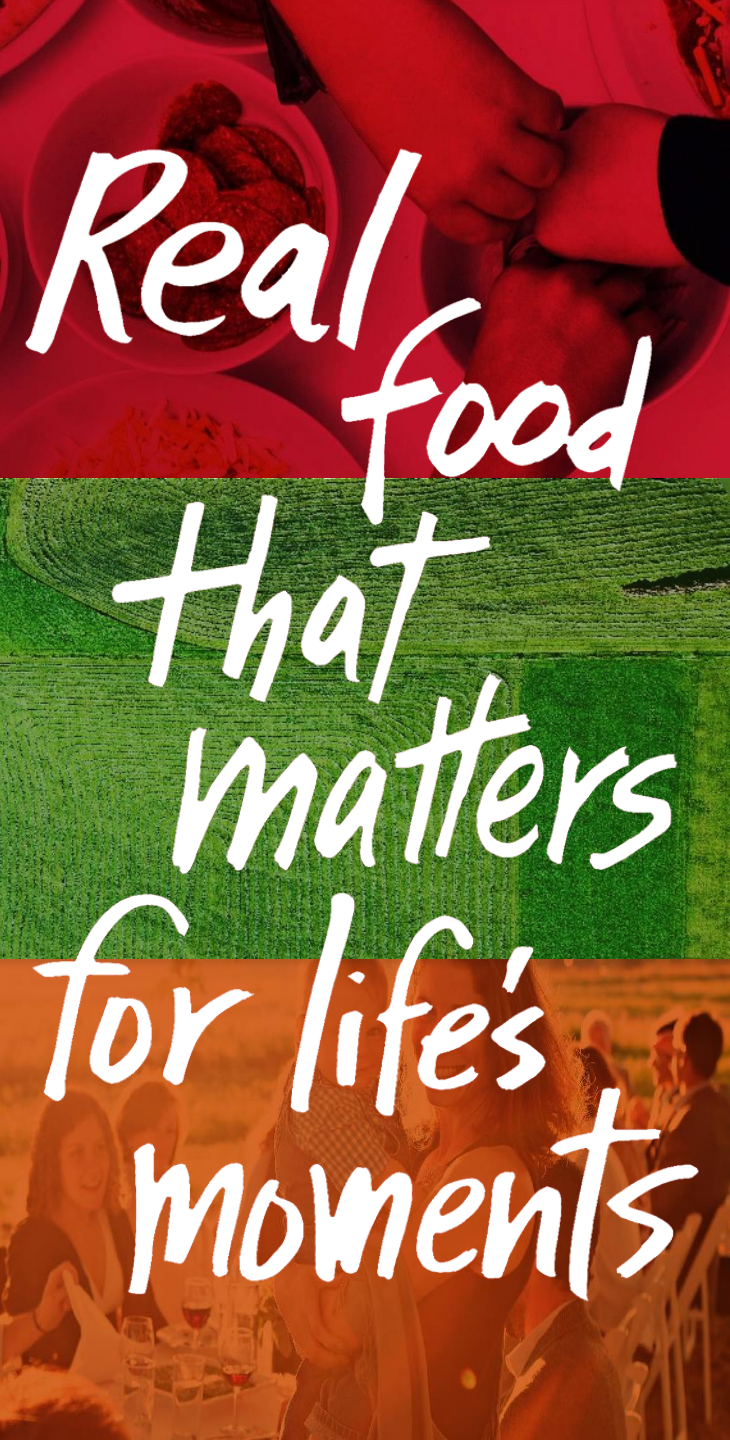


**First Quarter of  
Fiscal Year 2015  
Earnings Call & Webcast**

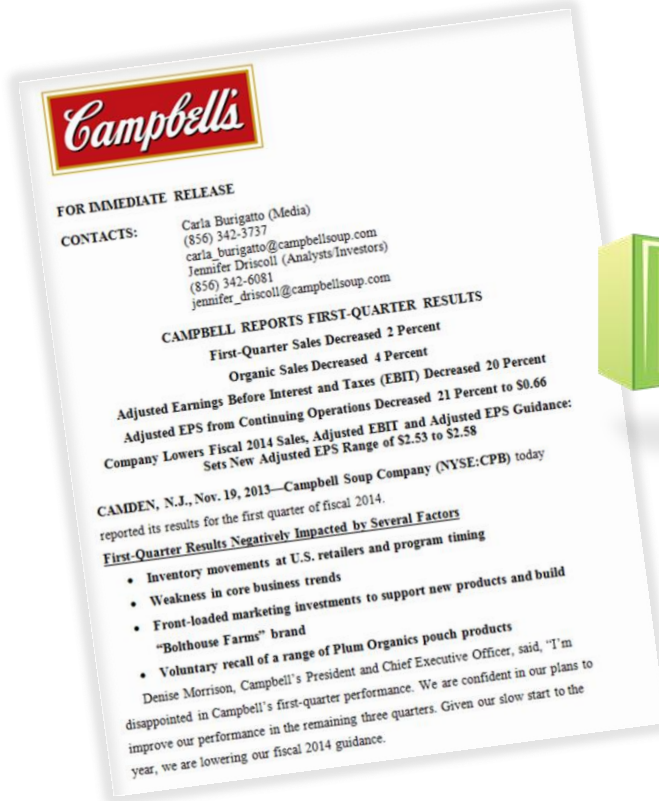
**November 25, 2014**




## **Important Reminders**

**Jennifer Driscoll**  
*Vice President - Investor Relations*  
**Campbell Soup Company**

# We Invite Your Feedback





FOR IMMEDIATE RELEASE

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**CAMPBELL REPORTS FIRST-QUARTER RESULTS**

- Sales Increased 4 Percent, Organic Sales Increased 5 Percent
- Adjusted Earnings Before Interest and Taxes (EBIT) Increased 9 Percent
- Adjusted EPS from Continuing Operations Increased 12 Percent to \$0.74
- Campbell Reduces Low End of Fiscal 2015 Guidance Ranges Based on Volatility in Foreign Currencies

**CAMDEN, N.J., Nov. 25, 2014—Campbell Soup Company (NYSE:CPB)** today reported its results for the first quarter of fiscal 2015.

Continuing Operations (\$ in millions, except per share)	Three Months Ended		
	Nov. 2, 2014	Oct. 27, 2013	% Change
<b>Net Sales</b>			
As Reported (GAAP)	\$2,255	\$2,165	4%
Organic			5%
<b>Earnings Before Interest and Taxes</b>			
As Reported (GAAP)	\$368	\$305	21%
Adjusted	\$368	\$337	9%
<b>Diluted Earnings Per Share</b>			
As Reported (GAAP)	\$0.74	\$0.57	30%
Adjusted	\$0.74	\$0.66	12%

Note: A detailed reconciliation of the reported financial information to the adjusted financial information is included at the end of this news release.

