelines](#) in 2017 to reflect this progress. In our Arnott's and Kelsen businesses, we have taken it a step further and use 100 percent segregated palm oil, ensuring that all palm oil originates from CSPO plantations and is fully traceable.

Sustainably sourced palm oil has been a priority at Arnott's for years, due in part to the Australian market's proximity



to Indonesia and Malaysia, the source of roughly 85 percent of global palm oil. Engagement with consumers and NGOs near Arnott's Australian headquarters has helped the brand emerge as a leader on this issue and earn a perfect score on the World Wildlife Fund's 2016 Palm Oil Buyers Scorecard.

### Where Does Arnott's Chocolate Come From?

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





## Making Progress on Animal Welfare

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

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

### Cage-Free Eggs

We have committed to sourcing exclusively cage-free eggs globally by 2025. As of September 2017, 12 percent of Campbell's egg supply was cage-free. Kelsen and Arnott's are leading the way in this effort, as both have already transitioned to cage-free eggs.

### Broiler Chickens

In 2017, Campbell implemented a Whole Bird Model for sourcing our chicken meat in the U.S. and Canada. In addition to the economic benefits, this model gives us visibility into the entire life cycle of the chicken, from egg incubation and hatching to growth and processing. This will be instrumental in ensuring that all chicken meat in our North American product portfolio is raised with No Antibiotics Ever (NAE) by FY2018.

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

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

### Pork

In 2012, we made a commitment to eliminate gestation crates from our pork supply chain. With our suppliers' engagement, we intend to reach that goal no later than 2022. We have made progress on this commitment, due to both favoring suppliers that raise hogs in a gestation crate-free environment and continuing to work with suppliers who have transitioned from crates to group housing. We also favor suppliers that can provide audit and tracking reports for sourcing of crate-free pork. As of September 2017, 34 percent of Campbell's pork supply is crate-free.

### Our Animal Welfare Commitments



Cage-free eggs  
by 2025



Higher animal  
welfare standards  
for broiler chickens  
by 2024



Crate-free pork  
by 2022



## A Triple Win for Arnott's

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

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



### The Australian Packaging Covenant (APC)

A sustainable packaging initiative changing the culture of business by improving recycling and recovery of product packaging. Here are some of our 2017 achievements.



**4 out of 5 stars**  
Campbell Arnott's is a  
top-tier APC signatory



**100%**  
Corrugate from  
sustainably managed forests



**73 tonnes**  
Can material reduced



**94%**  
Waste diverted from landfills



**223 tonnes**  
Tray and shipper savings



## A Packaging Evolution at Plum Organics and Pepperidge Farm

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

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

**2. New products.** In 2017, Plum Organics launched *Baby Bowls* designed for spoon-feeding. They join baby formula tubs and containers of *Super Puffs*® snacks in the *Plum Organics*® lineup of fully recyclable product packages.

**3. Strong partnerships.** Plum Organics partners with industry leaders, such as Materials Recovery for the Future and One Step Closer to an Organic and Sustainable Community (OSC<sup>2</sup>), to actively seek out new, more sustainable materials and end-of-life solutions for packaging waste.

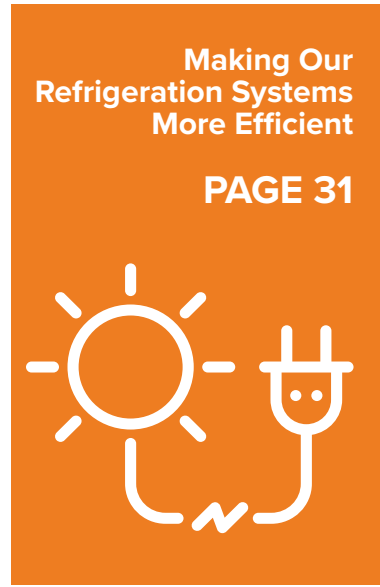
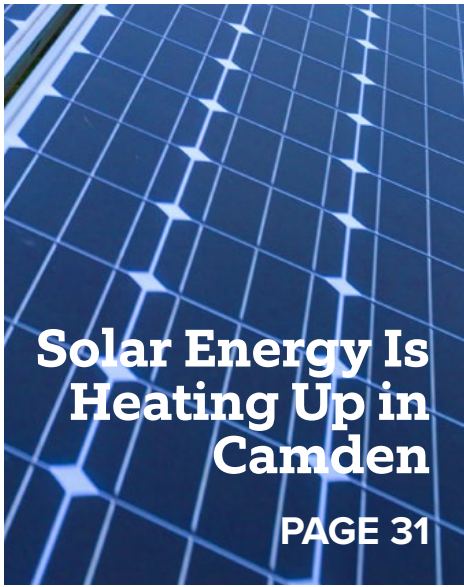
Plum Organics also remains a member of How2Recycle, a labeling system that makes it easier for consumers to recycle.

**4. Consumer engagement.** Plum Organics pouch caps, which are made of #5 plastic, are too small to go through the standard recycling system. Plum Organics and other participants in the Preserve “Gimme 5” program encourage consumers to save up these plastics and dispose of them in Preserve’s designated bins inside Whole Foods Markets and other stores. Once collected, they are transformed into products like toothbrushes and razors.

**5. Updated materials.** Pepperidge Farm transitioned from polyethylene-coated paperboard to an aqueous coating called Enshield for its layer cake cartons. The cartons require 1.3 million pounds of paperboard annually, and now that amount is fully recyclable, without increasing cost for the company.



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



# PRODUCED

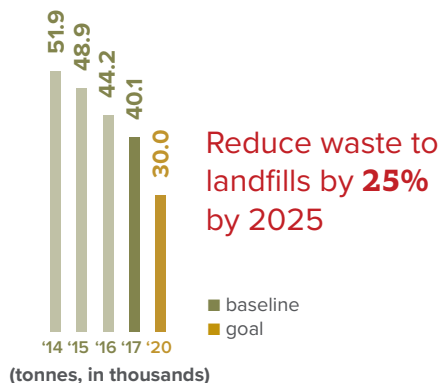
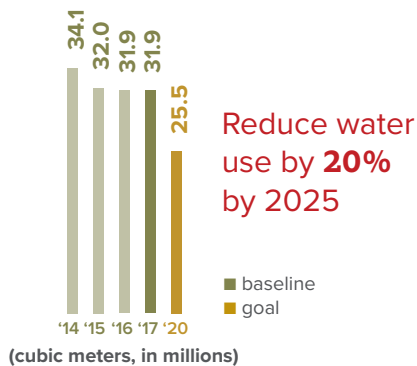
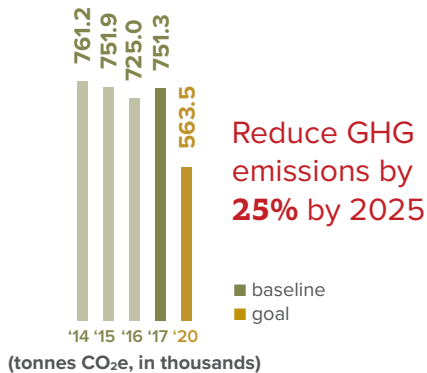




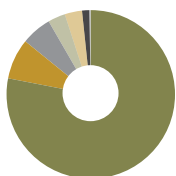


## Metrics That Matter

### GOALS



### FOOD WASTE GENERATED (tonnes)



Animal Feed:	327,484
Land Application:	31,998
Anaerobic Digestion:	24,016
Aerobic Digestion:	14,722
Landfill:	13,838
Biomaterial Processing:	5,824
Controlled Combustion:	303
<b>Total:</b>	<b>418,185</b>



## How We Manage

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

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

In 2017, we reaffirmed our commitment to climate action by signing the “We Are Still In” declaration. Our commitment to addressing the risks of climate change and reducing our environmental impact is unwavering. We continue to promote stewardship of natural resources in our operations by investing in efficient and low-carbon technologies and practices. Starting with our own operations, we are using our role as a leading food company to help tackle the global challenge of waste, especially food waste. We also continue to invest in energy- and water-saving opportunities.

The global engineering team, in conjunction with the local facility engineers and Campbell’s sustainability team, transform these resource-reduction opportunities into actionable projects that bring about real change. Since global data tracking began in FY2008, we have reduced GHG emissions intensity by 39 percent, energy intensity by 25 percent and water intensity by 36 percent. In FY2016, reflecting significant changes in our operations due to acquisitions and divestitures, we set new environmental targets for our operations. These targets use FY2017 as the base year and are more aggressive in that they require absolute reductions.

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



Campbell's world headquarters  
in Camden, New Jersey

## Solar Energy Is Heating Up in Camden

We continue to expand our contribution to the clean energy economy through renewable energy investments. In 2017, a 4.4 MW solar array was installed at Campbell's world headquarters in Camden, New Jersey, making it the largest solar array in the city. Through carport, rooftop and ground-mount solar solutions, we are generating the equivalent of 20 percent of our world

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

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

Napoleon, Ohio; a 1 MW solar array in Bloomfield, Connecticut; and 1.2 MW and 1.4 MW fuel cells in Bloomfield, Connecticut. In total, Campbell contributes 27,670 MWh of renewable energy to the grid annually.

## Making Our Refrigeration Systems More Efficient

In alignment with the Montreal Protocol, Campbell has made a commitment to reduce the use of hydrochlorofluorocarbon (HCFC) refrigerants, specifically R22, at our facilities. HCFCs, such as R22, are known to deplete the ozone layer. At our Pepperidge Farm facilities in Downingtown, Pennsylvania; Lakeland, Florida; Richmond, Utah; and Willard, Ohio, we phased out our R22 refrigerants by converting to low-charge ammonia and CO<sub>2</sub>, which are

natural refrigerants. The use of natural refrigerants significantly improves energy efficiency, lowers energy costs and reduces GHG emissions, which contribute to climate change.

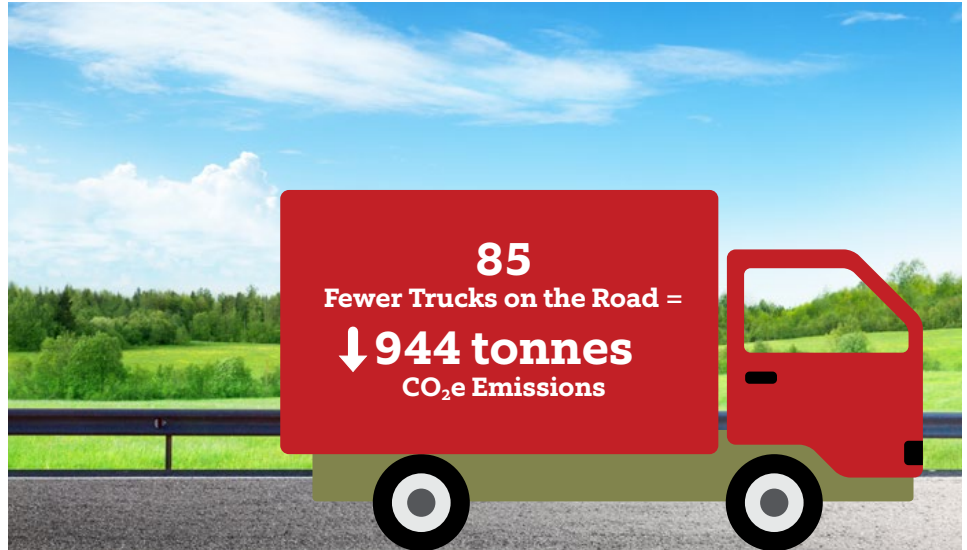
Campbell has also commissioned a new CO<sub>2</sub> refrigeration system at its corporate headquarters in Camden, New Jersey. The CO<sub>2</sub> system will support a new centralized storage cooler and freezer facility in the

corporate R&D pilot plant. In addition, we installed a CO<sub>2</sub> system for a new frozen bread line in Downingtown, Pennsylvania, which was commissioned in January 2018.

