Real food. Real results.
2019 INVESTOR DAY

RETURNING FOCUS TO MEALS & BEVERAGES

Mark Clouse
President and Chief Executive Officer
AGENDA

- The business today: An iconic foundation but has lacked focus and support

- Winning in soup: A full swing

- Beyond soup: Strengthening the entire M&B portfolio
ICONIC BRANDS CONSUMERS LOVE

>$1B brands

>$400M brands

>$200M brands

IRI $ Sales 52 we 5/12/19
# CATEGORY LEADER IN LARGE MARKET SEGMENTS

<table>
<thead>
<tr>
<th>Category</th>
<th>Category Retail Sales (L52)</th>
<th>CSC Brand</th>
<th>CSC Category Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ready to Serve &amp; Condensed</td>
<td>$3.1B</td>
<td>Campbells</td>
<td>#1</td>
</tr>
<tr>
<td>Broth &amp; Stocks*</td>
<td>$0.9B</td>
<td>Swanson</td>
<td>#1</td>
</tr>
<tr>
<td>Organic Broth &amp; Stocks</td>
<td>$0.3B</td>
<td>Pacific</td>
<td>#1</td>
</tr>
<tr>
<td>Italian Sauce</td>
<td>$2.4B</td>
<td>Prego</td>
<td>#2</td>
</tr>
<tr>
<td>Shelf Stable Juice</td>
<td>$7.4B</td>
<td>V8</td>
<td>#2</td>
</tr>
<tr>
<td>Salsa / Picante</td>
<td>$1.4B</td>
<td>Pace</td>
<td>#2</td>
</tr>
<tr>
<td>Organic Baby Food</td>
<td>$0.6B</td>
<td>Plum Organics</td>
<td>#2</td>
</tr>
</tbody>
</table>

Notes: Rankings of brands exclude Private Label/Store brands. Campbells Wet Soup ranking includes CSC Condensed & RTS businesses. V8 Portfolio includes brands V8 Vegetable, V8 Splash, Campbells TJ, V8 +Energy, V8 Blends.

Source: IRI InfoScan, Total U.S. MULO 52 Weeks Ending May 12, 2019.

*Does not include Organic.
COST CUTTING NOT SUSTAINABLE OVER TIME

<table>
<thead>
<tr>
<th>M&amp;B F14 – F18</th>
<th>Unintended Consequences</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spending down</td>
<td>Equity and penetration erosion</td>
</tr>
<tr>
<td>↓ 20%</td>
<td></td>
</tr>
<tr>
<td>Sales down</td>
<td>Competitive exposure</td>
</tr>
<tr>
<td>↓ 6%</td>
<td></td>
</tr>
<tr>
<td>Soup share down</td>
<td>Retail confidence fades</td>
</tr>
<tr>
<td>↓ 3pts</td>
<td></td>
</tr>
<tr>
<td>EBIT</td>
<td>Organizational orientation</td>
</tr>
<tr>
<td>Flat</td>
<td></td>
</tr>
</tbody>
</table>
OUR STRATEGIC PRIORITIES

1. Win in Soup
   - Take a full swing at soup

2. Turnaround Simple Meals and V8
   - Return focus and support to our core brands

3. Infuse Growth Capabilities
   - Enhance innovation and marketing

4. Fuel Investments
   - Leverage enterprise cost savings to fund investments
AGENDA

- The business today: An iconic foundation but has lacked focus and support

  - Winning in soup: A full swing

  - Beyond soup: Strengthening the entire M&B portfolio
TURNING AROUND SOUP IS NOT A NEW CONCEPT

U.S. Soup Net Sales Growth

Three Key Ingredients:
1. Company Priority
2. Resourced Holistic Plans
3. Multi-Year Roadmap

Last Full Swing
+4.6% 3yr. CAGR

Source: Company financials (FY)
YoY Growth adjusted in years impacted by a 53rd week (2003, 2008, 2014); 2018 excludes Pacific Foods for comparability
SOUP IS A LARGE CATEGORY AND RELEVANT CONSUMER BEHAVIOR