Denise Morrison, Campbell's President and Chief Executive Officer, said, "We were encouraged by our organic sales growth across most of our portfolio, particularly in U.S. Simple Meals and Global Baking and Snacking. Our U.S. soup performance was driven by a



# Forward-Looking Statements

This presentation contains “forward-looking statements.” Forward-looking statements can be identified by words such as “anticipates,” “intends,” “plans,” “believes,” “estimates,” “expects” and similar references to future periods. Examples of forward-looking statements include, but are not limited to, statements we make on fiscal 2015 guidance, on our business strategies and our ability to execute those strategies successfully, on our expectations related to inflation and currency fluctuations, and the success of our innovation and marketing initiatives. Forward-looking statements are based on our current expectations and assumptions regarding our business, our industry and other future conditions. Forward-looking statements are subject to inherent uncertainties, risks and changes in circumstances that are difficult to predict. Our actual results may differ materially from those contemplated by the forward-looking statements due to factors such as the impact of strong competitive response to our marketing strategies; risks associated with trade and consumer acceptance of initiatives; the effectiveness of our promotional programs; the impact of fluctuations in currency exchange rates and/or the supply on cost of materials; our ability to realize projected cost savings and the other factors described in the company’s most recent Form 10-K and subsequent SEC filings. We undertake no obligation to update these statements to reflect new information or future events.



# Non-GAAP Measures

This presentation includes certain “non-GAAP” measures as defined by Securities and Exchange Commission rules. We have provided a reconciliation of those measures to the most directly comparable GAAP measures, which is shown as an appendix to this presentation and accessible online at [investor.campbellsoupcompany.com](http://investor.campbellsoupcompany.com).





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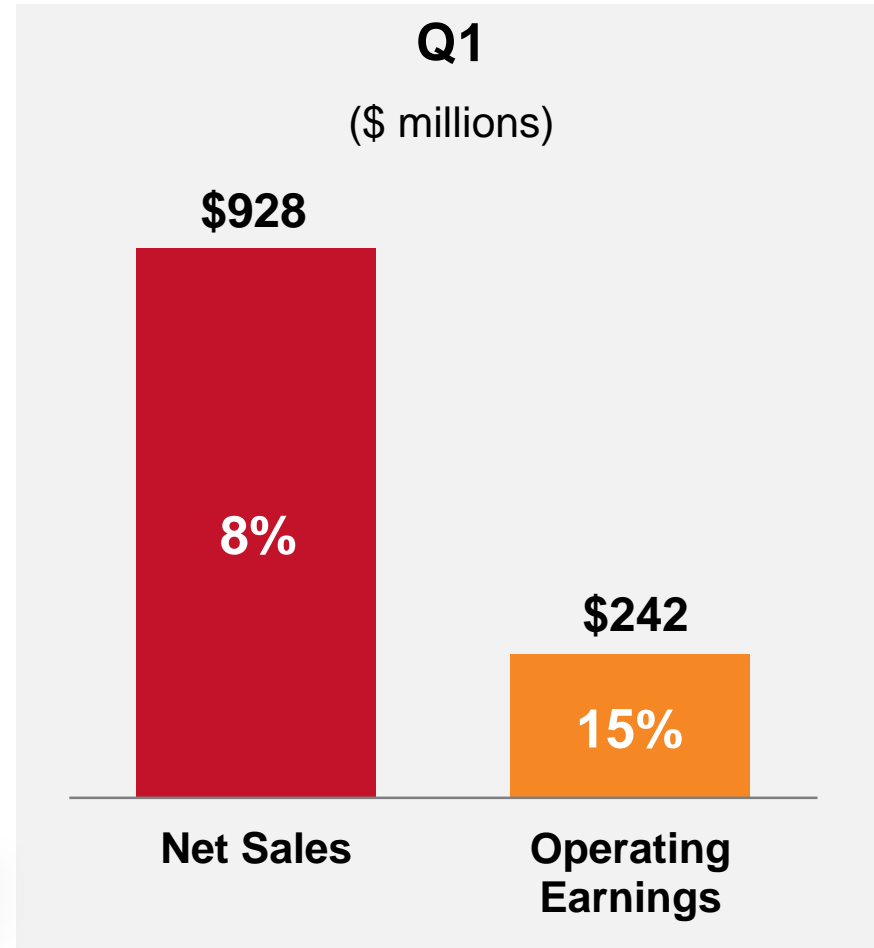
## **Investor Update**

*First Quarter of  
Fiscal Year 2015*



**Denise Morrison**  
*President & CEO*

# U.S. Simple Meals



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# Expanding in Premium Soup

*Campbell's*  
SLOW KETTLE  
— STYLE —



*Campbell's*  
ORGANIC



**Launching in January**



# U.S. Simple Meals – Higher Sales in Sauces



**New Products,  
Effective Merchandising**

## Growing Dinner Sauce Platform



**Total ACV > 80%**



# Australian Biscuits Improved

- Drove Arnott's sales and earnings
- Grew consumption and share in biscuits
- New products launched



# Trio of Growth Engines Delivered Higher Sales



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# Bolthouse Farms

- Strong top-line growth in super-premium beverages and refrigerated dressings
- Strengthened number-one share in super-premium beverages
- Launched *Bolthouse Farms Kids*

Packaged Fresh  
\$18.6 Billion  
Category



# Plum Organics

- Double-digit sales growth
- Number-one brand in organic baby food segment
- Expanding distribution and innovation



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# Kelsen – A Key to our Global Biscuit Strategy

- Meeting expectations
- Expanding snacks business in developing markets
- Q2 is Kelsen's seasonal peak



# First-Quarter Challenges

- **Gross margin performance did not meet expectations**
  - Cost inflation
  - Manufacturing costs
  - Freight costs
- **Pepperidge Farm and U.S. Beverages underperformed**