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

## Shipping Smarter With SmartWay®

Campbell participates in the U.S. Environmental Protection Agency's SmartWay® program, a voluntary system for tracking, documenting and sharing information about fuel use and GHG emissions across supply chains. As of FY2017, 80 percent of Campbell's carriers were SmartWay® partners, actively working toward improving their fuel efficiency to reduce transportation-related emissions. Because we move the majority of product using SmartWay® carriers, Campbell has been recognized as a SmartWay® Shipper Partner. Campbell also uses intermodal transportation, which combines rail and truck transport, to increase efficiency and lower emissions. We increased our intermodal transportation for shipments between plants in FY2017, and plan to increase use of this approach for inbound shipments and customer deliveries. This past year, Plum's



shipments were consolidated with other Campbell shipments, removing 85 trucks from the road and avoiding 944 tonnes CO<sub>2</sub>e emissions. Our Transportation, Supply Planning and

Customer Logistics teams plan to collaborate to find ways to take even more trucks off the road in FY2018.

## Capturing Every Drop

Campbell's Bolthouse Farms business has made significant strides in tackling water efficiency at our carrot packing and juicing facility, thanks to two recent equipment updates. After implementing cleaning and refurbishment pilot projects, our cooling towers now require 27 percent

less incoming water and 80 percent less blowdown water. This will save the facility more than 25 million gallons of water per year. By retrofitting our reverse osmosis technology and improving monitoring, we will be able to increase the reverse osmosis recovery rate from 72 percent to

90 percent, with an expected savings of over 40 million gallons of water per year. Finally, new ultra-low pressure membranes will last 20 percent longer than other membranes and reduce energy use and costs, delivering both a financial and environmental win for the facility.





## Real Food Shouldn't Go to Waste

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

### Engaging With Our Peers

This effort starts at the top. Campbell's CEO, Denise Morrison, is a Champion in Champions 12.3, a group of executives from government, business and civil society committed to accelerating progress on UN Sustainable Development Goal 12.3 to cut food waste in half worldwide by 2030. Denise's leadership has expanded Campbell's visibility regarding food waste globally. Internally, it has increased our focus on building transparency into sources of food waste and strategies for reduction.

Campbell participated in the development of the Food Loss and Waste Accounting and Reporting Standard with the World Resources Institute. This Standard, which we implemented in FY2017, provides guidance to more precisely measure the types of food waste generated in an organization's operations and the destinations of those waste streams. This Standard has helped Campbell establish a baseline by which to measure and report on efforts to achieve our food waste reduction goal. Campbell is also a member of The Consumer Goods Forum Food Waste working group and was among the first companies to be a U.S. Food Loss and Waste 2030 Champion.

Consistent with our commitment to transparency in all facets of our business, Campbell supports a product labeling framework that clearly communicates food quality and food safety. This stance aligns with the Consumer Goods Forum's

Call to Action on food date labeling. We believe that simplifying and harmonizing labels and establishing federal standards for "best if used by" and "use by" language will reduce consumer confusion and limit waste.

### A Closer Look at Our Operations

We're making progress against our 2030 goal to reduce food waste by 50 percent. For example, we've reconfigured production equipment to decrease ingredient waste during processing. Lost ingredients are diverted to feed animals.

In Canada, we recently tackled food loss and waste at our Toronto facility, partnering with Provision Coalition, Canada's food and beverage manufacturing sustainability organization. We piloted Provision Coalition's online Food Waste Reduction Toolkit and engaged Enviro-Stewards to conduct a food waste prevention assessment. Enviro-Stewards evaluated the entire operation, from raw vegetable receiving to final product packaging and canning, and identified measures that could increase the amount of food produced by the facility by 938 tonnes per year.



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

## Making the Most of Every Vegetable

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



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

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



Thicker whole carrots are bagged unpeeled for fresh produce sales.

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



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



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

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



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

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





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

**In FY2017, operations in our Asia-Pacific region reduced energy use by 4 percent and water use by 11 percent across the region. Operations in Denmark were able to expand production while managing energy usage. Here are some of the projects that are contributing to our success.**

### Australia

#### Huntingwood

We replaced all fluorescent office lighting with LEDs and added motion sensors, reducing our electricity usage for office lighting by 40 percent.

#### Shepparton

After implementing the second phase of a new water sterilization process, we're saving more than 80,000 liters of water per year. In addition, using only behavior-based initiatives, we've reduced waste to landfill by 17 percent.

#### Virginia

New semi-automated ovens will offer more fine-tuned controls and optimized start-up times, giving us better control over natural gas usage.

### Denmark

#### Nørre Snede

We installed a new ventilation system, which will improve air quality in the plant and save over 440,000 kWh per year. In addition, by optimizing our compressed air supply lines, we were able to meet increased production demands while saving more than 240,000 kWh per year.

#### Ribe

When installing our new Pepperidge Farm production line, we needed to increase our cooling capacity and were able to optimize our energy consumption while meeting the cooling capacity demand. This reduced the plant's energy use by over 470,000 kWh per year.

### Malaysia

We invested \$350,000 USD to upgrade our wastewater treatment plant to comply with new local regulations.

### Indonesia

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



## Working Together for Improved Food Safety

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

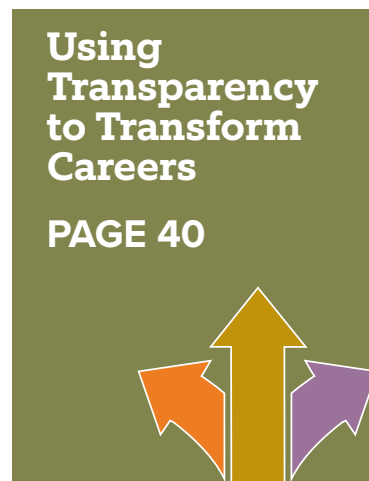
As we begin to offer more packaged fresh products and new ingredients, Campbell's portfolio is becoming more complex, making this a perfect time to enhance our quality controls. We have incorporated additional controls and prevention steps to mitigate food safety risks within our processes. In addition,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

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





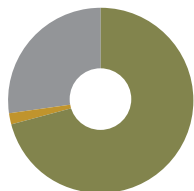
# SHARED Employees





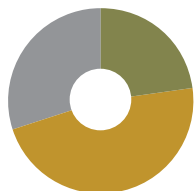
## Metrics That Matter

### EMPLOYEES BY GEOGRAPHY



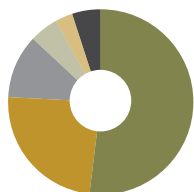
Americas:	71%
Europe:	2%
Asia-Pacific:	27%

### EMPLOYEES BY AGE DEMOGRAPHICS (Global)



30 and under:	23%
31-50:	47%
51 and over:	30%

### EMPLOYEES BY ETHNICITY (U.S. only)



White:	52%
Hispanic or Latino:	24%
African American:	11%
Asian:	5%
Other:	3%
Did not Disclose:	5%

**43%**

Women as a percentage of  
global workforce

**43%**

Women in global  
management position



## How We Manage



The strength of our products depends on the strength of our workforce. We believe that creating a high-performance culture rooted in integrity, accountable for results and committed to bringing our Purpose to life is essential to the sustainability of our company. This requires the interplay of many elements, including talent management, business ethics, workplace safety and wellness, employee engagement and diversity and inclusion. Attracting, developing, engaging and retaining a diverse and high-performing workforce reflective of our consumer base is crucial to achieving our business objectives. To this end, Campbell's CEO, Denise Morrison, has joined the CEO Action for Diversity & Inclusion™ and has committed to advancing diversity and inclusion throughout the organization through the hiring of a Chief Diversity Officer, the sharing of best and unsuccessful practices, the expansion of unconscious bias education and the fostering of a safe work environment for all employees to have challenging conversations.

In February 2017, Campbell launched a new communication and information-sharing platform to global salaried employees, Workplace by Facebook, which has transformed how employees connect and engage. The platform has facilitated cross-functional visibility, collaboration and recognition. In just nine months, we saw a significant increase in engagement metrics compared to our previous internal communications platform, including an increase of 121 percent in readership, a 201 percent increase in reactions and a 234 percent increase in commenting. It has also opened up new opportunities for employee engagement in sustainability through storytelling and competitions, which have encouraged positive behaviors like recycling and using reusable mugs.

# How We're Living Our Values

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

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

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

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



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

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

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

how well their own behaviors align with company standards.

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



## Recognizing Those Who Live Our Purpose



Black Resource Group

Each year, Campbell recognizes teams across the organization who are living our Purpose, *Real food that matters for life's moments*. These employees exemplify our core Values and are recognized for their contributions to our success. Read the stories of a few Living Our Purpose award winners for FY2017.

### Do Right and Be Real

Our Maxton, North Carolina, Community Team has made significant improvements to its already strong community engagement efforts. The team tripled its

giving to the United Way; has achieved \$1.1 million in giving over 14 years of hosting the Campbell's Kids for a Cure Golf Tournament benefiting the American Cancer Society's Relay for Life; and expanded sustainability programming.

### Seek the Power of Different

Our Black Resource Group leverages the power of different in workforce diversity. They are committed to driving development, affinity and retention for their members. In FY2017, they engaged leaders and influencers to

make progress toward inclusion across a range of corporate and business issues.

### Dare to Disrupt

Campbell is committed to expanding our e-commerce offerings, and the *Pepperidge Farm® Goldfish®* Cracker team is making important strides. The team made *Goldfish* the #1 cracker on Amazon and figured out how to sell Fresh Bakery on Amazon Prime Pantry, becoming the first manufacturer to sell fresh products on Amazon's highest-volume grocery platform.

### Own It Like a Founder

Our North American Food Service team redesigned more than 120 products to create the cleanest-label products in Campbell's portfolio. They made sure that each ingredient earned its place in every recipe, just as our founders did. For their efforts, they were recognized with the Dr. John T. Dorrance Award, the most coveted of the Living Our Purpose awards.

## Benefits That Matter for Life's Moments

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

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

parental leave. Campbell parents are also looking forward to our new Family Center, located on the campus of our world headquarters in Camden, New Jersey. The center will provide care for children from infancy through kindergarten and focus on health and well-being, with nutritious food choices and optional activities like karate and dance.

We're continuing to engage with our employees on other benefits that matter to them. Beginning in 2017, Campbell began offering a majority of Medicare-eligible retirees access to health care

coverage through a private exchange. This change gives our post-65 retirees greater choice and advocacy support to meet their individual needs. In line with our companywide commitment to well-being and health, we are in the process of revamping our employee well-being offerings and have formed a work group that will determine what benefits are most needed at each of our facilities. Our Purpose will continue to guide us as we explore additional benefits for Campbell employees and their families.

# Using Transparency to Transform Careers

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

The survey measured "performance confidence," which research shows is a strong predictor of an organization's success. Performance confidence is defined as the extent to which employees believe that Campbell has an outstanding competitive future, based on innovative, high-quality products and services that are highly regarded by the marketplace. We were pleased to see strong scores against this measure.

The survey also revealed high levels of employee engagement. Employees reported pride in Campbell's history and iconic brands and optimism about our company's future.

At the same time, our employees were telling us they wanted more meaningful and personal career conversations, more transparent access to opportunities and a more personal connection to their work. The Drive Survey identified gaps in resources for career development and in managers' ability to help employees clarify and pursue their career goals. That's why over the past year, Campbell has been hard at work transforming the way that we help employees think about growth and development.

## Our Career Commitment

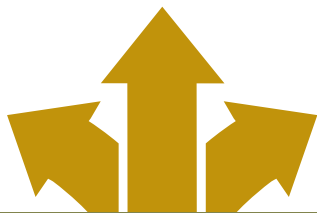
The result is Our Career Commitment, a new talent development strategy rooted in transparency and intentionally designed to reflect our new way of looking at talent practices. The Commitment encourages employees to practice three habits: get to know the real you, explore real options and take real action.

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



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

Employees can explore, apply for and provide feedback on their Gig experiences using our Workday platform. We are expanding Gigs to other Campbell functions and will roll out additional career development tools, such as a talent marketplace and coaching resources, to the myCareer platform over the coming year. As we do so, we will assess our progress using Drive Surveys and stay/exit interviews to refine our offerings and continue to meet the needs of our evolving talent base.



## We believe great careers are:

### SELF-DRIVEN

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

### MULTIFACETED

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

### LIMITLESS

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

# Safety for Everyone, Every Day

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

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

These tactics are paying off: Campbell saw a 13 percent reduction in its Lost Time Incident Rate (0.23 to 0.20) between FY2016 and FY2017 and a 30 percent reduction in its Total Recordable Incident Rate (1.96 to 1.37). Though these are best-in-class achievements, we will continue to strive for zero injuries by focusing on the small, day-to-day actions that make everyone safer.