- **+$4B** total soup category*
- **Top 10 category** across all store edibles
- Eaten **31 times** per year
- Occasions are relatively **stable**
- Sizable **pockets of growth** (broth and organic)
- While modest, positive soup consumption forecasted

Source: IRI Mulo L52W through May 12, 2019
GROWTH POTENTIAL EXISTS BEYOND TRADITIONAL USAGE

Soup = Vegetables + Protein + Taste + Convenience + Value

**Cooking**
- Quick scratch cooking
- Easy family meals

**Snacking**
- Simple snack ties into existing behavior

**Convenience**
- New formats for eating on-the-go

**Wellness**
- Meets consumer need for balanced nutrition
- Sip-able nutrition

**All Seasons**
- Extend soup season
REFRAMING THE ROLE OF SOUP

Strengthen Our Core + Create New Occasions
COMPREHENSIVE ROADMAP FOR WINNING IN SOUP

1. Focus brand architecture & strengthen the core
2. Expand offerings in growth areas
3. Transform retail and channel presence
4. Deliver end-to-end cost and network solutions

Investment to fuel profitable growth: ~$70M over 3 years
1. STRENGTHEN THE CORE
FOCUS PORTFOLIO AND DEFINE BRAND ROLES

Focus Brands

- Covers all major segments and price points
- Expandable into adjacent occasions and segments
1. STRENGTHEN THE CORE
FIRST PRIORITY: FIX THE FUNDAMENTALS

<table>
<thead>
<tr>
<th>Areas of Opportunity</th>
<th>Product</th>
<th>Package</th>
<th>Price</th>
<th>Investment</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campbells</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Campbell's Chunky</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Swanson</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Swanson - Yes!</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Campbells Slow Kettle</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Pacific Foods</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
</tbody>
</table>
# 1. Strengthen the Core

Renovating Product to Improve Value and Difference

## More of What Consumers Want

<table>
<thead>
<tr>
<th>Product</th>
<th>What Consumers Want</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chicken Noodle</td>
<td>- More chicken meat with no antibiotics, fresh noodles, no added preservatives</td>
</tr>
<tr>
<td></td>
<td>- Starts with premium double stock for richer flavor</td>
</tr>
<tr>
<td></td>
<td>- 100% Natural</td>
</tr>
<tr>
<td></td>
<td>- Update on package graphics on top selling chicken broth SKUs</td>
</tr>
<tr>
<td>Cream of Mushroom &amp; Cream of Chicken</td>
<td>- More fresh cream, no added preservatives</td>
</tr>
<tr>
<td>Tomato</td>
<td>- Six tomatoes in every can</td>
</tr>
</tbody>
</table>
1. **STRENGTHEN THE CORE**

**OPTIMIZING PRICE AND PROMOTIONS**

<table>
<thead>
<tr>
<th>Invest to Defend</th>
<th>Overall lower price</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campbells</td>
<td></td>
</tr>
<tr>
<td>SWANSON</td>
<td></td>
</tr>
<tr>
<td>Drive Trial</td>
<td>Overall stable price</td>
</tr>
<tr>
<td>Campbells Well!</td>
<td></td>
</tr>
<tr>
<td>SLOW KETTLE</td>
<td></td>
</tr>
<tr>
<td>Price/Value Optimization</td>
<td>Pacific Foods</td>
</tr>
<tr>
<td>Campbells Chunky</td>
<td></td>
</tr>
</tbody>
</table>
1. STRENGTHEN THE CORE

INCREASING INVESTMENT IN MEDIA AND PARTNERSHIPS

Paid media: +20% YOY
A&C: + 2 points
Partnership expansion

Event Driven Programs
2. EXPAND OFFERINGS IN GROWTH AREAS

DEDICATING RESOURCES AND INVESTMENTS TO ACCELERATE INNOVATION

- Grow percent of sales of new products by mid-teens
- Cut development time in half
- Increase soup R&D by 50%
# 2. Expand Offerings in Growth Areas

