

Real
food
that
matters
for life's
moments

2015 INVESTOR DAY



CFO Perspective

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Agenda

- **New Divisions and Reporting Segments**
- **Cost Savings Program (ZBB) Update**
- **Garden Fresh Gourmet Acquisition**
- **Financial Performance and Outlook**
- **Priorities for the Uses of Cash**

New Divisions Aligned with Core Strategies

Americas Simple Meals and Beverages



Global Biscuits and Snacks



Campbell Fresh



F'14 % of Total

Net Sales

55%

Operating Earnings*

71%

Operating Margin*

22%

33%

24%

12%

12%

5%

7%

*Excludes unallocated corporate expenses, items impacting comparability and based on historical expense allocations; see non-GAAP reconciliation

New Divisions With Clear Portfolio Roles

Americas Simple Meals & Beverages



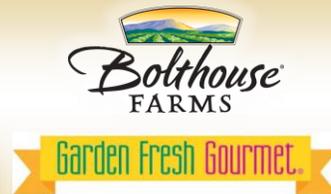
- **Target moderate growth, consistent with categories**
- **Expand margins**

Global Biscuits & Snacks



- **Invest to grow in developed markets**
- **Expand internationally**
- **Drive synergies and improve margins**

Campbell Fresh



- **Accelerate sales growth**
- **Expand into new categories**

New Reporting Segments Beginning Fiscal 2016

Fiscal 2015

U.S. Simple Meals

U.S. Beverages

Global Baking and Snacking

International Simple Meals & Beverages

Bolthouse & Foodservice



Fiscal 2016

Americas Simple Meals & Beverages

Global Biscuits & Snacks

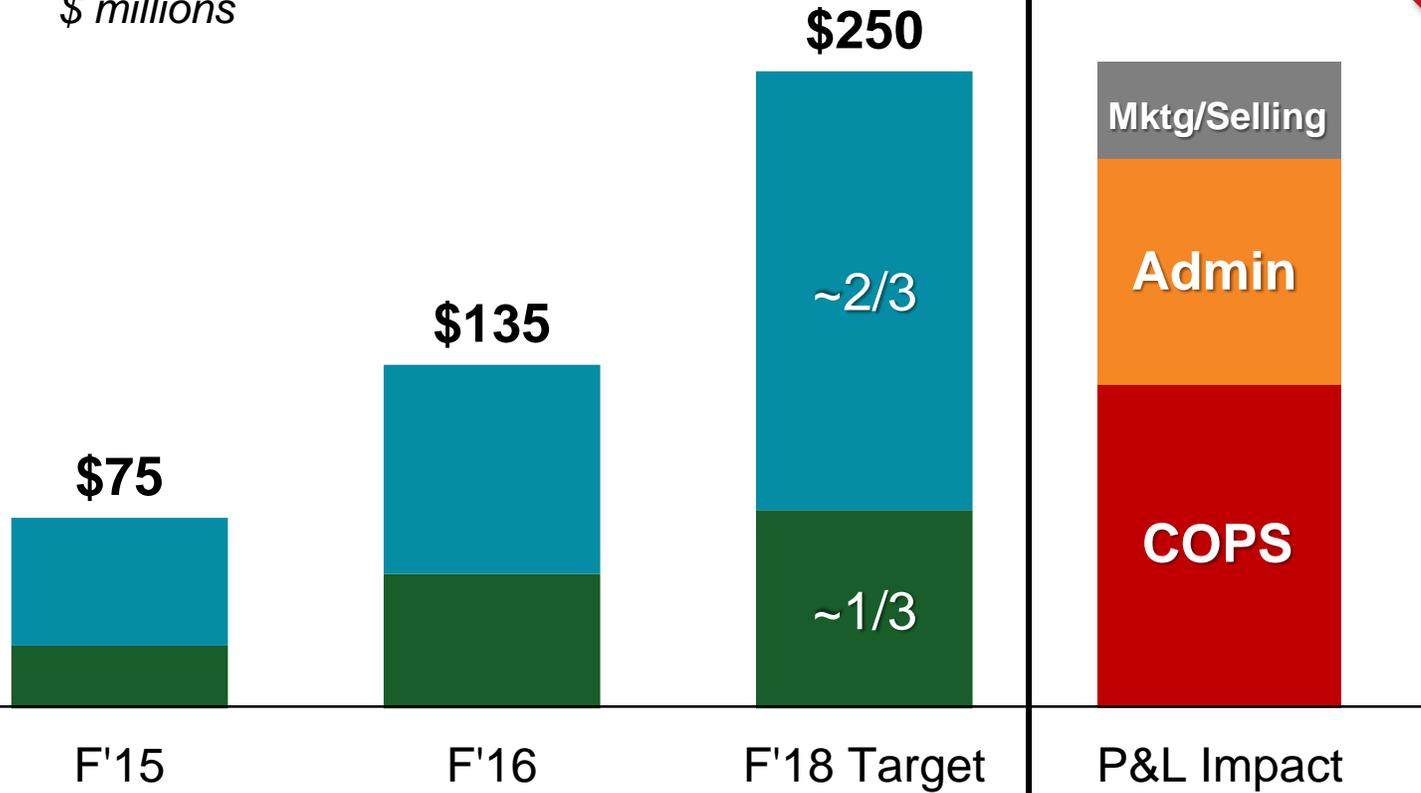
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Cost Savings Summary

