The Strategic Question

How will we connect Strategy #7 to our Mission and six other strategic platforms, and translate it into an action plan for our global workforce?

CSR & Sustainability are approaches to business operation and innovation that build **employee engagement**, improve **environmental performance**, create **positive social impacts**, enable **operational efficiency**, reduce cost, foster innovation, strengthen relationships with customers and consumers and ultimately... create business advantage.
Building a Long-term Successful Strategy

• Characteristics
  – A shared perspective on CSR for the Company
  – Authority and governance systems to make judgments and execute
  – Core metrics defined and long-term performance goals defined
  – Business units have the tools they need to assess and improve
  – Executives have the messages and direction they need to activate
  – Transparent, with appropriate presence defined – setting the dials
  – Blend of strong operations AND key marketing strategies
  – Every priority has a metric, a system to measure it, and a target
  – Active stakeholder engagement/management
  – Focus that provides a “Campbell Signature” and filters demands for attention
  – “I get it” is the reaction of our customers, employees and external thought leaders.
Focusing Efforts – Aligning with our Mission

CSR at Campbell - Driving global wellness and nutrition, helping to build a sustainable environment, and honoring our role in society from the farm to the family.

Consumers
- Deliver on the Consumer Promise
  - Wellness and Nutrition
  - Food Safety and Quality
  - Strategic Partnerships
  - Authentic Nourishment
  - Helping the Consumer be more Sustainable

Environment
- Lead the Sector in Environmental Stewardship
  - Reducing resource use
  - Drive sustainability in agricultural systems and supply chain
  - Reduce the footprint of key products

Workplace
- An Extraordinary Workplace where Employees Drive CSR Innovation
  - Full employee engagement in CSR
  - Model of Diversity and Inclusion
  - Benchmark for CSR Integration

Society
- Nourishing our Neighbors Everywhere, Every Day
  - Resolute commitment to our communities
  - Partnering to address Hunger, Wellness and Nutrition
  - Signature programs with Social Impact

“Together we will build the world’s most extraordinary food company by nourishing people’s lives everywhere, every day.”
Crystallizing our Focus Areas

- It is critical to distill our key messages for our employees, customers and stakeholders.
- We are developing a set of Destinational Goals in each of our 4 Pillars.

Campbell’s CSR Corporate Imperative Agenda

Campbell Mission - “Together we will build the world’s most extraordinary food company by nourishing people’s lives everywhere, every day.”

CSR Vision - "Build the most extraordinary CSR Strategy and Culture in our industry“
- Anchored in our core competencies and pillars
- Driven by objectives and our associates’ innovation
- Activated by key destinational goals

2020 Destinational Goals

Nourishing People’s Lives – Health and Wellness in our Product Portfolio

Nourishing our Neighbors – Addressing Hunger in our home town communities and leveraging our key signature programs

Nourishing our Workplace - Employee Engagement in CSR and Sustainability.

Nourishing our Planet – Environmental Impact of our Manufacturing Operations
The teams’ common objectives are to identify priorities, drive focus, improve enterprise-wide decision-making, enhance efficiency, increase visibility, and promote understanding, engagement and competency within the organization.
Materiality Analysis

Identify Issues from a wide range of stakeholders and sources

Primary sources
- Customers
- Consumer research
- Employees
- Scientific & Industry Research
- Benchmarking
- Investors
- Public Policy
- Community partners
- Suppliers
- Service Providers
- NGO’s and issue activists
- Regulatory Agencies
- Media Outlets
- Emerging Issues Monitoring
- Key Cause Partners
- National Advertising Division, FTC
- Factory Mgrs
- Brand partners
- Trade Groups
- Professional Orgs.
- Shareholder advocates
- Innovation Partners and Portals

Issues
- Wellness, Nutrition
- Market performance
- Food Safety
- Quality
- Ingredients
- Sustainable Agri.
- Weight Management
- Packaging
- Water Use
- Waste Management
- Advertising
- Enterprise Risk Mgt.
- Energy/Climate
- Hunger Relief
- Transparency
- Cause marketing
- Transportation Infra.
- Employee Safety
- Ethics, Corporate governance
- Labor relations
- Employee Engagement
- Training & Devel.
- Diversity
- Education
- Camden comm. Investment
- Plant Communities
- Human rights
- Executive pay
- Political contributions
- International trade
- Business Continuity

Identify → Filter → Prioritize

Importance to Campbell Stakeholders

Measured Against
- Destinational Goals and Metrics
- Campbell Mission and 7 Strategies
- CSR Focus Areas
- Campbell Success Model
- Customer and Consumer Trends
- Regulatory Frameworks
- Impact to Community
- Total Delivered Cost
- Brand Reputation
- Employee recruitment and engagement
- Strategic & Operating Plans