# Pepperidge Farm – Mixed Q1 Performance

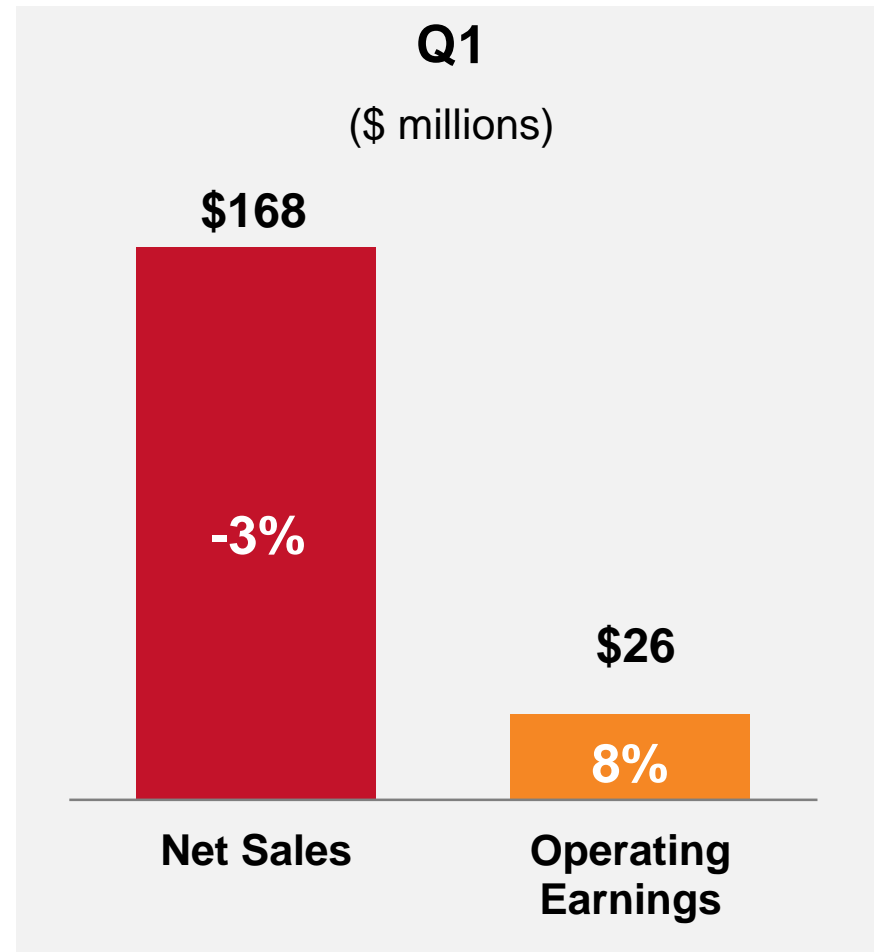
- Higher sales in fresh bakery and cookies
- Challenge is to restore growth in crackers
- Total U.S. cracker category has been slowing
- Goldfish outperformed the category, but sales declined
- Implementing plans to drive growth and innovation





# U.S. Beverages

- Plans to revitalize V8 underway
- Launching V8 Veggie Blends in January



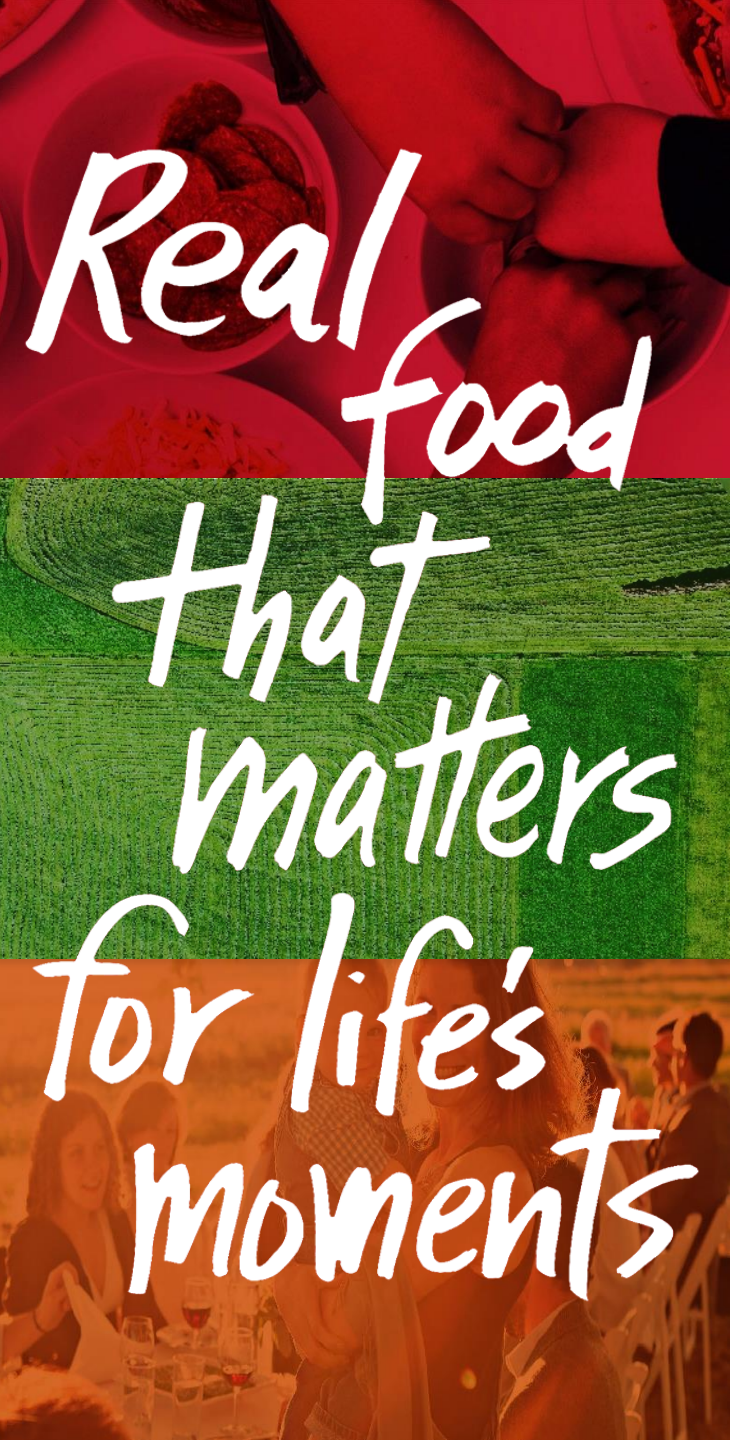
# Fiscal 2015 Plans

- Driving continued growth in U.S. Simple Meals
- Continuing Australian Biscuits turnaround
- Restoring growth in *Goldfish* crackers and improving Pepperidge Farm's top-line performance
- Revitalizing V8 by accelerating innovation
- Delivering strong performance in Bolthouse Farms, Plum Organics and Kelsen
- Taking action to mitigate gross margin pressure



# Reshaping Campbell





**CFO Perspective**

**Anthony DiSilvestro**  
**Senior Vice President - Chief Financial Officer**  
**Campbell Soup Company**

# Agenda

- High-level perspective
- First-quarter results
- First-quarter segment highlights
- Full-year sales and earnings guidance

# First-Quarter Financial Summary

(\$ millions, except per share)

Continuing Operations	First Quarter	% Change
<b>Net Sales</b>	\$2,255	4%
<i>Organic Net Sales*</i>		5%
<b>EBIT*</b>	\$368	9%
<b>Diluted EPS*</b>	\$0.74	12%

