

Campbell's

INVESTOR DAY



CAMPBELL'S SNACKING STRATEGY
A GROWTH UNLOCK

Carlos Abrams-Rivera

President, U.S. Biscuits & Bakery
Campbell Soup Company

Purpose

Real food that matters for life's moments

Goal

Be the Leading Health and Well-being Food Company

Strategic Imperatives

**Strengthen
Our Core**



Limitless Local

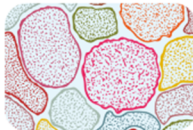
*Real Food, Transparency
& Sustainability*



Future Commerce

*Digital &
e-Commerce*

**Expand into
Faster-Growing
Spaces**



Better.Me

*Fresh | Health &
Well-being*

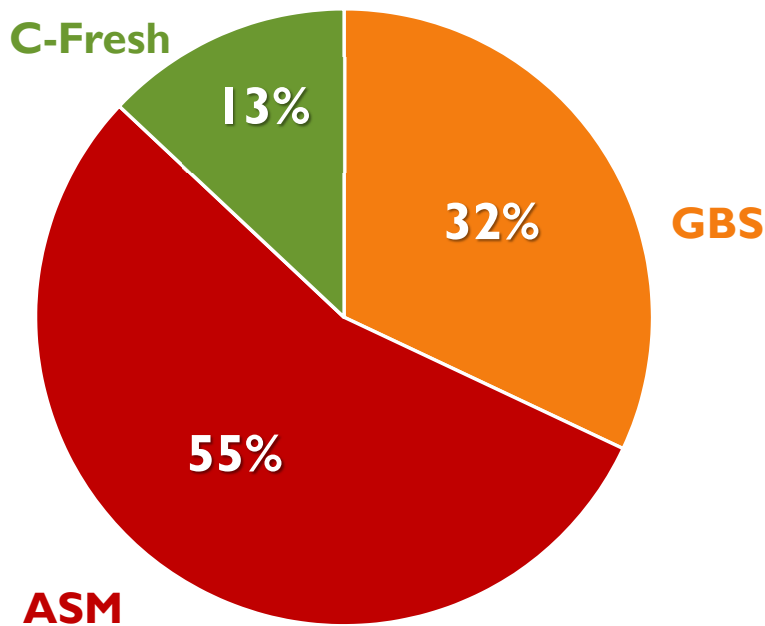


My.Moments

Snacking

TODAY, MOST OF OUR SNACKING SPECIFIC BRANDS ARE WITHIN GBS; HOWEVER, SNACKING OPPORTUNITIES EXIST ALL ACROSS OUR BUSINESS

CAMPBELL'S F '16 NET SALES



SNACKING FOCUSED BRANDS

GBS	ASM	C-Fresh

WHAT IS SNACKING?

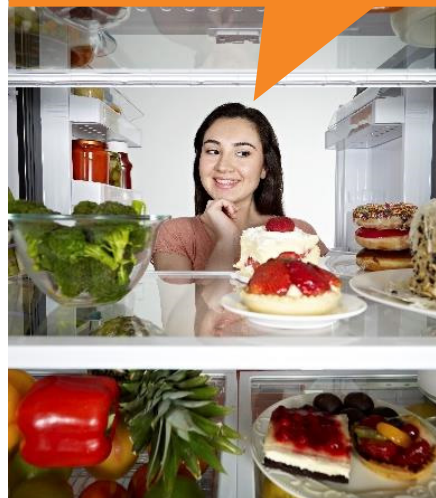
“Snacks are for between meals.”



“Snack foods only come in a package.”



“I eat snack foods with breakfast, lunch or dinner.”