**PIPAELINES TAKE TIME BUT LAUNCHING CATEGORY – EXPANDING INNOVATION IN F20**

<table>
<thead>
<tr>
<th>Category</th>
<th>Platform Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cooking</td>
<td>Plant-based cooking platform</td>
</tr>
<tr>
<td>Convenience &amp; Snacking</td>
<td>Soup sides convenience platform</td>
</tr>
<tr>
<td></td>
<td>Expansion of sipping platform</td>
</tr>
<tr>
<td>Wellness</td>
<td>Bone broth and infused expansion</td>
</tr>
</tbody>
</table>

*Double innovation rate over strategic plan*
2. Expand Offerings in Growth Areas

Plant-Based Cooking Platform

Expand into new on-trend plant-based varieties

Attracts new / younger consumers

Packs in plant-based nutrition with more servings of vegetables
2. Expand offerings in growth areas

New convenient platform of soup sides

Launching multipacks in soup

Perfectly sized to pair with a sandwich or salad
2. EXPAND OFFERINGS IN GROWTH AREAS

EXPANSION OF SIPPING PLATFORM FOR CONVENIENCE AND HEALTH AND WELLNESS

Swanson Bone Broth: first heat and go pack; infused benefits next

Well Yes! on-trend plant-based varieties

Ready in 2-minutes for on-the-go snack
3. TRANSFORM RETAIL AND CHANNEL PRESENCE

LEADING THE WAY: THE SOUP AISLE OF THE FUTURE

1. COOKING LED AISLE FLOW

2. CONDENSED SPACE OPTIMIZATION

3. PORTABLE CONVENIENCE DESTINATION

4. ENHANCED RTS WELLNESS & PREMIUM

- Broth & Condensed Cooking
- Simplified Core Eating Assortment
- Expand New Portable Pack Set
- Accessible Wellness & Premium
Goal: Deliver Stable Margins, Improving Over Time

Network Optimization Priorities
- Toronto plant closure – complete
- Canadian production in U.S. – by Q4 F19
- Add Maxton Pacific Foods capability – Q1 F20
- Ongoing network optimization efforts F20 and beyond
SOUP TURNAROUND NOT AN OVERNIGHT FIX

**INVEST**
- Fundamentals fixed
- Pipelines developed
- Trajectory improving on share, sales and margin

**STABILIZE**
- Innovation increase
- Optimize investment and network
- Stable sales and margin, improving share

**GROW**
- Full investment in base
- Base productivity
- Modest growth

2020 2021 2022
WHY WE ARE CONFIDENT

ON THE RIGHT PATH TO WIN IN SOUP

- Three key ingredient model: Priority, holistic, multi-year
- Comprehensive and pragmatic approach to the soup business
- Improving our core brands and driving growth in adjacent categories
- Balanced and pay-as-you-go investment will support our plan
- Business model focus to make investments sustainable
AGENDA

- The business today: An iconic foundation but has lacked focus and support
- Winning in soup: A full swing
- Beyond soup: Strengthening the entire M&B portfolio
PREGO HAS STRONG POSITION AS TASTE LEADER

Taste Preference Leader*

*Compared to Ragu and Classico

Source: IRI Mulo L52W through May 12, 2019
INNOVATION COMPLEMENTING BASE GROWTH

KEY GROWTH INITIATIVES

- Competitive claims
- Plant protein innovation
- Targeted campaigns
LEVERAGING PLANT BASED AND SINGLE-SERVE TREND TO ACCELERATE GROWTH IN V8 RED AND V8+

MARKET LEADING

#1 Vegetable juice in U.S.