## We're especially proud of these Campbell teams:



### INDONESIA

Our Indonesia team achieved 10 million hours without a Lost Time Incident (LTI), making them Campbell's leading LTI-free site globally. The team celebrated this milestone with a meal served by the Indonesian leadership team.

### MAXTON, NORTH CAROLINA

The North Carolina Department of Labor honored our Maxton team with the Gold Award for safety for the 20th year in a row. To qualify for the annual safety award, a firm must have no fatalities during the calendar year at the site for which the award was given and maintain an incident rate at least 50 percent below average for its industry group.



### RICHMOND, UTAH

Our Richmond plant has achieved a Total Recordable Incident Rate of 1.0 for seven years in a row, which is significantly below our sector's industry standard, and has gone more than 440 days without a recordable incident. This success is thanks, in large part, to the "Red Belt" safety team's relentless efforts to drive safety engagement and shift culture to a zero-accident mindset. The Plant Management team also played a critical role in achieving 100 percent participation in the facility's 90-day safety blitz.





## Helping Campbell Women Lift Each Other Up

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

The idea originated with a group of the company’s top female leaders who were being mentored by Campbell CEO Denise Morrison. In 2017, these women decided to share what they’d learned with a wider audience. The Be Real Circles were launched as a pilot program by Women of Campbell (WOC) during Women’s History Month in March. Each Circle is facilitated by one of the female leaders, who mentors a group of no more than eight Campbell women. Circle leaders use a toolkit and discussion

## Campbell’s Affinity Groups

Our affinity groups, also known as id Networks, are employee-led, company-supported volunteer organizations that help us focus and connect with our increasingly diverse employee and consumer bases. We rely heavily on them as pathways to leverage talent and increase cultural curiosity, sensitivity and connection. Our groups currently include:

- **Asian Network of Campbell (ANC):** Focuses on Asian employee and professional development
- **Black Resource Group (BRG):** Works to attract, retain and empower top black talent
- **Bridge Network:** Fosters trust and collaboration across generations
- **Campbell Administrative Professionals (CAPs):** Enhances organizations’ vitality and promotes excellence among administrative employees
- **Latino Network:** Creates an environment of inclusion and provides consumer insights related to Hispanic employees and consumers
- **Maxton American Indian Network (MAIN):** Empowers and engages American Indian employees at our Maxton manufacturing facility
- **Our Pride Employees Network (OPEN):** Aims to add value through LGBT initiatives
- **Roots:** Inspires employees to bring our Purpose to life by engaging the Campbell community around real food and sustainability
- **Women of Campbell (WoC):** Strives to help Campbell women achieve and demonstrate their full potential



guides to help direct conversations—but the most valuable lessons may come in the form of advice on things they’ve learned firsthand.

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

## Out and Proud

**Bethmara Kessler**  
SVP, Integrated Global Services

My career journey has led me to many crossroads—am I in the closet, or am I out? For most of my career I was in—a very difficult place to be. I had to compartmentalize myself into two separate people; Work Me and Real Me. Integrity prevented me from lying about who I was, so I built a wall of privacy around my life outside of work. Making authentic connections with people was never truly possible.

This story is not unique. It applies to all of us. It’s familiar to kids who grew up feeling different, who played on the perimeter of the playground but never got picked for a team. It’s familiar to the mom or dad who leaves work at 5 p.m. to pick up a child from daycare and detects a side-eye glance from colleagues. It’s familiar to anyone trying to be someone they are not.

As I considered the opportunity to join Campbell three years ago, being fully out was non-negotiable. Now, three years later, being out has never been an issue—Campbell not only encourages, but embraces the real me. I’m proud to be part of an organization that has scored 100 percent on the Human Rights Campaign’s Corporate Equality Index not once, but eight times. I am proud that this company embraces employee diversity with affinity networks, which I have dedicated my time to as the executive sponsor of Our Pride Employee Network (OPEN). And I’m proud that

our marketing, such as our Made for Real, Real Life campaign features modern American families, including gay and lesbian couples.

Our differences make us awesome. That’s why I tell Campbell employees to show their pride and be themselves. There’s no one else you can be.



## Recognitions

**NJBIZ Magazine**  
**Best Fifty Women in Business**  
**2017**

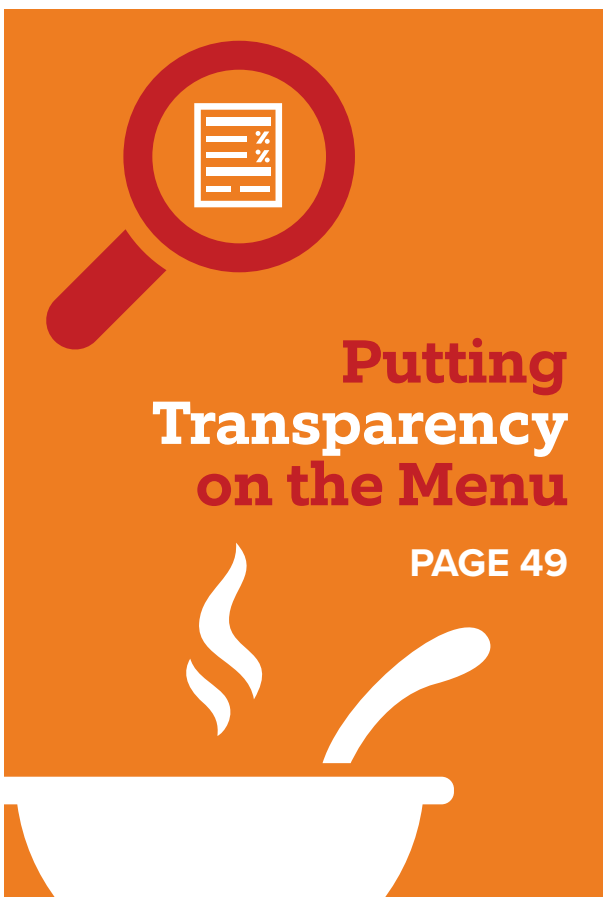
**Philadelphia Diversity**  
**and Leadership Conference,**  
**Most Powerful and Influential Women**  
**2017**

**OUTstanding and the *Financial Times***  
**Named #25 on the list of**  
**100 top LGBT+ executives**  
**2017**





# SHARED Consumers







## Metrics That Matter<sup>1</sup>

### SALES FROM PRODUCTS WITH REDUCED NEGATIVE NUTRIENTS<sup>2</sup> (revenue, in millions)



**59%**  
2017

Increased over 4 percentage points compared to FY2016, driven by the inclusion of V8® 100% Vegetable Juice and the launch of Well Yes!® soups.

### SALES FROM PRODUCTS WITH INCREASED POSITIVE NUTRIENTS<sup>2</sup> (revenue, in millions)



**32%**  
2017

Increased 1.5 percentage points compared to FY2016, again driven by a change in our criteria to include V8® 100% Vegetable Juice and Well Yes!® soups.

### SALES FROM HEALTHY PRODUCTS (revenue, in millions)



**29%**  
2017

Increased compared to FY2016, primarily driven by gains in Prego® sauces and Campbell's® pasta, despite a drop in overall sales. This performance supports our new strategy to drive growth in health and well-being categories.

Delivered

**>15.7**

Billion Servings of  
Vegetables to the Global  
Marketplace in 2017



## How We Manage

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

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

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

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

<sup>1</sup> Beginning in FY2015, we began reporting on our global data to include Latin America, Canada and Asia-Pacific regions. For definitions of these three reporting categories, please see page 66 in the Appendix.

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

# What's New in Real Food

Campbell is on a mission to be the leading health and well-being food company with new products that bring our Real Food Philosophy to life, one delicious bite or slurp at a time.



## **BOLTHOUSE FARMS® PLANT PROTEIN MILK**

With more calcium than dairy milk and 10 grams of protein per serving, this pea protein milk contains nutrients many consumers want—without the dairy and other ingredients they don't.



## **CAMPBELL CANADA NO SALT ADDED CONDENSED SOUPS**

Campbell Canada launched condensed Cream of Mushroom and Cream of Chicken soups with no salt added. These soups help consumers make delicious meals that meet their dietary needs.



## **PACE® ORGANIC SALSA**

Pace expanded their line of salsas with the introduction of organic varieties. Pace Organic salsa uses the finest organic tomatoes, jalapeño peppers and onions to deliver consistent crisp texture with just the right amount of kick.



## **PEPPERIDGE FARM FARMHOUSE® COOKIES**

Made with simple ingredients like rich chocolate, creamery butter, cage-free eggs and vanilla extract, Farmhouse cookies make for a wholesome indulgence.



## **PLUM ORGANICS® EAT YOUR COLORS® POUCHES**

Plum understands the importance of building healthy habits from the start. The Eat Your Colors clear pouches were developed to engage babies' senses, and introduces them to a range of exciting, healthy new ingredients such as red bell pepper, turmeric, sorghum and cauliflower.



## **PREGO FARMERS' MARKET® SAUCES**

These new sauces are made with ingredients you'd find at your local farmers' market, like vine-ripened tomatoes and fresh oregano.



## **WELL YES!® SOUPS**

Deliciously crafted with real ingredients you know and understand, but with unexpected flavors you'll love. Our ingredients are chosen purposefully to make you feel good about what you're eating in every bite.



## **VITA-WEAT® CRACKER CHIPS**

A healthier option for satisfying savory cravings, new Vita-Weat Cracker Chips combine the goodness of at least 60 percent whole grain brown rice from Australia with corn and seeds, oven baked with no artificial colors, flavors or preservatives.



## **GOLDFISH® COLORS BAKED WITH WHOLE GRAIN**

Newly launched as part of the whole grain Goldfish line, these new crackers offer the Goldfish taste consumers know and love with 12 grams of whole grains per serving and colors sourced from plants.

# What We're Taking Out of Our Food

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

WHAT WE'RE REMOVING	WHAT WE'VE ACHIEVED*	WHY IT MATTERS
 BPA linings in soup cans	Transitioned to 100% of steel can linings in U.S. and Canada	Consumers shared health concerns regarding the presence of bisphenol A (BPA) in steel cans. We listened, and have transitioned to linings made from acrylic and polyester.
 Antibiotics in chicken meat	97% of our chicken meat is antibiotic free	We will no longer allow antibiotics to be added to the feed, water or any commercial vaccines used by our chicken suppliers. That's a big step: We source about 40 million pounds of chicken every year.
 Artificial colors and flavors	Removed in 98% of products	We know that many people, and parents in particular, are keen to avoid artificial colors and flavors. We have been working to remove these ingredients and have made substantial progress.

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



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





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

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

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

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

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

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

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

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

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



### WHAT'S THERE

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



### WHAT'S NOT

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

*Well Yes!* is one of the most successful Campbell soup launches of the past 10 years, achieving \$28 million in retail sales in just six months. Since the brand launched, we've introduced five new varieties and made our way into 6 million households—allowing more people than ever to say yes to real food.



## Putting Transparency on the Menu

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

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

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

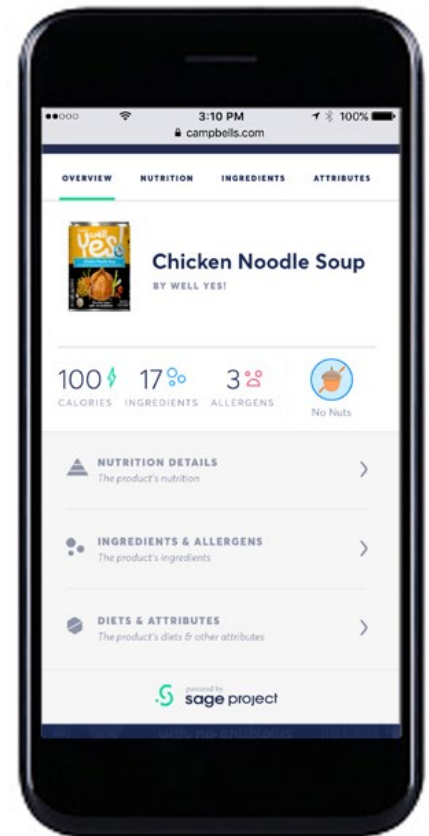
exploring new ways to tell consumers more about what's in their food.