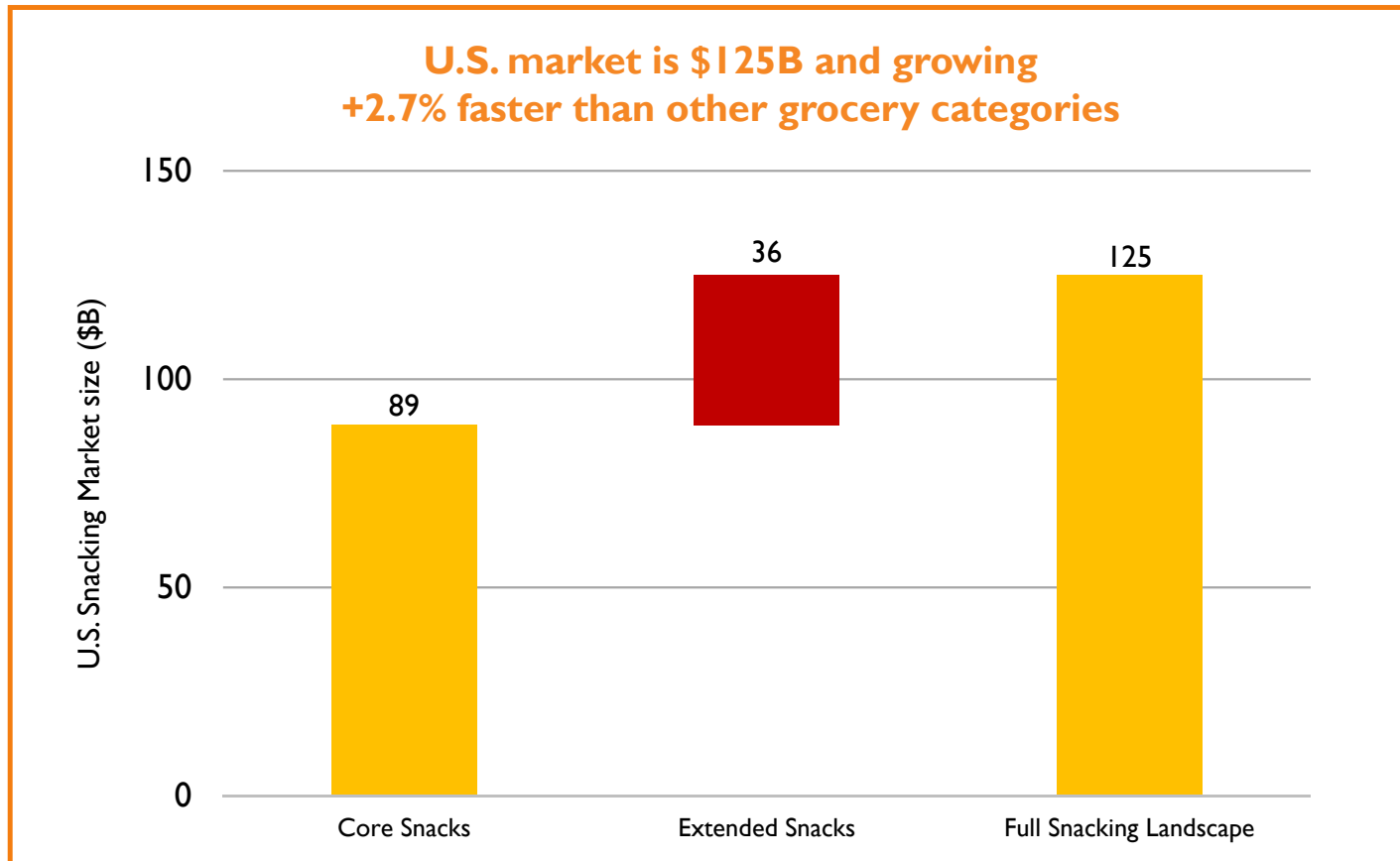
“There’s no difference between snack foods & food – it’s all just food.”



CONSUMERS ARE EMBRACING SNACKING



U.S. SNACKING MARKET IS \$125B AND GROWING FAST



Source: BCG analysis, industry press releases, IRI 2016 State of Snacking, Mintel BFY Snacks 2016

TWO DISTINCT GROUPS OF SNACKS

Encouraged Snacks (\$48B)

Functionally Driven



Regulated Snacks (\$77B)