Estimated Cost Savings

■ Headcount ■ Non-Headcount

\$ millions



Annual savings target increased to \$250 million

- \$75 million projected in F'15
- Program cost of \$250 - \$325 million through F'18

Headcount Savings – Organization Redesign

- **Reduction in organizational layers and increase in spans of control**
 - Voluntary Incentive Program
 - Involuntary Separations
- **Implementation of Integrated Global Services**
- **Improved agility and competitiveness**

**Annual Savings
Target ~\$80MM**

Non-Headcount Cost Savings

Cost categories analyzed

- Contractors & consultants
- Events & sponsorships
- Company vehicles
- Facilities & related services
- Information systems
- Travel
- Marketing support & resources
- Maintenance
- Supply chain losses
- Transportation

Spend benchmarked against peers and targets set

- Target savings for each category based on best-in-class spending levels
- Implementing policy changes
- Adopting ZBB approach for selected categories in Fiscal 2016

**Annual Savings
Target ~\$170MM**

Garden Fresh Update

Garden Fresh Gourmet®

- Purchase price: \$231 million
- 12.5x adjusted EBITDA after tax benefits
- 2014 Net Sales: \$100 million
- Slightly accretive to FY16
- Closed June 29th, 2015



2015 Financial Performance – 9 Months YTD

(\$ millions, except per share)

Continuing Operations	F'15 April YTD	Change
Net Sales	\$6,389	0%
Organic Net Sales*		1%
Adjusted Gross Margin %*	34.3%	(1.3) pts.
Adjusted EBIT*	\$985	(4)%
Adjusted EPS*	\$2.02	(1)%
Cash Flow from Operations	\$971	+\$208

* See Non-GAAP reconciliation

Fiscal 2015 Guidance

Continuing Operations
(\$ millions, except per share)

	2014 Base* (52 weeks)	Currency Headwinds	Previous 2015 Growth Rates	Revised 2015 Outlook
Net Sales	\$8,139	-2 pts	-1% to +1% (Low end)	-1%
Adjusted EBIT*	\$1,244	-2 pts	-7% to -5% (Favorable end)	-2% to -1%
Adjusted EPS*	\$2.45	-2 pts -\$0.06	-5% to -3% \$2.32-\$2.38 (Favorable end)	-1% to 0% (\$2.43-\$2.46)

* See Non-GAAP reconciliation

Revised Long-Term Growth Targets

	Prior Target	New Target ⁽¹⁾
Net Sales	3 – 4%	1 – 3%
Adjusted EBIT	4 – 6%	4 – 6%
Adjusted EPS	5 – 7%	5 – 7%

⁽¹⁾Excludes the impact of currency translation

Fiscal 2016 Key Drivers

- **Full-year 2016 guidance on September 3rd**
- **Gross margin benefiting from net price realization, cost & productivity initiatives, and improved supply chain performance**
- **COPS Inflation of \approx 2-3%, excluding productivity**
- **Headwinds from incentive compensation and currency**
- **Higher tax rate and interest expense, reduced share repurchases**
- **Garden Fresh Gourmet acquisition slightly accretive**

Priorities for Uses of Cash

Priority	5 Years F'11-F'15 ⁽¹⁾	Strategies
1 Capital Expenditures	\$1.7B	<ul style="list-style-type: none">• Maintain and grow existing business• Capacity for Fresh and Biscuits• Productivity initiatives in Soup
2 Dividends	\$1.9B	<ul style="list-style-type: none">• Competitive dividend payout ratio• Based on current EPS guidance, ~50% payout• Over time, grow with earnings
3 External Development ⁽²⁾	\$1.8B	<ul style="list-style-type: none">• Faster growing geographies and adjacent categories• Grow scale in packaged fresh category
4 Share Repurchases	\$1.6B	<ul style="list-style-type: none">• Return excess cash to shareholders• Flexible

⁽¹⁾F'15 estimate

⁽²⁾External development includes proceeds from European divestiture

Wrap Up

- **Three new divisions with specific portfolio roles designed to improve overall performance**
- **Increased 2015 earnings guidance**
- **Revising long-term sales target; maintaining EBIT and EPS targets**
- **Cost reduction program focused on expanding margins and providing funding for growth**
 - \$250 million annual savings target by 2018
- **Organization redesign and integrated global services will create more agile company focused on growth**
- **Strong cash flows, clear priorities for capital, and focus on shareholder returns**