#2 Branded shelf stable juice

BRAND GROWTH

-1%

Overall V8 Latest 52wks

CONSUMERS

Plant-forward is the #1 Macro-trend

SINGLE SERVE

+9%

Latest 52wks

Source: IRI Mulo L52W through May 12, 2019
LEVERAGING PLANT-BASED AND SINGLE-SERVE TREND TO ACCELERATE GROWTH IN V8 RED AND V8+

KEY GROWTH INITIATIVES

- Single serve
- New flavors
- “Plant-Powered” advertising
INCREASING PACE’S INNOVATION & MARKETING TO FURTHER ACCELERATE SALES GROWTH

<table>
<thead>
<tr>
<th>MARKET POSITION</th>
<th>STABLE SALES GROWTH</th>
</tr>
</thead>
<tbody>
<tr>
<td>#2 Salsa Brand</td>
<td>Flat 3-year CAGR</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CONSUMERS</th>
<th>CATEGORY GROWTH</th>
</tr>
</thead>
<tbody>
<tr>
<td>America’s Favorite Taco Salsa</td>
<td>+2% 3-year CAGR</td>
</tr>
</tbody>
</table>

Source: IRI Mulo L52W through May 12, 2019
INCREASING PACE’S INNOVATION & MARKETING TO FURTHER ACCELERATE SALES GROWTH

KEY GROWTH INITIATIVES

- Own our authenticity heritage
- Brand Taco Night *Pace*
- On-trend innovation
IN SUMMARY

RETURNING MEALS & BEVERAGES TO SUSTAINABLE GROWTH

- Strong foundation of iconic brands
- Full swing on soup
- Focus and support to grow our core Meals & Beverages brands
- Increase in dedicated investment and growth capabilities
FORWARD-LOOKING STATEMENTS

The factors that could cause actual results to vary materially from those anticipated or expressed in any forward-looking statement include: our ability to execute on and realize the expected benefits from the actions we intend to take as a result of our recent strategy and portfolio review; our ability to differentiate our products and protect our category leading positions, especially in soup; our ability to complete and to realize the projected benefits of planned divestitures and other business portfolio changes; our ability to realize the projected benefits, including cost synergies, from the recent acquisitions of Snyder's-Lance and Pacific Foods; our ability to realize projected cost savings and benefits from efficiency and/or restructuring initiatives; our indebtedness and ability to pay such indebtedness; disruptions to our supply chain, including fluctuations in the supply of and inflation in energy and raw and packaging materials cost; our ability to manage changes to our organizational structure and/or business processes, including selling, distribution, manufacturing and information management systems or processes; the impact of strong competitive responses to our efforts to leverage brand power with product innovation, promotional programs and new advertising; the risks associated with trade and consumer acceptance of product improvements, shelving initiatives, new products and pricing and promotional strategies; changes in consumer demand for our products and favorable perception of our brands; changing inventory management practices by certain of our key customers; a changing customer landscape, with value and e-commerce retailers expanding their market presence, while certain of our key customers maintain significance to our business; product quality and safety issues, including recalls and product liabilities; the costs, disruption and diversion of management's attention associated with activist investors; the uncertainties of litigation and regulatory actions against us; the possible disruption to the independent contractor distribution models used by certain of our businesses, including as a result of litigation or regulatory actions affecting their independent contractor classification; the impact of non-U.S. operations, including trade restrictions, public corruption and compliance with foreign laws and regulations; impairment to goodwill or other intangible assets; our ability to protect our intellectual property rights; increased liabilities and costs related to our defined benefit pension plans; a material failure in or a breach of our information technology systems; our ability to attract and retain key talent; changes in currency exchange rates, tax rates, interest rates, debt and equity markets, inflation rates, economic conditions, law, regulation and other external factors; unforeseen business disruptions in one or more of our markets due to political instability, civil disobedience, terrorism, armed hostilities, extreme weather conditions, natural disasters or other calamities; and other factors described in our most recent Form 10-K and subsequent Securities and Exchange Commission filings. We disclaim any obligation or intent to update these statements to reflect new information or future events.