### WhatsInMyFood.com

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

### The Sage Project

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



The Sage Project presents product-level data in a user-friendly way.



## Campbell Leads on GMO Transparency

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

on a label, including nutrition profiles, definitions of unfamiliar ingredients and ingredient origins.

These insights led us to The Sage Project, a nutrition technology startup that is helping us present product-level data in a compelling, user-friendly way. We began with a pilot with our new *Well Yes!*® soups. When a user visits a product page on the *Well Yes!* website, they can view a product's nutritional content, ingredient descriptions, a list of potential allergens and other important information, like whether it's sold in recyclable packaging. Campbell will expand this information to more U.S. SKUs over the next two years, and consumers can easily access this information on brand websites.

### Pushing for Nationwide Progress

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

nutrients of public health concern, such as potassium and Vitamin D. Campbell became one of the first food companies to use these new standards, and although the FDA has delayed the date at which it will require full compliance, we're continuing to strive to meet the original deadline of July 2018.

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

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

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





# Inside the Personalized Nutrition Revolution with Habit's CEO

Imagine if people could leave behind the trial and error of fad diets, and instead gain their own “nutrition intuition.” That idea was the inspiration for Habit, a new company in which Campbell is the sole investor. Think of Habit as a personal nutritionist and eating coach. The company began with a pilot in San Francisco, California,

and is now available nationally. The pilot yielded valuable insights for Habit and Campbell as we continue to serve consumers seeking to lead healthier lives. Neil Grimmer, Habit CEO and co-founder of Plum Organics, shares the personal journey that changed his outlook on food.



Neil Grimmer

I've always wanted to get more from my food. In my early 30s, I helped start and run Plum Organics and was so focused on bringing the best, healthy food to kids that I lost sight of my own health. Too much work, too much food and mega-dosing of caffeine, combined with not enough sleep, healthy food or exercise was a damaging, but all too common, lifestyle. One day, I looked in the mirror and saw a stranger.

I was 50 pounds heavier than my weight 10 years prior, and my unhealthy startup lifestyle was leading me to some serious health issues. With guidance from physicians and nutritionists, I learned that much of what I was battling could be resolved—not with pharmaceuticals or fad diets—but with real, healthy, whole food, in amounts and ratios that were optimized specifically for me.

I wanted this type of health transformation to be available to anyone. That's how Habit was born. Habit brings together a brilliant team of scientists, registered dietitians, nutritionists, technologists, food scientists, health coaches, designers and business leaders. We're on a mission to feed human potential through the power of personalized nutrition, and through Habit, we believe food can transform lives, one plate at a time.

## How It Works

- 1 Test.**  
Use an at-home test kit to measure more than 60 nutritional biomarkers, then mail samples to a certified lab.
- 2 Learn.**  
Habit analyzes your data to determine your body's unique response to different nutrients, then designs an eating plan just for you.
- 3 Transform.**  
A nutrition coach helps you define your goals, and can recommend nutritious meals and hero foods with your needs in mind.





## Investing in the Future of Food

Consumer desires are changing, shifting toward ingredients and products that promote health and well-being. And technology is transforming the way we learn about, purchase and prepare what we eat. That's why Campbell is developing an ecosystem of innovative partners who are defining the future of food. Explore the many ways we're bringing about a new kind of food system.

In early 2016, we announced the formation of a venture capital fund that will invest \$125 million in innovative companies across the food system. To date, this fund has made commitments to companies like Farmers Business Network, Back to the Roots and Pilotworks (formerly Foodworks).

Another investment includes Spoiler Alert, whose technology platform helps food businesses manage their unsold inventory and increase food access nationwide. Through this investment, Spoiler Alert will begin tackling the food waste problem in the U.S., which amounts to \$220 billion in wasted food every year.

### Real Food Innovation Challenge

Campbell is now working with Pilotworks, a kitchen incubator dedicated to growing early-stage retail and wholesale food businesses. Through this relationship, we'll help support up-and-coming innovators with a passion for real food. We kicked off in summer 2017 with the Real Food Innovation Challenge at their commercial kitchens in Brooklyn, New York. Campbell invited Pilotworks members to participate in an idea pitch session, and out of nearly 40 entries, Campbell selected seven finalists to present their ideas to judges in front of a live audience.

To choose the winners, the judges used criteria influenced by Campbell's Purpose and Real Food Philosophy. The three winners—Red Velvet NYC, Better Almond Butter and Watermelon Road—received credits to apply to their Pilotworks memberships. As a second part of the partnership, these winners and other Pilotworks members will have access to professional advice on topics such as branding, marketing, product development and packaging—in the form of nearly 20 Campbell experts.





“In the future, shopping for and preparing meals will be flexible, fully automated and even anticipatory. Chef’d will help Campbell connect with our consumers where they are today and, more importantly, where they’re headed.”

Denise Morrison  
CEO, Campbell Soup Company



### MassChallenge

MassChallenge calls itself “the most startup-friendly accelerator on the planet.” With the PULSE@MassChallenge program, a component of the Mass Digital Health Initiative, the accelerator plays matchmaker between promising digital health companies and business and health care experts. An important component of the program is the “reverse pitch” process, in which potential investors tell entrepreneurs what sorts of initiatives they’d like to fund. In its first year as a Champion partner, Campbell paired with AARP to encourage entrepreneurs to submit ideas related to:

- Food that enhances sustained mental and physical energy
- Food that helps prevent chronic disease, like obesity, diabetes and cardiovascular disease

- Technologies that can help people prepare foods that are tastier, more nutritious and more affordable

Funders and startups were matched at the end of 2017, and the accelerator began in early 2018. At the end of the program, \$200,000 will be distributed to program winners to scale their ideas.

### Chef’d®

Campbell believes that the future of grocery shopping is digital. Today, only a small percentage of our food is sold online, but we believe that our industry is headed for a disruption like the ones that transformed how we buy music, clothing and other goods. By 2021, Campbell expects e-commerce sales of food and beverages to reach \$66 billion, growing at a compound annual rate of 38 percent.

One way we’ll leverage this opportunity is by partnering with companies that

are already cracking the e-commerce code, like online meal kit company Chef’d. Chef’d enables people to choose and reorder from hundreds of meals at any given time, without the hassle and cost of subscriptions or membership fees. Chef’d partners with notable chefs, culinary personalities and over 125 trusted brands to offer more than 1,000 meal solutions.

With our \$10 million investment and strategic partnership with the company, Chef’d will help us with infrastructure and distribution of meal solutions through *Campbell’s Kitchen™*. We’ll also benefit from insights on e-commerce business models, data analytics and shopper behaviors. Over the next three years, we will work together to test new capabilities related to product innovation and fulfillment. As our grocery shopping carts become increasingly virtual, we look forward to seeing where this partnership leads.



**Our Community  
Affairs Strategy**

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**Lasting Solutions  
for Our Hometowns**

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**Building a  
Network of  
Real Solutions**

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# SHARED Communities



**Giving That  
Matters  
in Detroit**

**PAGE 58**

**Eat Your  
Soulfull**

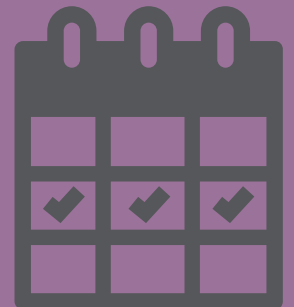
**PAGE 59**



**Make a  
Difference  
Week**

**2017**

**PAGE 60**



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

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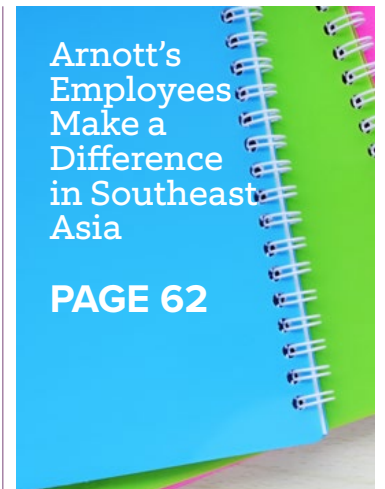
**Healthy Eating  
From the  
Very Start**

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**Arnott's  
Employees  
Make a  
Difference  
in Southeast  
Asia**

**PAGE 62**





## Metrics That Matter

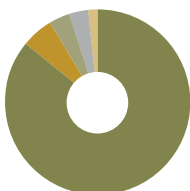
**CHARITABLE GIVING,  
INCLUDING IN-KIND**  
(in millions)



**EMPLOYEE  
VOLUNTEER HOURS**



**GLOBAL GIVING**



In-kind:	\$53.2M
Cause Marketing:	\$3.5M
Foundation:	\$2.2M
Corporate Contributions:	\$2M
Employee Giving:	\$1M
<b>Total:</b>	<b>\$61,948,821</b>



## How We Manage

Campbell's commitment to being the leading health and well-being food company includes helping to ensure that real food remains accessible to all. As a food company, we are uniquely positioned to leverage our capabilities and expertise to increase food access across the world, and we center our volunteerism and philanthropic investments on this issue. We also have a commitment to strengthen and empower communities, specifically within Campbell's hometowns.

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

Our new Community Affairs platform is "Giving that matters," and our aim is to strengthen and empower healthy communities in Campbell's hometowns. With this new focus comes a new way to think about our role. No longer are we exclusively a grant maker that executes individual programs and events; we are becoming a change maker that invests in long-term, sustainable impact. Our change philosophy is simple—we are working to create local impact through bold solutions and systematic interventions in partnership with community members.





# Our Community Affairs Strategy

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





# Lasting Solutions for Our Hometowns

Our signature community affairs program, Campbell Healthy Communities, is a 10-year, \$10 million commitment to measurably improve the health of young people in our hometown communities. Launched in 2010, Campbell Healthy Communities uses a differentiated collective impact approach which

includes a common agenda among partners, shared measurement systems, continuous communications, mutually reinforcing activities and a backbone leadership organization, which for Camden is Get Healthy Camden. The goal is for this work to live sustainably in the Camden community through a

network of partner organizations, rather than belonging to any one individually. While the initial focus of this program was on our community in Camden, New Jersey, the initiative has expanded to four additional Campbell communities.

## How We're Making Change in Camden



### Heart Bucks

Coupons for heart-healthy food for participants in in-store nutrition education

**95%**

Heart Bucks redeemed

**\$5,288**

Spent on heart-healthy food



### Soccer for Success

Structured after-school activity for students

**17**

Sites

**956**

Participants

**10,538**

Hours of soccer played



### Healthy Corner Stores

Increasing fresh food availability in local stores

**50**

Stores participating

**90%**

Store owners report increased healthy product sales



## Building a Network of Real Solutions

Campbell Healthy Communities established the Healthy Corner Store Network, which is designed to increase access to affordable, healthy food in low-income neighborhoods by providing technical assistance to store owners. In Camden, a city of 77,000 residents with no full-service grocery store, corner stores are a key to healthy food access in the city. Of 50 participating corner stores, 90 percent reported increases in sales of healthy foods at their locations after the program began.

The program has expanded to include Heart Smarts, a supplementary program that provides onsite health screenings, in-store nutrition education and cooking lessons as well as distribution of Heart Bucks, coupons that are redeemed for healthy food.

The impact has been widespread. Take Edward, a local Camden resident. In early 2015, Edward would visit a local corner store every day to purchase lottery tickets. After being convinced to try an in-store nutrition education lesson, he liked it so much that he returned for 10 more lessons and was an active participant in health screenings and Heart Bucks redemption. Edward, who had uncontrolled Type 2 diabetes, not only lost 40 pounds over the course of the year, but also decreased his A1C levels from 12.7 percent to 5.2 percent.

“The program changed my life completely,” Edward said. “It’s all because of the nutrition education lessons in the store, the Heart Bucks coupons and help from my doctor that I’ve been able to make such a drastic change in my life.”



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



## Giving That Matters in Detroit

In December of 2016, Campbell’s Metro Detroit Healthy Communities program held a Special Pantry with Forgotten Harvest and Gleaners Community Food Bank, along with our school site, Ferndale Lower Elementary. Families in need were invited to our Special Pantry to receive food to help them prepare a worry-free holiday dinner and more.