Emotionally Driven



OUR AMBITION: BRING REAL FOOD SNACKING TO ALL

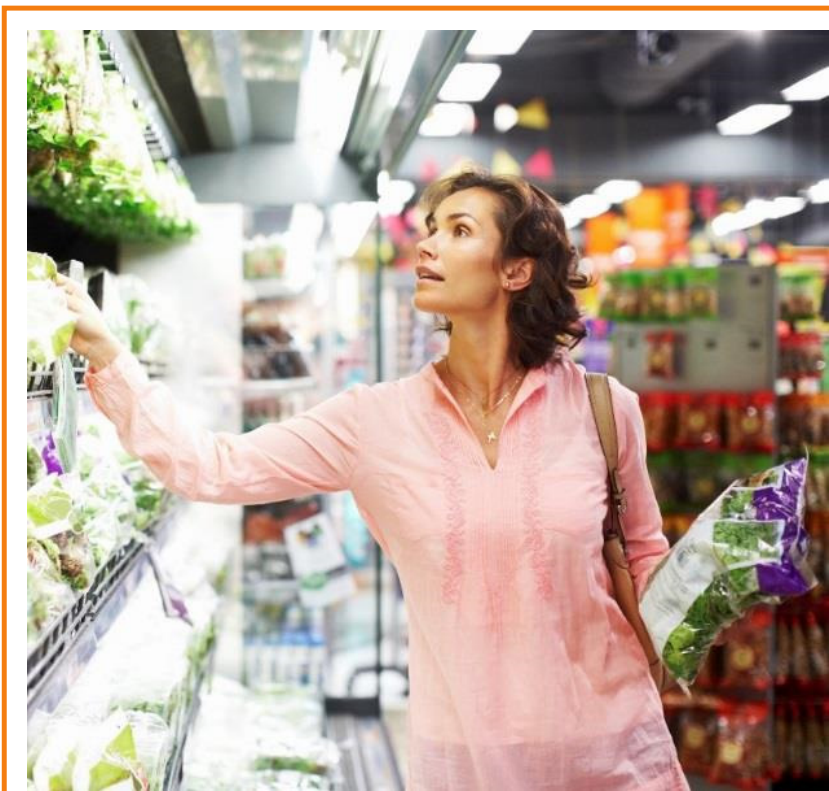
**Enterprise
Purpose**

*Real food that matters
for life's moments*

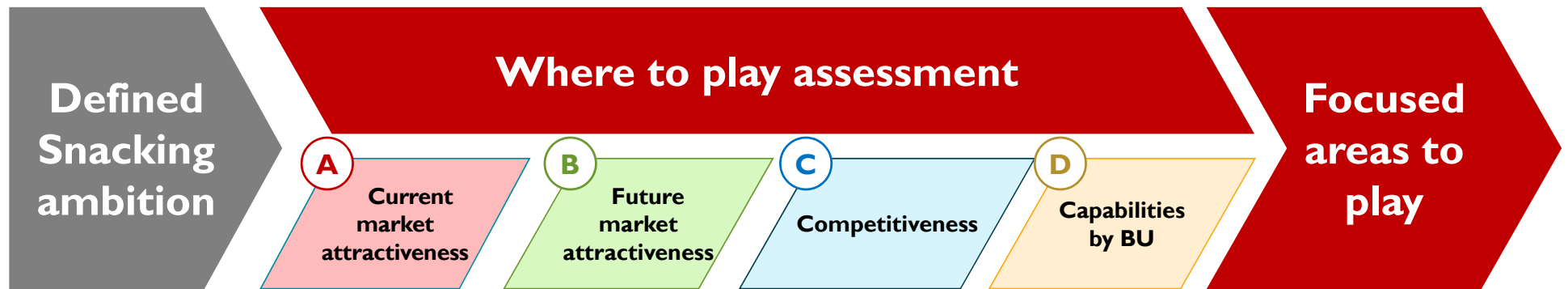
**Snacking
Ambition**

Real Food Snacking

TO WIN IN SNACKING REQUIRES A DEEP LEVEL OF UNDERSTANDING OF WHAT CONSUMERS WANT OR MIGHT WANT IN THE FUTURE



WE TOOK A RIGOROUS SET OF STEPS TO DETERMINE WHERE TO PLAY



OUR RESEARCH HIGHLIGHTS CONSUMER SEGMENTS AND SNACKING NEEDS; WE THEN PROJECTED FUTURE POTENTIAL USING FORESIGHT WORK

Consumer Segments

Gratifiers
36% Pop.

Familiars
22% Pop.

Balancers
17% Pop.

Optimizers
22% Pop.