\* See Non-GAAP reconciliation

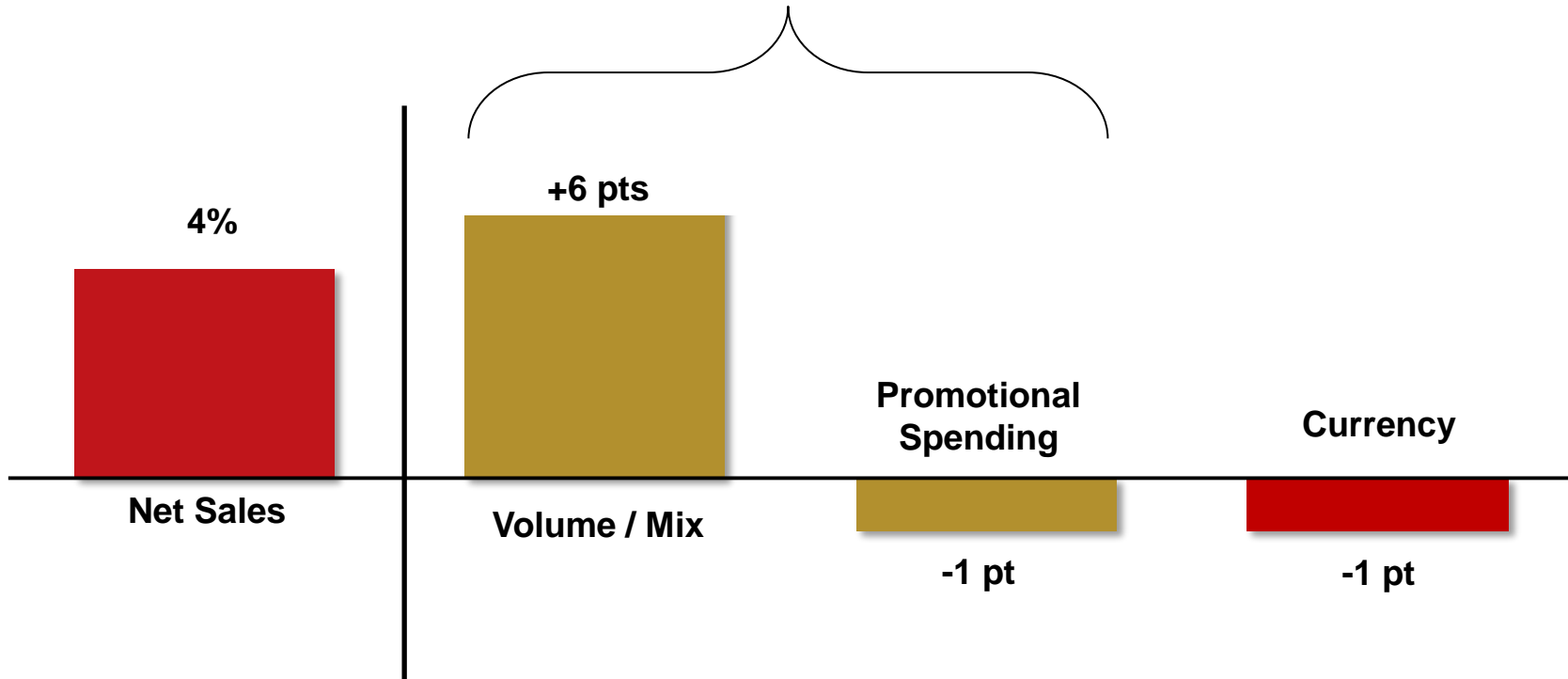
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# First Quarter – Components of Net Sales Change

Continuing Operations

Organic Net Sales\*

5%

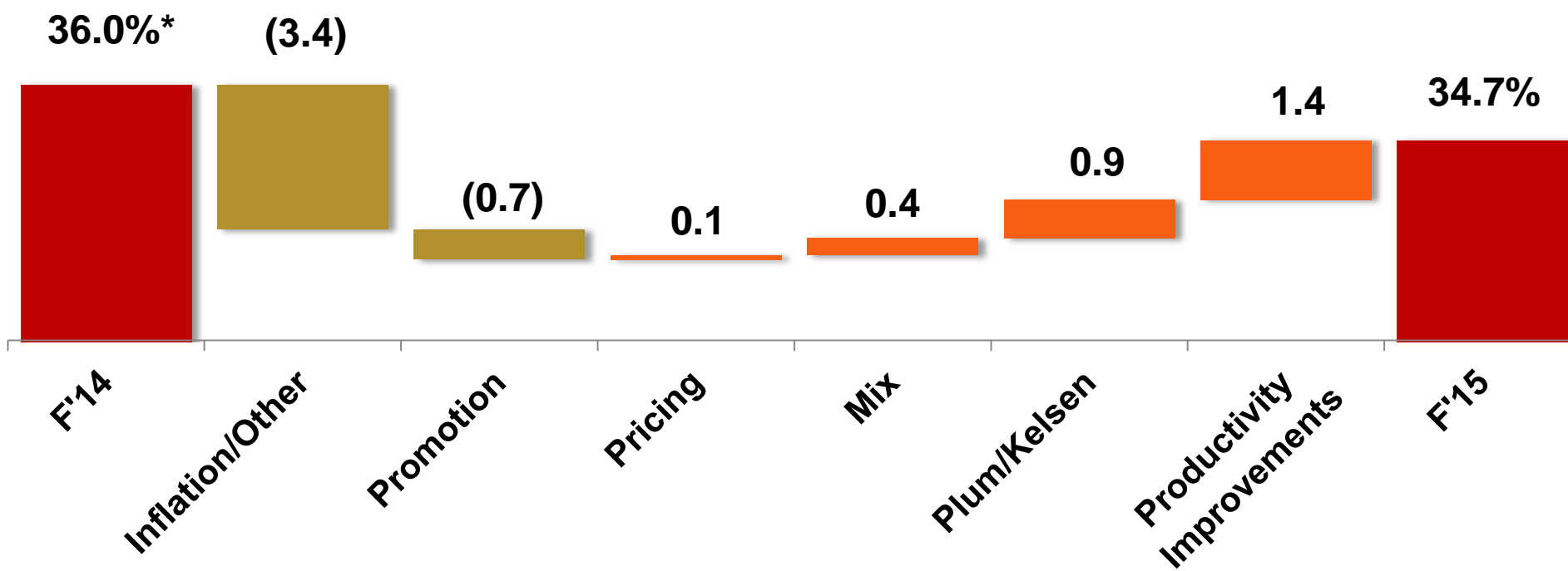


\* See Non-GAAP reconciliation

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# First Quarter – Gross Margin Performance