More than 100 local families attended the event on a snowy afternoon. Every participating family received a ham or turkey, bread, fresh seasonal fruits and vegetables, dairy products, fresh pies and other items needed

for daily meal preparation. The local Garden Fresh Gourmet team used a Ferndale community Facebook site to ask neighbors to donate grocery store gift cards for each family, and, with the community’s help, every family also received a \$25 gift card to a neighborhood grocery store. Through the collaboration of a few local organizations and the Ferndale, Michigan, community, we ensured that more than 100 families were food-secure during the holiday season.



In a single year, The Soulfull Project delivered:  
**100,000** servings of cereal to people at  
**57** food banks across the mid-Atlantic and is  
 now in the process of expanding nationally

## Eat Your Soulfull®

What you have for breakfast can set the tone for the rest of your day. Eating whole grains can lead to healthier choices—and knowing your meal is helping another person can jumpstart a day of doing good.

That was the driving force for four Campbell employees—a marketing manager, a design manager, an R&D scientist and a chef—who founded The Soulfull Project, a “buy one, give one” Public Benefit Corporation and certified B Corp. For each serving of hot cereal the company sells, another serving is donated to a food bank to feed someone in need.

The team developed their cereals in collaboration with the Food Bank of South Jersey, who helped the team identify breakfast as the meal during which it is hardest for their patrons to make healthy choices. Partnering with the food bank, Soulfull developed its first product, Four Grain Hot Cereal, a combination of rye, oats, barley and red quinoa with no added sugar, a rare quality for breakfast foods. It was a welcome alternative for food bank



patrons, many of whom live with chronic health issues like diabetes.

### A Delicious Difference

Since its inception, Campbell Soup Company has funded The Soulfull Project. The founders pitched their idea to the company’s senior leaders, and Campbell responded with funding, resources—including the use of the pilot plant at Campbell’s world headquarters—and connections to suppliers. The newly certified B Corp is now in the process of expanding nationally, adding capacity in R&D and sales.

### More Than Just Breakfast

Donating food has never been The Soulfull Project’s only goal. The company’s founders also wanted to

give back in their own communities. To celebrate local communities and inspire action, Soulfull kicked off its first product launch in 2016 with “The Soulfull 100.” The campaign consisted of 100 volunteer events held over 100 days. The events, which were chronicled on social media, drove brand recognition and served as a daily reminder of Soulfull’s mission. The stories struck a chord: over the three-month period, Soulfull’s Facebook followers grew from 300 to more than 19,000, and the company gained more than 200 nonprofit giving partners nationwide.

The Soulfull Project has inspired many across the nation and within our own walls. The startup has introduced us to new business models and ways to engage consumers. Recently, the Soulfull team was asked to speak to participants in an internal “Shark Tank”—inspired employee competition, one of many efforts helping employees live into one of Campbell’s core Values, “Own It Like a Founder.”



# Make a Difference Week 2017

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



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



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



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

### Impact Since 2012:

**200,000**

Jars of salsa produced

**\$300,000**

Revenue generated for the Food Bank of South Jersey

**600,000**

Meals funded by program

**\$500,000**

In dumping fees saved by area farmers

## Healthy Eating From the Very Start

Plum Organics is rooted in its mission to provide the very best food from the very first bite and, as a Public Benefit Corporation (PBC), is committed to advancing solutions for childhood hunger and malnutrition in the U.S. Since the 2013 inception of *The Full Effect*®, their give-back program, Plum Organics has donated over 15,000,000<sup>1</sup> meals and snacks to little ones in need.

In FY2017, Plum Organics accelerated their ongoing commitment to the Homeless Prenatal Program (HPP) in San Francisco, California. HPP works to break the cycle of childhood poverty by helping families become more healthy and economically stable. A \$50,000 grant from Plum Organics helped HPP expand its breastfeeding resources, increasing the number of mothers and babies HPP can help start life off right. Plum Organics will continue its support of HPP in FY2018.

### In FY2017 Plum Organics Funded:

**2** Private nursing areas

**25** Breast pumps

**30** Bed top co-sleepers

**200** Nursing covers

**233** Baby carriers

**5** Lactation educators

**57** Staff trained on breastfeeding

**3** Healthy feeding classes



<sup>1</sup> Please note that 15M is based on FY2017 numbers, and more has been donated since then.

# Arnott's Employees Make a Difference in Southeast Asia

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



## Arnott's Indonesia

- The Indonesian government has made a pledge to clean up garbage across the country by 2020. An Arnott's team, along with local community leaders, participated in a cleanup day on Kenjeran Beach in Surabaya. To help with ongoing efforts, Arnott's donated mountain bikes that will help sanitation teams clean up the country even faster.
- Partnering with YCAB, a local youth development organization, Arnott's will offer computer lessons to underprivileged children. An Arnott's-branded van will serve as

a classroom on wheels, carrying enough laptops for 10 students and a teacher. The program will operate for one year, during which Arnott's will help educate more than 200 children.

## Arnott's Malaysia

- Children everywhere need the right tools to succeed in school. For its "Bag to School" initiative, Arnott's identified 188 primary school students in need across three schools in the Klang Valley. Employees sponsored children by donating school bags, supplies and water bottles, with Arnott's matching their donations.
- The Lighthouse Children's Welfare Home in Bangsar got a surprise when Arnott's delivered lunchboxes packed with healthy foods—plus a few treats to enjoy. Employees packed 100 lunchboxes with fruits, vegetables and Campbell's® soup, and "party packs" with Tim Tam®, Shapes® and Good Time® cookies.

## Supporting Healthy Communities in Campbell's Hometowns

Founded in 1953, the Campbell Soup Foundation provides financial support to local organizations that inspire positive change in communities where Campbell employees live and work. The Foundation's grantmaking focuses on strategic giving to strengthen and empower healthy communities in Campbell's hometowns. The Foundation is entirely employee-run, governed by a Board of Trustees comprised of senior executives, and advised by an employee-led Executive Committee. In FY2017, the Foundation provided \$1.7 million in grants, including a youth urban farming program and mobile teaching kitchen in Camden, New Jersey, as well as a food waste and recovery program in Bloomfield, Connecticut.



## A Record Year for The Arnott's Foundation

In FY2017, The Arnott's Foundation had a record year of giving, granting more than \$517,000 USD to deserving nonprofits across Australia. Of the total amount donated, \$461,000 was donated to Camp Quality and \$56,000 was donated to Fairy Sparkle. On top of this, over \$1.5 million of product was donated to Foodbank and \$39,000 was donated to Driver Reviver.

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



# Campbell's FY2017 Performance Scorecard

BUSINESS OVERVIEW (USD in millions)	FY2014	FY2015	FY2016	FY2017
Net Sales	\$8,268	\$8,082	\$7,961	\$7,890
EBIT	\$1,267	\$1,054	\$960	\$1,400
Taxes on Earnings	\$374	\$283	\$286	\$406
Dividends Paid	\$391	\$394	\$390	\$420
Capital Expenditures	\$347	\$380	\$341	\$338
R&D	\$122	\$117	\$124	\$111
GROWN <sup>1</sup>	FY2014	FY2015	FY2016	FY2017
GHG Emissions (kg CO <sub>2</sub> e/tonne of tomato)	0.007	0.006	0.006	0.006
Water Use (gallons/pound of tomato)	9.04	8.48	7.53	7.53
Nitrogen Use (pounds Nitrogen/tonne of tomato)	4.22	4.04	4.12	4.12
SOURCED	FY2014	FY2015	FY2016	FY2017
Cage-Free Eggs	N/A	N/A	N/A	12%
"No Antibiotic Ever" Chicken	N/A	N/A	N/A	97%
Crate-Free Pork	N/A	N/A	N/A	34%
Certified Sustainable Palm Oil (CSPO)	N/A	N/A	100%	100%
PRODUCED <sup>2</sup>	FY2014	FY2015	FY2016	FY2017
Energy Use				
Total Electricity Use (mmbtu)	2,427,704	2,401,815	2,337,129	2,488,054
Total Fuel Use (mmbtu)	7,796,569	7,691,784	7,249,795	7,932,234
Total Energy Use (mmbtu)	10,224,272	10,093,599	9,586,924	10,420,288
U.S.	8,325,676	8,113,734	7,569,380	8,039,806
Outside of U.S.	1,898,596	1,979,865	2,017,544	2,380,482
Energy Intensity (mmbtu/tonne of food produced)	2.43	2.54	2.58	2.77
Renewable Energy Generated (kWh) for the Grid <sup>3</sup>	20,574,861	20,903,897	22,116,941	27,670,475
Percent of Total Electricity Use	3%	3%	3%	4%
Greenhouse Gas Emissions				
GHG Emissions (tonnes CO <sub>2</sub> e)	761,203	751,924	724,996	751,340
GHG Intensity (tonnes CO <sub>2</sub> e/tonne of food produced)	0.18	0.19	0.19	0.20
Direct (Scope 1) Emissions (tonnes CO <sub>2</sub> e)	432,900	427,731	403,057	416,838
U.S.	356,206	346,894	316,265	332,822
Outside of U.S.	76,694	80,837	86,792	84,016
Indirect (Scope 2) Emissions (tonnes CO <sub>2</sub> e)	328,293	324,203	321,939	334,502
U.S.	248,309	242,872	245,801	258,397
Outside of U.S.	79,985	81,331	76,138	76,105
Indirect (Scope 3) Emissions (tonnes CO <sub>2</sub> e) <sup>4</sup>	10,314	7,366	8,443	9,742
Carbon Offsets Purchased (tonnes CO <sub>2</sub> e) <sup>5</sup>	33	23	51	77
Water Use				
Water Use (m3)	34,068,190	32,033,574	31,858,298	31,916,514
Water Intensity (m3/tonne of food produced)	8.09	8.07	8.56	8.53

Campbell's FY2017 Performance Scorecard, cont.

PRODUCED <sup>2</sup>	FY2014	FY2015	FY2016	FY2017
<b>Waste Generation</b>				
Total Waste Generated (tonnes)	485,296	479,408	450,814	445,237
Total Waste to Landfill (tonnes)	51,900	48,900	44,161	40,059
Total Waste to Incineration/Controlled Combustion (tonnes)	1,573	1,587	2,231	2,099
Total Recycled (tonnes)	22,668	47,255	43,343	36,535
Total Other Diverted Waste (tonnes)	409,155	381,666	361,079	366,544
Total Waste Diverted from Landfill (tonnes)	433,396	430,508	406,653	405,178
Landfill Diversion Rate	89%	90%	90%	91%
Total Waste Intensity (tonnes/tonne of food produced)	0.12	0.12	0.12	0.12
Hazardous Waste Generated (tonnes) <sup>6</sup>	45	38	50	55
<b>SHARED</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>
Total Recordable Incident Rate (TRIR)/200,000 hours	1.91	1.99	1.96	1.37
Lost Time Incident Rate (LTIR)/200,000 hours	0.34	0.29	0.23	0.20
Employee Fatalities	0	0	0	0
Environmental Notice of Violations (NOVs)	1	1	1	5
Environmental Fines (USD)	\$27,000	\$500	\$1,500	\$7,100
Women in Global Workforce	44%	44%	43%	43%
Women in Management	36%	38%	41%	43%
Women on the Board of Directors	31%	31%	31%	33%
Charitable Giving, including In-Kind (USD in millions)	\$70.4	\$59.2	\$65.1	\$61.9
Employee Volunteer Hours	15,000	14,100	12,000	12,200
Tuition Assistance Paid	\$0.82	\$0.81	\$0.79	\$0.80
U.S. Health Care Expense	\$106	\$100	\$115	\$121
Pension Income/Expense	\$35	\$96	\$279	\$(230)
Post-Retirement Medical & Life Expense	\$23	\$29	\$38	\$(28)
401(k) Retirement Plan Contributions	\$29	\$31	\$33	\$34
Products with Reduced Negative Nutrients (revenue in millions) <sup>7</sup>	\$4,475	\$5,372	\$5,691	\$6,115
Products with Reduced Negative Nutrients (revenue/total revenue)	57%	53%	55%	59%
Products with Increased Positive Nutrients (revenue in millions) <sup>7</sup>	\$2,666	\$3,200	\$3,297	\$3,344
Products with Increased Positive Nutrients (revenue/total revenue)	34%	32%	32%	32%
Healthy Products (revenue in millions) <sup>7</sup>	\$2,508	\$2,929	\$2,898	\$2,998
Healthy Products (revenue/total revenue)	32%	29%	28%	29%

1 To drive consistency in our reporting metrics, sustainable agriculture data will be reported over fiscal year (FY) instead of calendar year (CY) moving forward. This means that the FY2017 tomato data under "Grown" in this Report is a restatement of CY2017 tomato data from last year's Report.