Fundamental Snacking Needs

Fueling
24% Occasions

Craving
57% Occasions

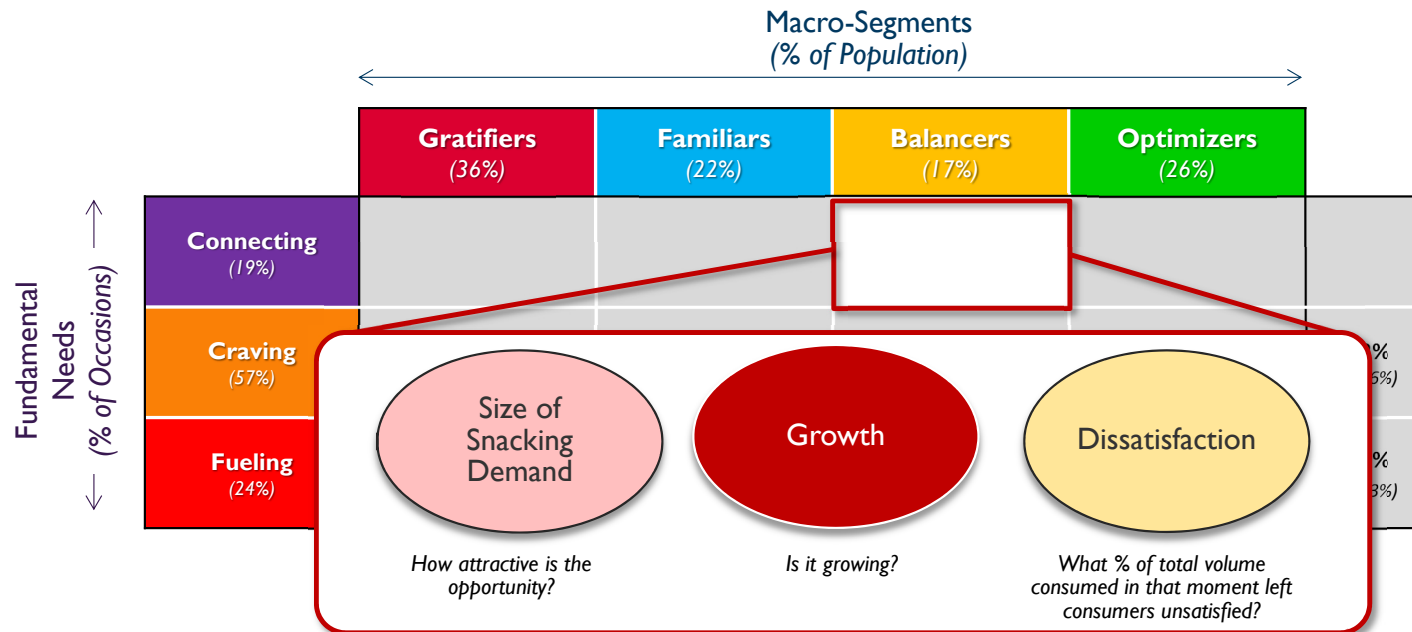
Connecting
19% Occasions



My.Moments/Foresight provides a future point of view

Source: Pepperidge Farm Demand Landscape (2016); TCC Analysis

SNACKING DEMAND LANDSCAPE



Source: Pepperidge Farm Demand Landscape (2016); TCG Analysis

CAMPBELL'S STRENGTHS ALONG THE VALUE CHAIN THAT CAN POTENTIALLY BE LEVERAGED FOR SNACKING

Pepperidge Farm	C-Fresh	Americas Simple Meals	Plum	Arnott's
Kids Snacking insights	Procurement of vegetables & organics	Deep and innovative culinary expertise	Baby and Toddler Insights	Proprietary wholegrain process
Procurement of whole grains	Manufacturing of fresh / chilled products	Procurement of vegetables & protein	Organic ingredient sourcing	Chocolate coating expertise
Mass and Grocery distribution, retail execution	Refrigerated, cold-chain distribution network	Ability to convert vegetables to nutritious	Mature ecommerce relationships	Ability to manipulate texture
Strong brand equities	Challenger brand authenticity	Mass and Grocery relationships	Strong relationships in Natural	Variety pack manufacturing technology

Source: BU Snacking Capabilities Assessment (March 2017)

WE NOW HAVE A CAMPBELL'S MACRO SNACKING STRATEGY TO DRIVE NEW GROWTH

Enterprise Purpose

Real food that matters for life's moments

Snacking Ambition

Real Food Snacking

Platforms

Mindful Kids Snacking

Purposeful Fueling

Adventurous Snacking

Better-for-You Social Snacking

I. Growth CAGR (%) based on historic weighted average

EXTERNAL DEVELOPMENT

WILL BE A VALUABLE LEVER TO ACCELERATE OUR SNACKING AMBITION

1

Gain Critical Capabilities

2

Access to key customers/channels

3

Products and brands in complementary snacking moments

Purpose

Real food that matters for life's moments

Goal

Be the Leading Health and Well-being Food Company

Strategic Imperatives

**Strengthen
Our Core**



Limitless Local

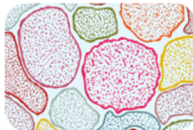
*Real Food, Transparency
& Sustainability*



Future Commerce

*Digital &
e-Commerce*

**Expand into
Faster-Growing
Spaces**



Better.Me

*Fresh | Health &
Well-being*



My.Moments

Snacking