Continuing Operations



\* See Non-GAAP reconciliation

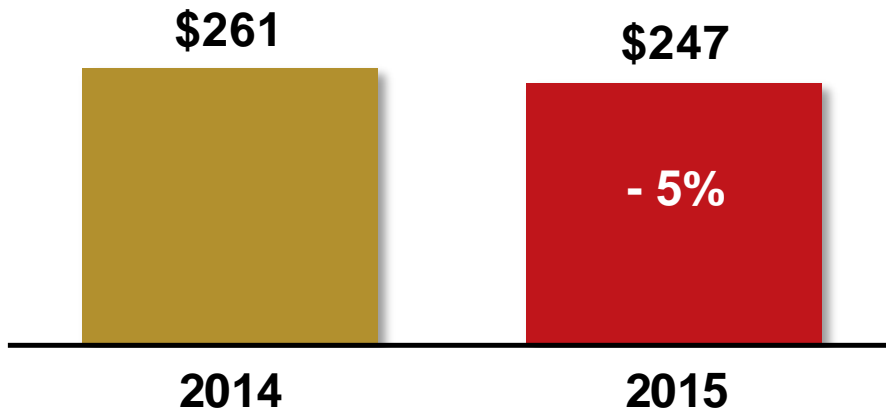
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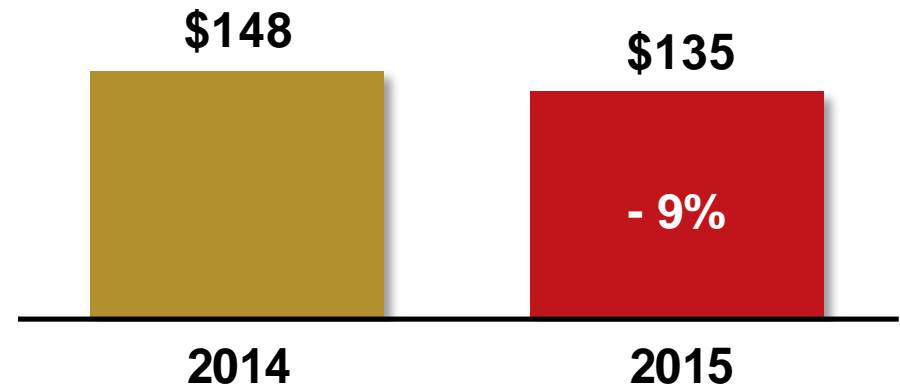
# First Quarter – Other Operating Items

Continuing Operations  
(\$ millions)