2 We are restating our historic data because of improved data completeness and quality and full integration of data from our three most recent acquisitions completed through FY2017. Total waste has increased significantly compared to prior reports because we added animal feed waste for one of our acquisitions, which previously we were not able to obtain data on.

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

4 Scope 3 emissions includes employee business travel by cars, planes and trains. Campbell is working to capture more emissions categories in FY2018.

5 Plum purchases carbon offsets in the amount of the GHG emissions from the energy used in its headquarters building in Emeryville, California.

6 We corrected a data collection error in our FY2016 data for hazardous waste.

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

# Stakeholder Engagement

## Public-Private Partnerships

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

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

## Health and Nutrition Stakeholder Engagement & Research

Many of today's complex nutrition issues require a collaborative and multidisciplinary approach to solutions that span the public and private sectors. As an industry leader, Campbell established a legacy in performing and supporting health and nutrition research, education and consumer programs to improve consumer diets through innovative partnerships with stakeholders that in 2017 included:

- Participation in the Academy of Nutrition and Dietetics *Nutrition Impact Summit*. The invitation-only event was convened by the Academy and its Foundation to explore collaborative opportunities to accelerate progress toward good health and well-being for all people.
- Participation in the American Heart Association *Healthier Food Leadership Summit* to discuss creating a healthier future through collaboration, innovation and development of guiding principles for change.
- Membership, sponsorship and exhibition at the Academy of Nutrition and Dietetics' annual Food and Nutrition Conference & Expo (FNCE), where our corporate nutritionists get feedback on our products from health professionals.
- Supporting the Produce for Better Health Foundation, as a donor, on the Board of Trustees, through participation in the marketing and communications and research subcommittees and through sponsorship of their annual meeting. These efforts support Campbell's Nutrition strategy (specific to fruits and vegetables) and Real Food Philosophy and help educate key stakeholders on Campbell's nutrition initiatives.
- Involvement in planning symposia for the American Society for Nutrition and engaging the organization to stay up-to-date on research from top nutrition scientists in industry and academia.

- Working collaboratively across USDA and FDA agencies on implementation of the new Nutrition Facts panels and GMO labeling.
- Collaborating with retailer health and wellness programs through the development of nutrition education resources, including recipes that aligned with the Dietary Guidelines for Americans, coupon and recipe booklets, nutrition articles and more, to educate consumers about healthy eating.
- Providing continuing education credits to over 200 dietitians on culinary trends and nutrition communications.
- Collaborating with global industry on the Consumer Goods Forum to develop programs and share best practices in health and wellness promotion.
- Conducting an annual survey of dietitians to collect feedback on our products, clients' consumption and referral habits, nutritional characteristics of products and resources they seek for consumers.
- Continued engagement with the Interfaith Center on Corporate Responsibility on public health issues, including obesity, undernutrition and access to nutrition.
- Participation in the Access to Nutrition Index assessment, which ranks the world's largest food companies on their efforts in tackling nutrition challenges. Campbell uses the report to help inform nutrition strategy and best practices in policy development, transparency and communication on nutrition issues.
- Partnership and engagement with numerous academic institutions including the Pennsylvania State University, Tufts University, Purdue University, University of California at Davis, West Chester University and others, on academic curriculum, internships and research.
- Participation in the Forum for the Future's Protein Challenge 2040 U.S. Advisory Group.



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

### Scientific Advisors

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

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

## Nutrition Data Definitions

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

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

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

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

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

## Corporate Responsibility Materiality

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

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

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

### Our assessment adhered to the following steps:

#### Step 1: Identification of Issues

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

corporate responsibility organizations to confirm our findings.

#### Step 2: Stakeholder Survey

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

#### Step 3: Stakeholder Interviews

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

## Materiality, cont.

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

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

#### Responsible Business Practices

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

#### Society

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

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

#### Product Responsibility

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

#### Labor Practices

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

#### Environment

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

#### Step 4: Validation

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

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

# GRI Content Index

DISCLOSURE	DISCLOSURE TITLE	2018 RESPONSE					
GRI 102: General Disclosures							
Organizational Profile							
102-1	Name of the organization	The Campbell Soup Company					
102-2	Activities, brands, products, and services	Corporate Profile (5-6)					
102-3	Location of headquarters	Corporate Profile (6)					
102-4	Location of operations	Corporate Profile (6)					
102-5	Ownership and legal form	Publicly traded company					
102-6	Markets served	Corporate Profile (6)					
102-7	Scale of the organization	Corporate Profile (6); <a href="#">10-K p.13</a>					
102-8	Information on employees and other workers						
Employees by Region and Type, Salary, and Gender							
Region	Total Employees	Full Time	Part Time	Hourly	Salaried	Male	Female
Americas	12,871	12,271	600	8,986	3,885	7,598	5,273
Europe	417	363	54	342	75	190	227
Asia-Pac	4,935	4,336	599	3,484	1,451	2,541	2,394
Total	18,223	16,970	1,253	12,812	5,411	10,329	7,894
Employees by Contract and Gender							
	Americas	Europe	Asia-Pacific	Total			
Permanent	12,871	417	4,935	18,223			
Female	5,273	227	2,394	7,894			
Male	7,598	190	2,541	10,329			
Contractors	3,398	0	175	3,573			
Female	1	0	1	2			
Male	1	0	0	1			
Unidentified	3,396	0	174	3,570			
Total	16,269	417	5,110	21,796			
Employees by Type and Region							
	Americas	Europe	Asia-Pacific	Total			
Full Time	12,271	363	4,336	16,970			
Female	4,979	198	1,920	7,097			
Male	7,292	165	2,416	9,873			
Part Time	600	54	599	1,253			
Female	294	29	474	797			
Male	306	25	125	456			
Total	12,871	417	4,935	18,223			



# GRI Content Index

Organizational Profile (cont.)		
102-9	Supply chain	Corporate Responsibility at Campbell – Strategy (7); Grown (15-20); Sourced (21-28); <a href="#">10-K p.3-4, 6-7</a>
102-10	Significant changes to the organization and its supply chain	<a href="#">10-K p.3</a> , Campbell has an internal process through which it conducts comprehensive due diligence when considering joint ventures or prospective suppliers.
102-11	Precautionary principle or approach	We take a precautionary approach to the environment by seeking to apply processes or practices with less environmental impact when possible. Campbell's Legal Department prepares a comprehensive report on current legal exposures, trends and risks that is presented annually to the Audit Committee of the Board of Directors. This report assesses the risks faced by the company in the geographies in which it does business. The Legal Department also provides an annual report to the Governance Committee of the Board of Directors on trends and developments in corporate governance. See also Produced – How We Manage (30).
102-12	External initiatives	Appendix – Stakeholder Engagement (65)
102-13	Membership of associations	Appendix – Stakeholder Engagement (65)
Strategy		
102-14	Statement from senior decision-maker	CEO Message (3-4)
Ethics and Integrity		
102-16	Values, principles, standards, and norms of behavior	<p>Corporate Responsibility at Campbell – Corporate Profile (5-6); Corporate Responsibility at Campbell – Governance (10); Corporate Responsibility at Campbell – Ethics (11)</p> <p>Revised corporate policies and guidelines are issued every year. Existing policy statements that are regularly reviewed and revised as needed include:</p> <ul style="list-style-type: none"> <li>• <a href="#">Code of Business Conduct and Ethics</a></li> <li>• <a href="#">Anti-Bribery Policy</a></li> <li>• <a href="#">Global Guidelines for Responsible Advertising to Children</a></li> <li>• <a href="#">Commitment Concerning Advertising to Children</a></li> <li>• <a href="#">Environmental Sustainability Policy</a></li> <li>• <a href="#">Human Rights Principles</a></li> <li>• <a href="#">Political Accountability Guidelines</a></li> <li>• <a href="#">Supply Base Requirements and Expectations Manual</a></li> <li>• <a href="#">Responsible Sourcing Supplier Code</a></li> </ul>
Governance		
102-18	Governance structure	Corporate Responsibility at Campbell – Governance (10)
Stakeholder Engagement		
102-40	List of stakeholder groups	Corporate Responsibility at Campbell – Stakeholder Engagement (14)
102-41	Collective bargaining agreements	24 percent of our workforce is unionized or covered by collective bargaining agreements.
102-42	Identifying and selecting stakeholders	Corporate Responsibility at Campbell – Stakeholder Engagement (14)
102-43	Approach to stakeholder engagement	Corporate Responsibility at Campbell – Stakeholder Engagement (14)
102-44	Key topics and concerns raised	Corporate Responsibility at Campbell – Stakeholder Engagement (14)

# GRI Content Index

## Reporting Practices

102-45	Entities included in the consolidated financial statements	<a href="#">10-K p.3</a> ; Corporate Profile (5-6)
102-46	Defining report content and topic Boundaries	Corporate Responsibility at Campbell – Materiality This report includes content on our key material corporate responsibility issues and an update to key performance metrics, including progress against our new 2025 goals. Significant policy or program advances and recognition occurring before or after FY2017 may also be included. This Report covers our owned and leased facilities on a global basis where we have operational control. Unless otherwise stated, principles and policies referenced in the report apply to locations operated worldwide, and to all employees of Campbell Soup Company. Bolthouse Farms was acquired in August 2012. Plum Organics was acquired in June 2013, and Campbell worked with Plum to incorporate it as a Public Benefit Corporation (PBC) under Delaware law in August 2013 and gain B Corp certification. Kelsen was acquired in August 2013 and Garden Fresh Gourmet was acquired in June 2015.
102-47	List of material topics	Corporate Responsibility at Campbell – Materiality (12)
102-48	Restatements of information	Our environmental data has been restated back to the base year of 2008 to include the Bolthouse Farms, Plum Organics, Kelsen and Garden Fresh Gourmet acquisitions.
102-49	Changes in reporting	None
102-50	Reporting period	Fiscal Year 2017 (August 1, 2016 – July 30, 2017).
102-51	Date of most recent report	June 2017
102-52	Reporting cycle	Biennial, with updates annually
102-53	Contact point for questions regarding the report	We value and welcome feedback from interested stakeholders. Contact Megan Maltenfort, Senior Manager — Corporate Social Responsibility, One Campbell Place, MS131, Camden, NJ 08103. You may also contact us via our dedicated CSR Feedback Email Address: <a href="mailto:csr_feedback@campbellsoup.com">csr_feedback@campbellsoup.com</a> .
102-54	Claims of reporting in accordance with the GRI Standards	In preparing this report, we used the Global Reporting Initiative (GRI) Standards, including the GRI-G4 Food Processing Sector Supplement. This report exceeds the disclosures necessary to meet the core-level reporting requirements, including some content that addresses comprehensive-level disclosures. Please see our GRI Content Index for more details and <a href="http://www.globalreporting.org">www.globalreporting.org</a> 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 68.
102-56	External assurance	In 2016, we successfully completed a third-party limited assurance review consistent with guidance provided by ISO 14064-3 of our GHG emissions inventory. This assurance process was under the supervision of the Vice President of Corporate Responsibility and Sustainability. In 2017, we completed a similar third-party limited assurance review consistent with guidance provided by ISAE 3000 of our FY2016 nutrition and related sales data.