Important
- Increasing Focus
- Very Important

Internal Review
- Strategic and Annual Operating Plans
- Board & Governance Updates
- CSR Leadership Network
- Emerging Issues Management

External Review
- Feedback to CSR report
- Customer, Consumer and Supplier input
- Investor, NGO, Stakeholders engagement
- External research, Regs, Trade Groups

Impact on Campbell’s Business

Review-Integrate into business planning and External Stakeholder Relationships
Materiality Analysis = What’s Important and Why

**Important to Campbell Stakeholders**

**Very Important**
- **Marketplace**
  - Advertising and Labeling
  - Nutrition Information
  - Responsible Sourcing
- **Health and Wellness**
  - Consumer Education
  - Disease prevention
- **Environmental Performance**
  - Recycling
- **Community**
  - Key Cause Campaigns
  - NGO Relationships

**Important**
- **Marketplace**
  - Supply Chain Performance
  - Supply Chain Standards
- **Stakeholder Relations**
  - Political influence
  - Community and Investor Outreach
- **Workplace**
  - Board Governance
  - Executive Compensation
- **Community**
  - Youth Programs
  - Education

**Very Important**
- **Marketplace**
  - Total Shareowner Return
- **Health and Wellness**
  - Nutrition, Weight Management
  - Food Safety & Quality
- **Environmental Performance**
  - Resource Stewardship
  - Packaging
- **Community**
  - Citizenship in Plant Communities
- **Workplace**
  - Culture, Engagement, Ethics

**Impact on Campbell’s Business**
Program integration steps: Environment and Customer/Consumer

- Key focus areas defined – Energy, Climate, Water, Waste, Agriculture, Packaging
- Issuance of new Environmental Sustainability Policy statement and adoption of UN Global Compact
- Environmental Sustainability performance integrated into investor communications
- **Sustainable Packaging Guidelines** developed
- **Solar panel project** installed in Toronto & under evaluation in Sacramento
- **Wind farm feasibility study** underway in Napoleon, OH
- Direct engagement and strong alignment with our largest customer on CSR/Sustainability strategies
- New **sustainability scorecard** for suppliers
- Updating **Customer communications** to leverage CSR
- **Supporting Consumer** communications with sustainability

Eliminated more than
3.5 million lbs of steel;
300,000 lbs of paper;
440,000 lbs of cardboard;
280,000 lbs of corrugate;
300,000 lbs of plastic;
and produced annual savings of $4.5 million in 2009.
Program Integration Steps: Community and Workplace

- CSR Operational and Strategic milestones included in Scorecard for Annual Incentive Plan
- Update of Foundation materials on-line and internal CSR web portal
- Launch of Nourishing our Neighbors Portal and expansion of Dollars for Doers Program
- Expansion of Campbell Success Model to integrate CSR
- Investigating ways to optimize current food donation efforts
- CSR and Sustainability integrated into employee objectives
- CSR and Sustainability integrated into recruiting materials
- Sustainability and Sustainable Packaging Fairs for employees
- Added Carpool parking and expanded Recycling and Green Teams
- Campbell Soup acknowledged in Ethical Corporation report: ‘How to embed corporate responsibility across different parts of your company’
Aspiring to be Extraordinary

Three years ago, we adopted a Mission Statement that succinctly expresses our company's purpose and inspires us to deliver safe, high-quality products that people can trust.

Our Mission:

Together we will build the world's most extraordinary food company by nourishing people's lives everywhere, every day.

Embedded in our Mission Statement are four overarching themes. First, "nourishing people's lives" affirms our responsibility to nourish the lives of our consumers, employees, communities and other stakeholders. Second, "building
External Measures as Tools for Improvement

- **Ranked #2 in CSR Reputation** by Reputation Institute and Center for Corporate Citizenship in 2008
- CPB added to Dow Jones Sustainability Indexes, Calvert Institutional Investor Fund, F&C Asset Management Ethical Funds
- Named to **Top Green Company List by Newsweek** - #121
- Press interviews and blogs, with key take-away messages:
  - **Sustainable Industries** – “Campbell Soup Co. is stepping up its game in spite of the recession.”
  - **GreenBiz** – “How to Cut Costs and Be a Green Hero“
  - **Environmental Leader** – Campbell is taking CSR seriously
  - **Climb the Green Ladder** (book) – How to translate CSR ideas into business value
  - **McKinsey Whitepaper on Metrics** – The future of metrics; business value drivers
- Other recognitions for Environmental, Workplace and Wellness

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Dow Jones Sustainability Indexes
Member 2009/10

Campbells

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<th>Social Responsibility Index</th>
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<th>Score</th>
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Building Sustainability into Business Strategy

Dave Stangis
Vice President, Corporate Social Responsibility
November 20, 2009