## *Marketing & Selling Expenses*



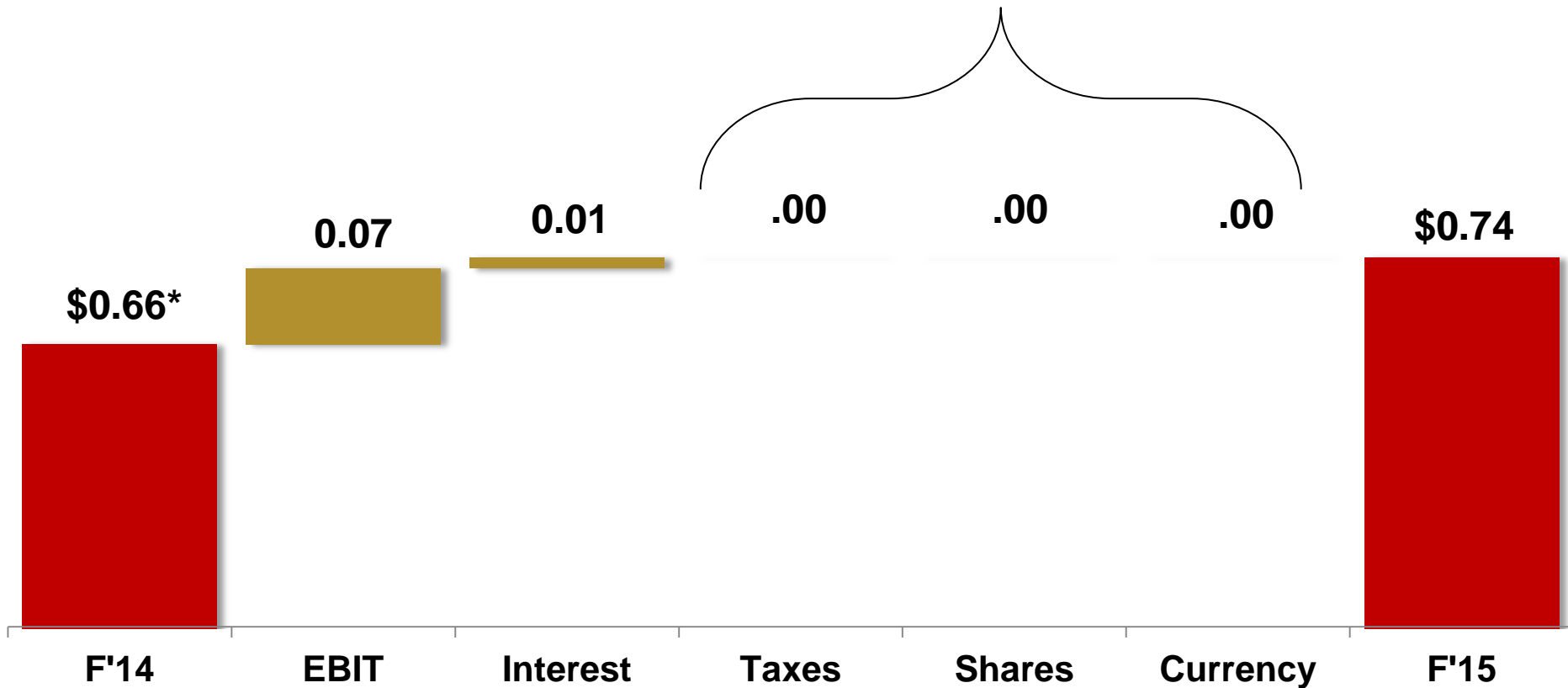
## *Administrative Expenses*



# First Quarter – EPS Performance

Continuing Operations

No Impact

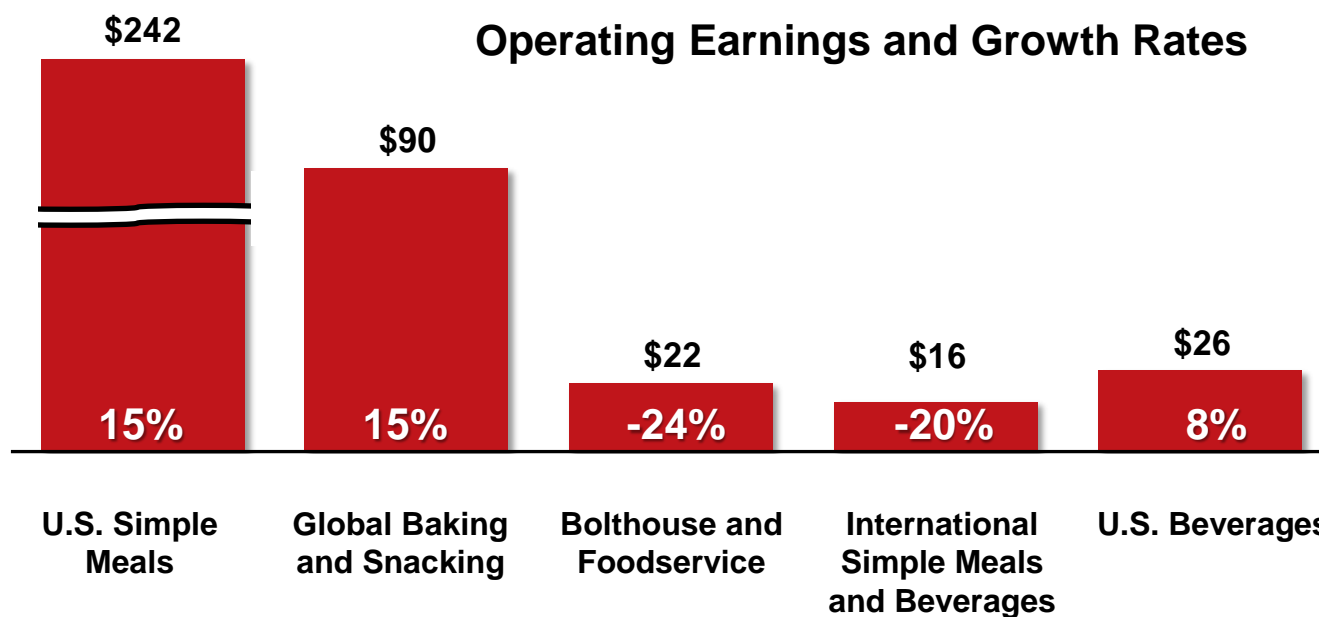
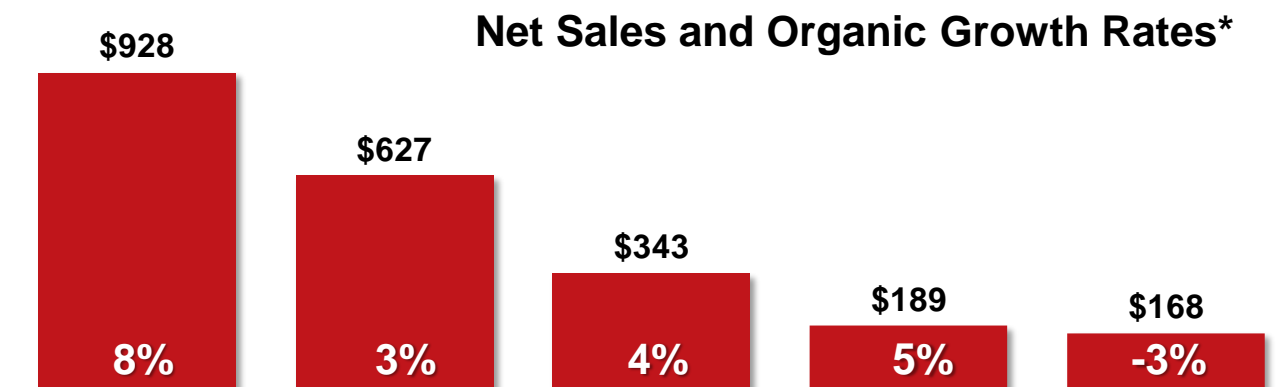


\* See Non-GAAP reconciliation

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# First-Quarter Segment Results

(\$ millions)