## Economic

### GRI 201: Economic Performance

103-1	Explanation of the material topic and its Boundary	<a href="#">10-K</a> , <a href="#">CDP</a> , Performance Scorecard (64)
103-2	The management approach and its components	<a href="#">10-K</a>
103-3	Evaluation of the management approach	<a href="#">10-K</a>
201-1	Direct economic value generated and distributed	<a href="#">10-K</a> , Performance Scorecard (63-64)
201-2	Financial implications and other risks and opportunities due to climate change	<a href="#">10-K</a> , <a href="#">CDP</a>
201-3	Defined benefit plan obligations and other retirement plans	<a href="#">10-K</a> , Performance Scorecard (64)

# GRI Content Index

## GRI 203: Indirect Economic Impacts

103-1	Explanation of the material topic and its Boundary	Shared: Communities – How We Manage (55)
103-2	The management approach and its components	Shared: Communities – How We Manage (55)
103-3	Evaluation of the management approach	Shared: Communities – How We Manage (55)
203-1	Infrastructure investments and services supported	Shared: Communities (54-62)
203-2	Significant indirect economic impacts	Shared: Communities (54-62)

## GRI 204: Procurement Practices

103-1	Explanation of the material topic and its Boundary	Sourced – How We Manage (22)
103-2	The management approach and its components	Sourced – How We Manage (22)
103-3	Evaluation of the management approach	Sourced – How We Manage (22)
204-1	Proportion of spending on local suppliers	We do not currently track this data, but are determining the feasibility of tracking it in the future.
FP1	Percentage of purchased volume from suppliers compliant with company's sourcing policy	While Campbell maintains policies on supplier standards, we do not currently track the total volume of ingredients that are compliant with our policies. We do, however, audit our suppliers against our Supply Base Requirements and Expectations Manual and will work towards being able to provide this information in the future.
FP2	Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards, broken down by standard	While Campbell maintains policies on supplier standards, we do not currently track the total volume of ingredients that are compliant with industry standards. We do, however, audit our suppliers against our Supply Base Requirements and Expectations Manual and will work towards being able to provide this information in the future.

## GRI 205: Anti-corruption

103-1	Explanation of the material topic and its Boundary	Corporate Responsibility at Campbell – Governance (10); <a href="#">Code of Business Conduct and Ethics</a>
103-2	The management approach and its components	Corporate Responsibility at Campbell – Governance (10); <a href="#">Code of Business Conduct and Ethics</a>
103-3	Evaluation of the management approach	Corporate Responsibility at Campbell – Governance (10); <a href="#">Code of Business Conduct and Ethics</a>
205-1	Operations assessed for risks related to corruption	Campbell's Legal Department prepares a comprehensive report on current legal exposures, trends and risks that is presented annually to the Audit Committee of the Board of Directors. This report assesses the risks faced by the company in the geographies in which it does business. The Legal Department also provides an annual report to the Governance Committee of the Board of Directors on trends and developments in corporate governance. In addition, an annual Conflicts Certification is sent to mid- and upper-level management to assess conflicts of interest.
205-2	Communication and training about anti-corruption policies and procedures	Each year, Campbell provides comprehensive online and in-person training for employees on core ethics and compliance issues and risk-based training tailored to the issues associated with employees' specific job responsibilities. As part of the <i>Winning With Integrity</i> program, all employees are required to complete annual training on our <i>Code of Business Conduct and Ethics</i> .  This training, offered in multiple languages, is available online for most employees, but also offered in DVD format for employees in our manufacturing facilities.
205-3	Confirmed incidents of corruption and actions taken	There have been no confirmed incidents of corruption.



# GRI Content Index

## GRI 206: Anti-competitive Behavior

103-1	Explanation of the material topic and its Boundary	Corporate Responsibility at Campbell – Governance (10); <a href="#">10-K p.4-5; Code of Business Conduct and Ethics</a> ; Anti-Bribery Policy
103-2	The management approach and its components	Corporate Responsibility at Campbell – Governance (10); <a href="#">10-K p.5; Code of Business Conduct and Ethics</a> ; Anti-Bribery Policy
103-3	Evaluation of the management approach	Corporate Responsibility at Campbell – Governance (10); <a href="#">10-K p.5; Code of Business Conduct and Ethics</a> ; Anti-Bribery Policy
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	There were no legal actions during the reporting period regarding anti-competitive behavior and violations of anti-trust and monopoly legislation in which Campbell's has been identified as a participant.

## Environmental

### GRI 302: Energy

103-1	Explanation of the material topic and its Boundary	Grown – How We Manage (16); Produced – How We Manage (30)
103-2	The management approach and its components	Grown – How We Manage (16); Produced – How We Manage (30)
103-3	Evaluation of the management approach	Grown – How We Manage (16); Produced – How We Manage (30)
302-1	Energy consumption within the organization	Performance Scorecard (63); <a href="#">CDP</a>
302-3	Energy intensity	Performance Scorecard (63); <a href="#">CDP</a> Campbell defines intensity as Energy Use/ Tonne of Food Produced.
302-4	Reduction of energy consumption	Performance Scorecard (63); <a href="#">CDP</a>
302-5	Reductions in energy requirements of products and services	Performance Scorecard (63); <a href="#">CDP</a>

### GRI 303: Water

103-1	Explanation of the material topic and its Boundary	Grown – How We Manage (16); Produced – How We Manage (30)
103-2	The management approach and its components	Grown – How We Manage (16); Produced – How We Manage (30)  In FY2017, Campbell went through a more in-depth water risk assessment using the WRI Aqueduct tool to assess current and future water risk at our facilities globally. Our highest overall water risk currently is at our Bekasi, Indonesia, facility. Water quality risks exist at our sites in California, Connecticut, Illinois, Michigan, Utah and in Marlestone, Australia. Risks related to water quantity are of highest priority for our facilities in Australia, California, Connecticut, Illinois, Michigan, Ohio and Utah. Our facilities in Australia, California, Connecticut, Indonesia, Michigan and Utah are at high risk of baseline water stress. The risk of flooding is extremely high at our Downers Grove, Illinois, facility. Finally, upstream storage, which impacts water supply, is extremely low around our facilities in Indonesia, Illinois, Michigan and Ohio. This indicates that these locations could have trouble buffering variations in water supply from events such as droughts and floods. Campbell has also analyzed future water risk projections for 2020, 2030 and 2040 for facilities located in Australia, California, Connecticut, Indonesia, Malaysia, Michigan, New Jersey and Utah. This is consistent with the current geographic water risk across our portfolio with two additions, Malaysia and New Jersey. While we have water reduction goals at our global manufacturing sites, we will be using this data to expand our risk management considerations for facilities with high water quantity and quality risks to ensure that Campbell can positively impact water supply, access to safe and clean water, and biodiversity that can be impacted by changes in water quantity and quality.
103-3	Evaluation of the management approach	Grown – How We Manage (16); Produced – How We Manage (30)
303-1	Water withdrawal by source	Performance Scorecard (63); <a href="#">CDP</a>
303-3	Water recycled and reused	Performance Scorecard (63); <a href="#">CDP</a>

# GRI Content Index

## GRI 304: Emissions

103-1	Explanation of the material topic and its Boundary	Grown – How We Manage (16); Produced – How We Manage (30)
103-2	The management approach and its components	Grown – How We Manage (16); Produced – How We Manage (30)
103-3	Evaluation of the management approach	Grown – How We Manage (16); Produced – How We Manage (30)
305-1	Direct (Scope 1) GHG emissions	Performance Scorecard (63); <a href="#">CDP</a>
305-2	Energy indirect (Scope 2) GHG emissions	Performance Scorecard (63); <a href="#">CDP</a>
305-3	Other indirect (Scope 3) GHG emissions	Performance Scorecard (63); <a href="#">CDP</a>
305-4	GHG emissions intensity	Performance Scorecard (63); <a href="#">CDP</a> Campbell defines intensity as Greenhouse Gas (GHG) Emissions/ Tonne of Food Produced.
305-5	Reduction of GHG emissions	Performance Scorecard (63); <a href="#">CDP</a>

## GRI 306: Effluents and Waste

103-1	Explanation of the material topic and its Boundary	Produced – How We Manage (30)
103-2	The management approach and its components	Produced – How We Manage (30)
103-3	Evaluation of the management approach	Produced – How We Manage (30)
306-1	Water discharge by quality and destination	Performance Scorecard (63); <a href="#">CDP Water</a>
306-2	Waste by type and disposal method	Performance Scorecard (64)
306-3	Significant spills	There were no significant spills in FY2017.
306-4	Transport of hazardous waste	Performance Scorecard (64) No transported, imported, exported or treated waste deemed hazardous under the terms of the Basel Convention. The primary hazardous materials include waste chemicals, used/waste oil, paint and medical waste. Please note that for some international sites, plant trash is also considered a hazardous waste. Hazardous waste is disposed by incineration, treatment/neutralization and fuel programs.

## GRI 307: Environmental Compliance

103-1	Explanation of the material topic and its Boundary	<a href="#">10-K p.5</a> ; Produced – How We Manage (30)
103-2	The management approach and its components	Campbell Soup Company has an Environmental Management System with one of the key aspects being an electronic system, the Campbell's Environmental Management & Metrics System (CEMMS). The CEMMS system is used globally at our facilities and is the backbone of our overall Environmental Management System. The CEMMS system addresses our document management, permit tracking, monitoring and measurement, tasks and calendar management, waste and recycling tracking/reporting, inspection notifications, incidents of notice of violations management, audits management, energy tracking/reporting and refrigerant tracking/reporting. While this system is auditable and supports ISO 14001, our Environmental Management System is not ISO 14001 certified, and we currently do not have any facilities that are ISO 14001 or OHSAS 18001 certified.
103-3	Evaluation of the management approach	
307-1	Non-compliance with environmental laws and regulations	Campbell incurred \$7,100 in environmental fines in FY2017.

## GRI 308: Supplier Environmental Assessment

103-1	Explanation of the material topic and its Boundary	Grown – How We Manage (16); Sourced – How We Manage (22)
103-2	The management approach and its components	Grown – How We Manage (16); Sourced – How We Manage (22)
103-3	Evaluation of the management approach	Grown – How We Manage (16); Sourced – How We Manage (22)
308-1	New suppliers that were screened using environmental criteria	Sourced – Our Strategic Focus Areas and Goals (24) Our Responsible Sourcing Supplier Code, which must be signed by all suppliers, holds our suppliers accountable to environmental standards. Screening will begin in FY2018.
308-2	Negative environmental impacts in the supply chain and actions taken	There were no negative environmental impacts identified in the supply chain in FY2017.

# GRI Content Index

Social																																																		
GRI 401: Employment																																																		
103-1	Explanation of the material topic and its Boundary	Shared: Employees – How We Manage (37)																																																
103-2	The management approach and its components	Shared: Employees – How We Manage (37)																																																
103-3	Evaluation of the management approach	Shared: Employees – How We Manage (37)																																																
401-1	<p>New employee hires and employee turnover are listed below. Voluntary turnover for FY2017 was 12 percent and involuntary turnover was 6 percent.</p> <table><tr><th colspan="3">New Hires vs. Turnover by Age, Gender, and Region</th></tr><tr><th>Age Range</th><th>New Hires</th><th>Turnover</th></tr><tr><td>30 and under</td><td>1,580</td><td>1,334</td></tr><tr><td>31-50</td><td>1,266</td><td>1,239</td></tr><tr><td>51 and over</td><td>344</td><td>703</td></tr><tr><td><b>Total</b></td><td><b>3,190</b></td><td><b>3,276</b></td></tr><tr><th>Gender</th><th>New Hires</th><th>Turnover</th></tr><tr><td>Female</td><td>1,314</td><td>1,359</td></tr><tr><td>Male</td><td>1,875</td><td>1,916</td></tr><tr><td>Undeclared</td><td>1</td><td>1</td></tr><tr><td><b>Total</b></td><td><b>3,190</b></td><td><b>3,276</b></td></tr><tr><th>Region</th><th>New Hires</th><th>Turnover</th></tr><tr><td>Americas</td><td>2,713</td><td>2,813</td></tr><tr><td>Europe</td><td>12</td><td>1</td></tr><tr><td>Asia-Pacific</td><td>465</td><td>462</td></tr><tr><td><b>Total</b></td><td><b>3,190</b></td><td><b>3,276</b></td></tr></table>		New Hires vs. Turnover by Age, Gender, and Region			Age Range	New Hires	Turnover	30 and under	1,580	1,334	31-50	1,266	1,239	51 and over	344	703	<b>Total</b>	<b>3,190</b>	<b>3,276</b>	Gender	New Hires	Turnover	Female	1,314	1,359	Male	1,875	1,916	Undeclared	1	1	<b>Total</b>	<b>3,190</b>	<b>3,276</b>	Region	New Hires	Turnover	Americas	2,713	2,813	Europe	12	1	Asia-Pacific	465	462	<b>Total</b>	<b>3,190</b>	<b>3,276</b>
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401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	While employee benefits may vary for global locations, Campbell offers a robust employee benefits package that may include paid sick days, paid vacation, bereavement leave, education benefits, relocation assistance, health insurance (individual and family), dental insurance (individual and family), vision insurance, domestic partner benefits, life insurance, disability insurance (including long-term), flexible spending accounts (health care and child care), stock options, bonus plans, 401(k) savings plans, an onsite daycare center (WHQ), onsite fitness center (WHQ), paid maternity and paternity leave, adoption assistance, and retiree health care. Campbell Soup Company also offers corporate benefits to both same- and opposite-sex couples and has a workplace flexibility policy.																																																
401-3	Parental leave	Shared: Employees – Benefits That Matter for Life’s Moments (39)																																																
FP3	Percentage of working time lost due to industrial disputes, strikes and/or lock-outs, by country.	There was no lost time due to industrial disputes, strikes and/or lock-outs in FY2017.																																																
GRI 403: Occupational Health and Safety																																																		
103-1	Explanation of the material topic and its Boundary	Shared: Employees – How We Manage (37)																																																
103-2	The management approach and its components	Shared: Employees – How We Manage (37)																																																
103-3	Evaluation of the management approach	Shared: Employees – How We Manage (37)																																																
403-1	Workers representation in formal joint management – worker health and safety committees	100 percent of Campbell’s workforce is represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs. All of our locations have some form of health and safety committee with representation from all employee levels. In some countries the composition of those committees is legislated.																																																
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Shared: Employees – Safety for Everyone, Every Day (41); Performance Scorecard (64)																																																



