

PERFORMANCE SCORECARD

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

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

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

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

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

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

2. Responsibly sourced means the supplier has:

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

PRODUCED	FY2016	FY2017	FY2018	FY2019	FY2020
Energy Use					
Electricity Use (mmbtu)	2,337,129	1,994,463	1,942,019	1,929,600	2,046,158
Fuel Use (mmbtu)	7,249,795	8,046,984	8,340,258	8,189,545	8,562,372
Total Energy Use (mmbtu)	9,586,924	10,041,447	10,282,277	10,119,145	10,608,530
Energy Intensity (mmbtu/tonne of food produced)	2.58	3.03	3.05	3.14	3.14
Renewable Energy Generated (kWh) for the Grid	22,116,941	31,873,837	34,722,775	54,650,697 ¹	59,189,926
Percent of Total Electricity Use	3%	6%	6%	10%	10%
Greenhouse Gas Emissions²					
GHG Emissions (tonnes CO ₂ e)	724,996	687,420	693,876	649,134	722,200
GHG Intensity (tonnes CO ₂ e/tonne of food produced)	0.19	0.21	0.21	0.20	0.20
Direct (Scope 1) Emissions (tonnes CO ₂ e)	403,057	427,564	443,186	434,869	469,912
Indirect (Scope 2) Emissions (tonnes CO ₂ e)	321,939	259,856	250,690	214,265	252,288
Indirect (Scope 3) Emissions (tonnes CO ₂ e)	8,443	9,742	7,262	4,110,382 ³	4,110,382⁴
Carbon Offsets Purchased (tonnes CO ₂ e)	51	77	6	421	0⁵
Water Use					
Water Use (m3)	31,858,298	22,800,911	21,835,395	20,772,388	21,248,755
Water Intensity (m3/tonne of food produced)	8.56	6.87	6.47	6.45	6.45
Waste Generation					
Waste Generated (tonnes)	450,814	183,436	174,824	173,340	178,333
Waste to Landfill (tonnes)	44,161	33,184	30,573	32,584	39,386
Waste to Incineration/Controlled Combustion (tonnes)	2,231	1,500	1,457	1,849	2,924
Waste Recycled (tonnes)	43,343	37,974	39,686	30,530	42,674
Other Diverted Waste (tonnes)	361,079	110,778	103,108	108,377	93,349
Total Waste Diverted from Landfill (tonnes)	406,653	150,252	144,251	140,756	138,947
Landfill Diversion Rate (%)	90%	82%	83%	81%	78%
Total Waste Intensity (tonnes/tonne of food produced)	0.12	0.06	0.05	0.05	0.05
Hazardous Waste Generated (tonnes)	50	15	34	41	13

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

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

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

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

4. We are reporting our FY2019 scope 3 emissions results for FY2020 while we are developing a methodology for more accurately calculating these emissions this FY and for subsequent reporting periods, to support the development of [our Science-Based Target that we committed to setting in October 2020](#).

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

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

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

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

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

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

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

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

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

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