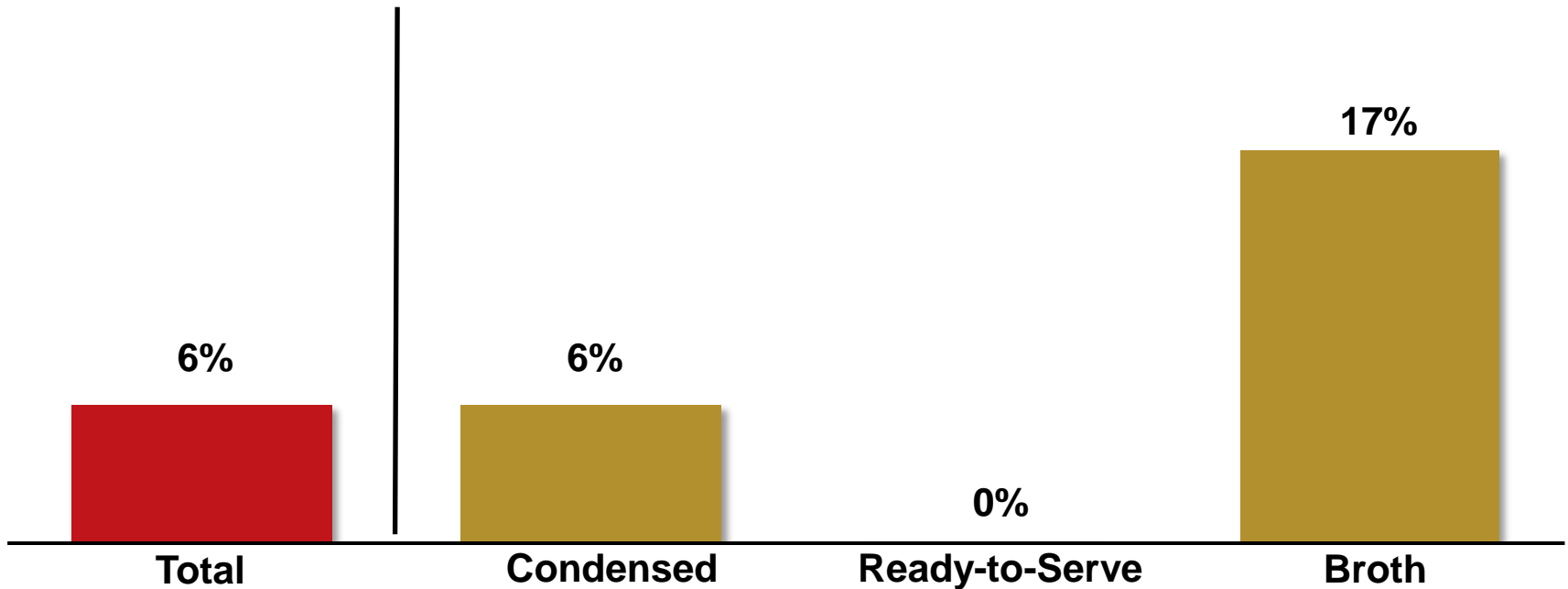


\*See Non-GAAP reconciliation

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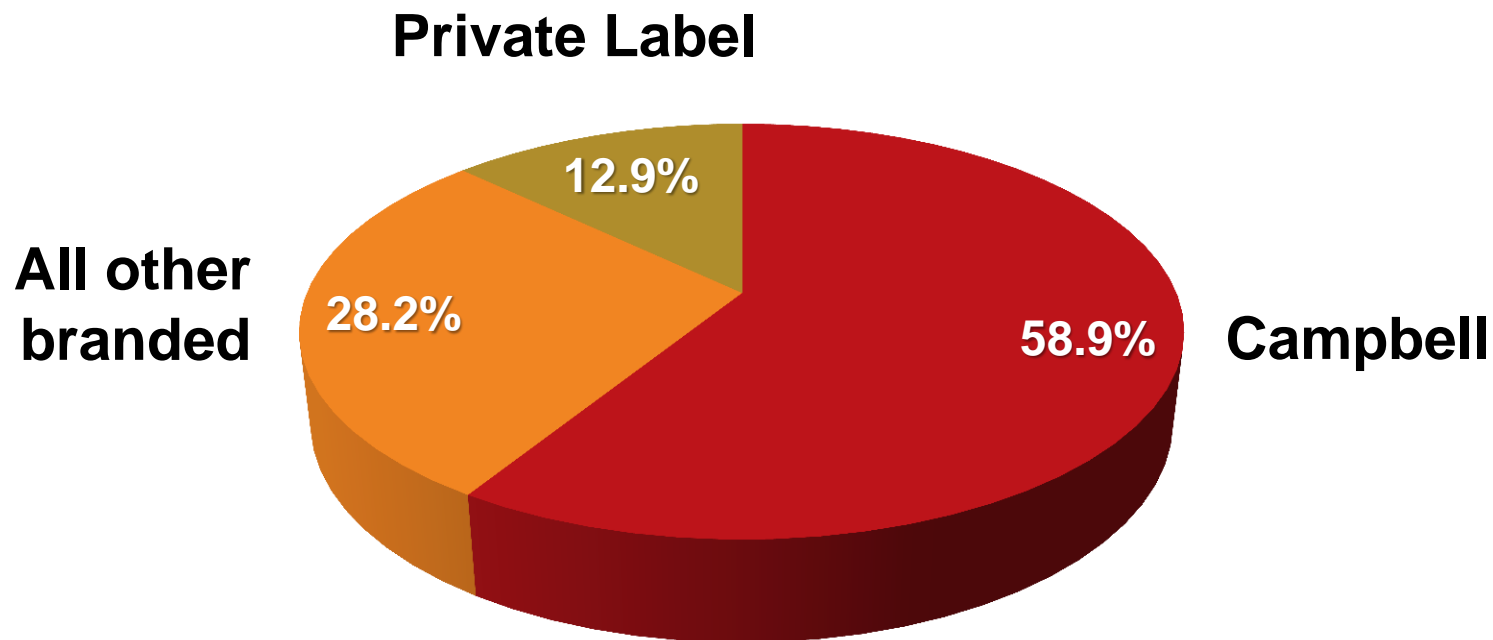
# First Quarter – U.S. Soup Net Sales

*% Change vs. prior year*



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# Retail Sales – U.S. Wet Soup Latest 52-Week Market Share and Category Performance



	<u><i>Campbell</i></u>	<u><i>AO Branded</i></u>	<u><i>Private Label</i></u>
Dollar Share Change	-0.7 ppts	+0.3 ppts	+0.4 ppts
Dollar Sales Change	-1.6%	+0.3%	+3.0%

# Cash Flow and Balance Sheet Items

(\$ millions)

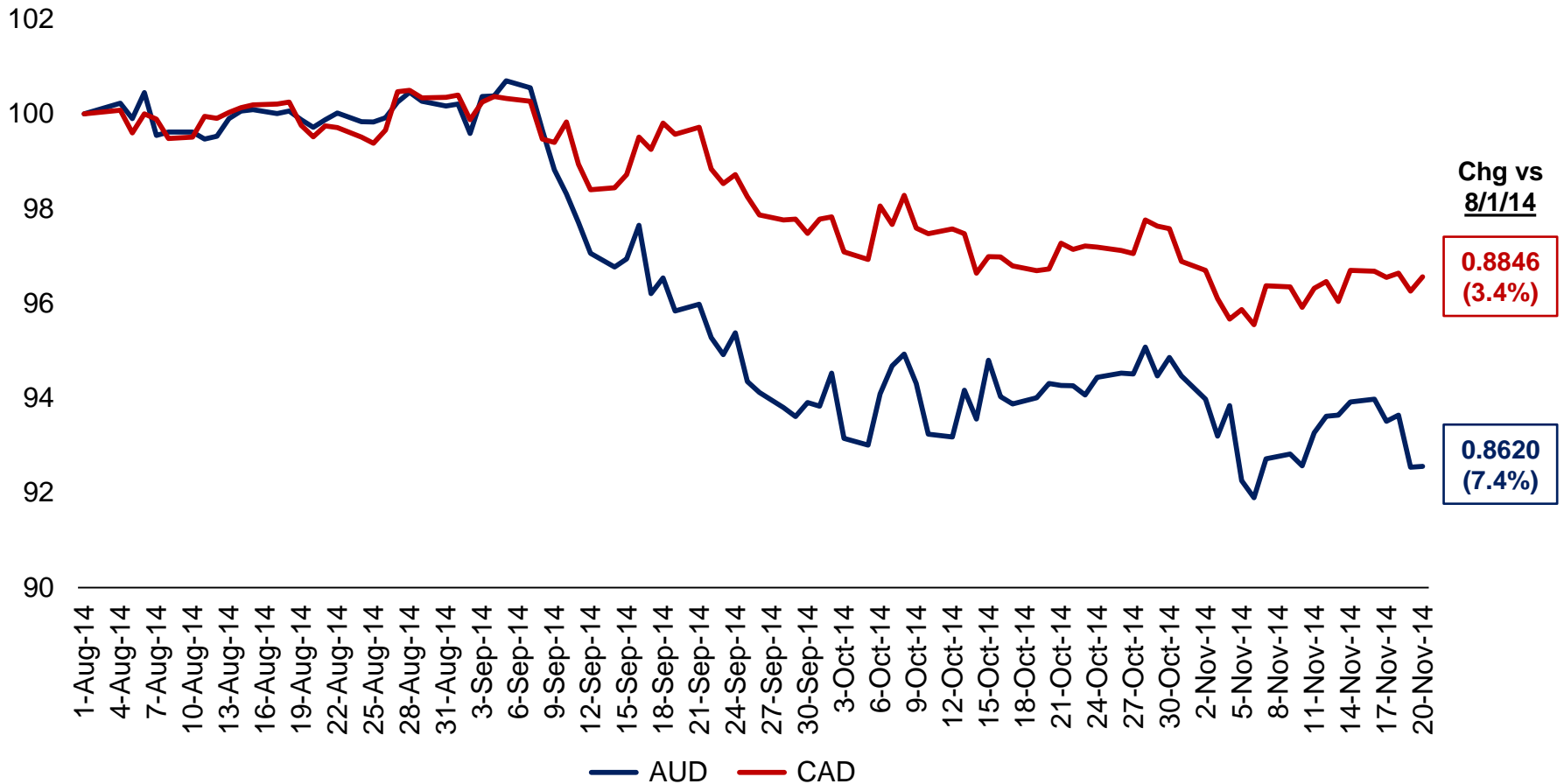
Year-to-Date	2014	2015
Cash Flow from Operations	\$38	\$188
Capital Expenditures	\$52	\$62
Dividends Paid	\$97	\$101
Share Repurchases	\$2	\$73
Ending Net Debt* as of Q1	\$4,527	\$3,833