# GRI Content Index

## GRI 404: Training and Education

103-1	Explanation of the material topic and its Boundary	Shared: Employees – How We Manage (37)
103-2	The management approach and its components	Shared: Employees – How We Manage (37)
103-3	Evaluation of the management approach	Shared: Employees – How We Manage (37)
404-1	Average hours of training per year per employee	We track the following metrics related to training & development: – Average amount spent on training an employee annually: \$411 – Average number of hours of training per employee annually: 10
404-2	Programs for upgrading employee skills and transition assistance programs	Shared: Employees – Using Transparency to Transform Careers (40)
404-3	Percentage of employees receiving regular performance and career development reviews	100 percent of employees receive an annual performance evaluation.

## GRI 405: Diversity and Equal Opportunity

103-1	Explanation of the material topic and its Boundary	Shared: Employees – How We Manage (37)
103-2	The management approach and its components	Shared: Employees – How We Manage (37)
103-3	Evaluation of the management approach	Shared: Employees – How We Manage (37)
405-1	Diversity of governance bodies and employees	

	Age Group (Global)			
	<31	31-50	>50	Total
Board of Directors	0	1	11	12
Global Employees	4,219	8,501	5,503	18,223

	Gender (Global)		
	Female	Male	Total
Board of Directors	4	8	12
Top Management	15	48	63
Management	715	960	1,675
Non-Management	7,164	9,321	16,485

	Ethnicity (United States)						Total
	Hispanic/Latino	Black/ African American	White	Asian	Other	Did not disclose	
Top Management	4	0	50	3	0	2	59
Management	68	50	946	113	25	9	1,211
Non-Management	2,804	1,255	5,405	455	465	542	10,926
<b>Total</b>	<b>2,876</b>	<b>1,305</b>	<b>6,401</b>	<b>571</b>	<b>490</b>	<b>553</b>	<b>12,196</b>

# GRI Content Index

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

Average of Annual Base Pay (USD)		
Management Level*	U.S.	Outside U.S.
Average female salary	\$143,288	\$115,932
Average male salary	\$152,522	\$128,200
Non-Management Level	U.S.	Outside U.S.
Average female salary	\$46,610	\$41,284
Average male salary	\$49,789	\$46,846

\*Does not include executives at the two highest levels.

## GRI 406: Non-discrimination

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

## GRI 412: Human Rights Assessment

103-1	Explanation of the material topic and its Boundary	Sourced – How We Manage (22); Shared: Employees – How We Manage (37)
103-2	The management approach and its components	Sourced – How We Manage (22); Shared: Employees – How We Manage (37)
103-3	Evaluation of the management approach	Sourced – How We Manage (22); Shared: Employees – How We Manage (37)
412-1	Operations that have been subject to human rights reviews or impact assessments	As part of our customers' social accountability programs, three of our facilities participated in social responsibility audits in FY2017. The company has not been involved in any human rights controversies, has not incurred any fines by governmental organizations related to human rights issues, and has not been subject to any human rights litigation in the last five years.
412-2	Employee training on human rights policies and procedures	Human rights training occurs in operations located in high-risk countries. We are working to expand employee training on our Human Rights Principles in FY2018.
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	100 percent of our suppliers have expectations for human rights outlined in our purchase contract terms and conditions.

## GRI 413: Local Communities

103-1	Explanation of the material topic and its Boundary	Shared: Communities – How We Manage (55)
103-2	The management approach and its components	Shared: Communities – How We Manage (55)
103-3	Evaluation of the management approach	Shared: Communities – How We Manage (55)
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 Content Index

## GRI 414: Supplier Social Assessment

103-1	Explanation of the material topic and its Boundary	Sourced – How We Manage (22)
103-2	The management approach and its components	Sourced – How We Manage (22)
103-3	Evaluation of the management approach	Sourced – How We Manage (22)
414-1	New suppliers that were screened using social criteria	Sourced – Our Strategic Focus Areas and Goals (24) 100 percent of our suppliers have expectations for human rights outlined in our purchase contract terms and conditions and our Responsible Sourcing Supplier Code. Also, our Responsible Sourcing Supplier Code, which must be signed by all suppliers, holds our suppliers accountable to labor standards. Screening will begin in FY2018.
414-2	Negative social impacts in the supply chain and actions taken	There were no negative social impacts identified in the supply chain in FY2017.

## GRI 416: Customer Health and Safety

103-1	Explanation of the material topic and its Boundary	Produced – How We Manage (30); Shared: Consumers – How We Manage (45)
103-2	The management approach and its components	Produced – How We Manage (30); Shared: Consumers – How We Manage (45)
103-3	Evaluation of the management approach	Produced – How We Manage (30); Shared: Consumers – How We Manage (45)
416-1	Assessment of the health and safety impacts of product and service categories	Produced – Working Together for Improved Food Safety (35); Performance Scorecard (64)
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	In FY2017, Campbell's® <i>Homestyle Healthy Request</i> ® Chicken with Whole Grain Pasta soup which has been resolved through corrective actions.
FP5	Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards	Produced – Working Together for Improved Food Safety (35)
FP6	Percentage of total sales volume of consumer products, by product category, that are lowered in saturated fat, trans fats, sodium and added sugars	Performance Scorecard (64)
FP7	Percentage of total sales volume of consumer products, by product category, that contain increased nutritious ingredients like fiber, vitamins, minerals, phytochemicals or functional food additives	Performance Scorecard (64)

## GRI 417: Marketing and Labeling

103-1	Explanation of the material topic and its Boundary	Sourced – How We Manage (22); Produced – How We Manage (30); Shared: Consumers – How We Manage (45)
103-2	The management approach and its components	Sourced – How We Manage (22); Produced – How We Manage (30); Shared: Consumers – How We Manage (45)
103-3	Evaluation of the management approach	Sourced – How We Manage (22); Produced – How We Manage (30); Shared: Consumers – How We Manage (45)
417-1	Requirements for product and service information and labeling	Sourced: A Packaging Evolution at Plum Organics and Pepperidge Farm (28); Produced – Working Together for Improved Food Safety (35); Shared: Consumers (44-58); <a href="http://whatsinmyfood.com">whatsinmyfood.com</a> ; <a href="#">Global Guidelines for Responsible Advertising to Children</a> ; <a href="#">Commitment Concerning Advertising to Children (U.S.)</a>
417-2	Incidents of non-compliance concerning product and service information and labeling	There have been zero incidents of non-compliance concerning product and service information and labeling in FY2017.
417-3	Incidents of non-compliance concerning marketing communications	There have been zero incidents of non-compliance concerning marketing communications in FY2017.



# GRI Content Index

## GRI 419: Socioeconomic Compliance

103-1	Explanation of the material topic and its Boundary	Corporate Responsibility at Campbell – Governance (10-11); <a href="#">Code of Business Conduct and Ethics</a>
103-2	The management approach and its components	Corporate Responsibility at Campbell – Governance (10-11); <a href="#">Code of Business Conduct and Ethics</a>
103-3	Evaluation of the management approach	Corporate Responsibility at Campbell – Governance (10-11); <a href="#">Code of Business Conduct and Ethics</a>
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 FY2017.

## Animal Welfare

FP9	Percentage and total of animals raised and/or processed, by species and breed type	We do not raise or process animals, so this is not applicable.
FP10	Policies and practices, by species and breed type, related to physical alterations and the use of anesthetic	We do not raise or process animals, so this is not applicable.
FP11	Percentage and total of animals raised and/or processed, by species and breed type, per housing type	We do not raise or process animals, so this is not applicable.
FP12	Policies and practices on antibiotic, anti-inflammatory, hormone, and/or growth promotion treatments, by species and breed type	We do not raise or process animals, so this is not applicable.
FP13	Total number of incidents of significant non-compliance with laws and regulations, and adherence with voluntary standards related to transportation, handling, and slaughter practices for live terrestrial and aquatic animals	We do not raise or process animals, so this is not applicable.

# UN Global Compact Index

The UN Global Compact (UNGC) is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with 10 universally accepted principles in the areas of human rights, labor, environment and anti-corruption. Campbell committed to the principles of the UNGC in 2009. Below is an index of our reporting against the UNGC principles within the content of this 2018 Corporate Responsibility Report.

PRINCIPLE NUMBER	DESCRIPTION	REPORT SECTION/LINKS
1	Support and respect protection of internationally proclaimed human rights	<a href="#">Human Rights Principles</a> Corporate Responsibility at Campbell – Governance (10) Corporate Responsibility at Campbell – Stakeholder Engagement (14) Sourced (21) Shared: Employees (36)
2	Make sure business is not complicit in human rights abuses	<a href="#">Human Rights Principles</a> Corporate Responsibility at Campbell – Governance (10) Corporate Responsibility at Campbell – Stakeholder Engagement (14) Sourced (21) Shared: Employees (36)
3	Uphold freedom of association and the effective recognition of the right to collective bargaining	<a href="#">Human Rights Principles</a> <a href="#">Code of Business Conduct and Ethics</a> Corporate Responsibility at Campbell – Stakeholder Engagement (14) Sourced (21) Shared: Employees (36) GRI Content Index – 102-41 (69)
4	Support elimination of all forms of forced and compulsory labor	<a href="#">Human Rights Principles</a> Corporate Responsibility at Campbell – Governance (10) Sourced (21)
5	Support effective abolition of child labor	<a href="#">Human Rights Principles</a> Corporate Responsibility at Campbell – Governance (10) Sourced (21)
6	Eliminate discrimination in employment and occupation	<a href="#">Human Rights Principles</a> <a href="#">Code of Business Conduct and Ethics</a> Corporate Responsibility at Campbell – Governance (10) Shared: Employees (36)
7	Support a precautionary approach to environmental challenges	<a href="#">Code of Business Conduct and Ethics</a> Grown (15) Sourced (21) Produced (29) GRI Content Index – 102-11 (69)
8	Undertake initiatives to promote greater environmental responsibility	<a href="#">Code of Business Conduct and Ethics</a> Grown (15) Sourced (21) Produced (29)
9	Encourage the development and diffusion of environmentally friendly technologies	<a href="#">Code of Business Conduct and Ethics</a> Grown (15) Sourced (21) Produced (29)
10	Work against all forms of corruption, including extortion and bribery	<a href="#">10-K p.4-5</a> <a href="#">Code of Business Conduct and Ethics</a> Corporate Responsibility at Campbell – Governance (10) Anti-Bribery Policy GRI Content Index – GRI 205: Anti-corruption (71) GRI Content Index – GRI 206: Anti-competitive Behavior (72)