\* See Non-GAAP reconciliation

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# Changes in Currency Rate

## Change in AUD & CAD Exchange Rate (8/1/14 – 11/20/14)



# Campbell Fiscal Year 2015 Guidance

Continuing Operations  
(\$ millions, except per share)

	2014 Base* (52 weeks)	Previous 2015 Growth Rates	Currency Headwinds	Revised 2015 Growth Rates
Net Sales	\$8,139	1% to 2%	-1pt	0% to +2%
Adjusted EBIT*	\$1,244	0% to 2%	-1pt	-1% to +2%
Adjusted EPS*	\$2.45	0% to 2% \$2.45-\$2.50	-1pt -\$0.03	-1% to +2% \$2.42-\$2.50

\* See Non-GAAP reconciliation

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# Q & A



**Denise Morrison**  
*President and CEO*



**Anthony DiSilvestro**  
*SVP - CFO*



**Jennifer Driscoll**  
*VP-IR*

*Happy Thanksgiving from Campbell Soup Company*



# Appendix



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# Reconciliation of GAAP and Non-GAAP Financial Measures

## Continuing Operations

	Net Sales For the Three Months Ended (\$ millions)					% Change	
	Net Sales, As Reported	Impact of Acquisitions	Impact of Currency	Impact of Net Accounting	Organic Net Sales	Net Sales, As Reported	Organic Net Sales
<b>November 2, 2014</b>							
U.S. Simple Meals	\$ 928	\$ -	\$ -	\$ -	\$ 928	8%	8%
Global Baking and Snacking	627	(7)	9	-	629	3%	3%
International Simple Meals and Beverages	189	-	9	4	202	-2%	5%
U.S. Beverages	168	-	-	-	168	-3%	-3%
Bolthouse and Foodservice	343	-	1	-	344	4%	4%
<b>Net Sales from continuing operations</b>	<b>\$ 2,255</b>	<b>\$ (7)</b>	<b>\$ 19</b>	<b>\$ 4</b>	<b>\$ 2,271</b>	<b>4%</b>	<b>5%</b>
<b>October 27, 2013</b>							
U.S. Simple Meals	\$ 860	\$ -	\$ -	\$ -	\$ 860		
Global Baking and Snacking	609	-	-	-	609		
International Simple Meals and Beverages	193	-	-	-	193		
U.S. Beverages	173	-	-	-	173		
Bolthouse and Foodservice	330	-	-	-	330		
<b>Net Sales from continuing operations</b>	<b>\$ 2,165</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,165</b>		

# Reconciliation of GAAP and Non-GAAP Financial Measures

Continuing Operations  
(\$ millions)

## First Quarter

	Gross Margin	GM %	Tax	Tax Rate
2015 - As Reported	\$ 783	34.7%	\$ 109	31.8%
2014 - As Reported	\$ 777	35.9%	\$ 95	34.5%
Add: Restructuring charges and related costs	2		8	
Add: Loss on foreign exchange forward contracts	-		3	
Deduct: Tax expense associated with sale of business	-		(7)	
2014 - Adjusted	\$ 779	36.0%	\$ 99	32.2%

# Reconciliation of GAAP and Non-GAAP Financial Measures

Continuing Operations  
(\$ millions, except per share)

## First Quarter

	<u>EBIT</u>	<u>Net Earnings</u>	<u>Diluted EPS</u>
2015 - As Reported	\$ 368	\$ 234	\$ 0.74
2014 - As Reported	\$ 305	\$ 181	\$ 0.57
Add: Restructuring charges and related costs	23	15	0.05
Add: Loss on foreign exchange forward contracts	9	6	0.02
Add: Tax expense associated with sale of business	-	7	0.02
2014 - Adjusted	<u>\$ 337</u>	<u>\$ 209</u>	<u>\$ 0.66</u>
% Change	9%	12%	12%

# Reconciliation of GAAP and Non-GAAP Financial Measures

(\$ millions)

## Net Debt

	<u>October 27, 2013</u>	<u>November 2, 2014</u>
Short-Term Borrowings	\$ 2,585	\$ 1,828
Long-Term Debt	2,247	2,244
Total Debt	<u>\$ 4,832</u>	<u>\$ 4,072</u>
Less: Cash and Cash Equivalents	(305)	(239)
Net Debt	<u><u>\$ 4,527</u></u>	<u><u>\$ 3,833</u></u>

# Reconciliation of GAAP and Non-GAAP Financial Measures

Continuing Operations  
(\$ millions, except per share)

## Fiscal Year

	<u>Net Sales</u>	<u>EBIT</u>	<u>Net Earnings</u>	<u>Diluted EPS*</u>
2014 - As Reported	\$ 8,268	\$ 1,192	\$ 737	\$ 2.33
Add: Restructuring charges and related costs	-	58	36	0.11
Add: Pension settlement charge	-	22	14	0.04
Add: Loss on foreign exchange forward contracts	-	9	6	0.02
Add: Tax expense associated with sale of business	-	-	7	0.02
2014 - Adjusted	<u>\$ 8,268</u>	<u>\$ 1,281</u>	<u>\$ 800</u>	<u>\$ 2.53</u>
Deduct: Impact of 53rd week	(129)	(37)	(25)	(0.08)
Adjusted 2014 base	<u><u>\$ 8,139</u></u>	<u><u>\$ 1,244</u></u>	<u><u>\$ 775</u></u>	<u><u>\$ 2.45</u></u>

\*May not add due to rounding