

**PINNACLE FOODS INC.**  
**CORPORATE GOVERNANCE GUIDELINES**  
**(Revised as of February 14, 2018)**

## **INTRODUCTION**

The Board of Directors (the “Board”) of Pinnacle Foods Inc. (the “Company”) has adopted these corporate governance guidelines (the “Guidelines”), which describe the principles and practices that the Board will follow in carrying out its responsibilities.

### **A. Role and Responsibility of the Board**

The Board directs and oversees the management of the business and affairs of the Company in a manner consistent with the best interests of the Company, and its stockholders. In this oversight role, the Board serves as the ultimate decision-making body of the Company, except for those matters reserved to or shared with the stockholders. The Board selects and oversees the members of senior management, who are charged by the Board with conducting the business of the Company.

### **B. Board Composition, Structure and Policies**

1. ***Independence of Directors.*** The Company defines an “independent” director in accordance with Section 303A.02 of the Listed Company Manual of the New York Stock Exchange (“NYSE”). In accordance with the rules of the NYSE, the Board shall be composed of a majority of independent directors. The Board shall make an affirmative determination at least annually as to the independence of each director. The NYSE independence definition includes a series of objective tests, such as that the director is not an employee of the Company and has not engaged in various types of business dealings with the Company. Because it is not possible to anticipate or explicitly provide for all potential conflicts of interest that may affect independence, the Board is also responsible for determining affirmatively, as to each independent director, that no material relationships exist which, in the opinion of the Board, would interfere with the exercise of independent judgment in carrying out the responsibilities of a director. In making these determinations, the Board will broadly consider all relevant facts and circumstances, including information provided by the directors and the Company with regard to each director’s business and personal activities as they may relate to the Company and the Company’s management. As the concern is independence from management, the Board does not view ownership of even a significant amount of stock, by itself, as a bar to an independence finding. To supplement the annual process described above, it shall be the responsibility of each director to fully and promptly inform the Company’s Corporate Secretary of any development that may affect the director’s independence.
  
2. ***Selection of Chairperson of the Board and Chief Executive Officer.*** The Board shall select its chairperson (“Chairperson”) and the Company’s Chief Executive

Officer (“CEO”) in any manner that it considers consistent with the best interests of the Company. Therefore, the Board does not have a policy on whether the role of Chairperson and CEO should be separate or combined and, if the roles are separate, whether the Chairperson should be selected from the independent directors or should be an employee of the Company.

3. ***Director Qualification Standards.*** The Nominating and Corporate Governance Committee is responsible for reviewing the qualifications of new director candidates and recommending to the Board those candidates to be nominated for election or re-election to the Board, subject to the extent any stockholders agreement sets forth procedures governing the nomination of directors to the Board. In identifying new director candidates for membership on the Board, the Nominating and Corporate Governance Committee shall take into account all factors it considers appropriate, which may include (a) ensuring that the Board, as a whole, is appropriately diverse, including with regards to age, gender and ethnic and racial background, and consists of individuals with various and relevant career experience; relevant technical skills, industry knowledge and experience; relevant expertise, including with regards to corporate governance, financial and accounting, and executive compensation matters; applicable criteria for committee or Board membership established by regulatory entities; and local or community ties and (b) minimum individual qualifications, including strength of character, mature judgment, familiarity with the Company's business and industry, independence of thought and an ability to work collegially with other members of the Board. The Nominating and Governance Committee will review and make recommendations, as appropriate, to the Board regarding the size, composition and combined expertise of the existing Board. The Board should monitor the mix of specific experience, qualifications and skills of its directors in order to assure that the Board, as a whole, has the necessary tools to perform its oversight function effectively in light of the Company's business and structure. Stockholders may also nominate directors for election at the Company's annual meeting of the stockholders by following the provisions set forth in the Company's bylaws, whose qualifications the Nominating and Corporate Governance Committee will consider on a substantially similar basis as it considers other nominees.
4. ***Change in Present Job Responsibility.*** Directors are required to offer to resign promptly upon a significant change in the director's principal current employer or principal employment, or other similarly significant change in professional occupation or association. The Nominating and Corporate Governance Committee shall consider the offer to resign and all relevant facts and circumstances, and after consultation with the Chief Executive Officer and the Chairperson, shall decide whether it should accept such offer of resignation.
5. ***Retirement Age for Directors.*** Directors are required to retire from the Board when they reach the age of 75. A director elected to the Board prior to his or her 75<sup>th</sup> birthday may continue to serve until the annual meeting of the stockholders coincident with or next following his or her 75<sup>th</sup> birthday. On the

recommendation of the Nominating and Corporate Governance Committee, the Board may waive this requirement as to any director if it deems such waiver to be in the best interests of the Company.

6. ***Director Orientation and Continuing Education.*** Management, working with the Board, will provide an orientation process for new directors and coordinate director continuing education programs. The orientation programs are designed to familiarize new directors with the Company's businesses, strategies and challenges and to assist new directors in developing and maintaining skills necessary or appropriate for the performance of their responsibilities. As appropriate, management shall prepare additional educational sessions for directors on matters relevant to the Company and its business. Management shall provide director education for all directors every year through Company-provided training or presentations.
7. ***Lead Director.*** The independent directors of the Board will elect from among themselves a Lead Director of the Board. Following nomination by the Nominating and Corporate Governance Committee, the Lead Director will be elected annually by the independent members of the Board. Unless otherwise determined by the Board, no director shall serve as Lead Director for more than five consecutive years. A description of the position of Lead Director is set forth in Annex A to these guidelines.
8. ***Term Limits.*** The Board does not believe in term limits for directors because such limits would deprive the Board of the service of directors who have developed, through valuable experience over time, increasing insight into the Company and its operations.
9. ***Stock Ownership.*** It is required that each non-employee director own shares of the Company's stock equal in value to six times the annual Board cash retainer. The Compensation Committee shall periodically review the stock ownership guidelines for non-employee directors. In addition, the Company's officers are required to own shares of the Company's stock as follows:
  - CEO – equal to six times base salary;
  - Executive Vice Presidents – equal to three times base salary; and
  - Senior Vice Presidents – equal to one times base salary.

Until the ownership guidelines are met, executives and non-employee directors must retain a percentage of net profit shares upon the (a) exercise of stock options, (b) payment of performance shares, and (c) vesting of restricted shares. The retention ratio for the CEO and non-employee directors is 100%, and the retention ratio for other executives is 75% of net profit shares until the ownership guidelines are met.

### C. Board Meetings

1. ***Frequency of Meetings.*** The Board currently plans at least four meetings each year, with further meetings to occur (or action to be taken by unanimous consent) at the discretion of the Board.
2. ***Selection of Board Agenda Items.*** The Chairperson of the Board, together with the CEO and with approval from the Lead Director, shall set the agenda for Board meetings with the understanding that the Board is responsible for providing suggestions for agenda items that are aligned with the advisory and monitoring functions of the Board. Agenda items that fall within the scope of responsibilities of a Board committee are reviewed with the chairperson of that committee. Any member of the Board may request that an item be included on the agenda.
3. ***Access to Management and Independent Advisors.*** All Board members are invited to contact the Chairperson and CEO at any time to discuss any aspect of the Company's business. Board members shall have free access to all members of management and employees of the Company. Generally, any meeting or contact that a director wishes to initiate with an employee should be arranged through the Company's CEO or General Counsel. In addition, as necessary and appropriate, in his or her sole discretion, the Chairperson or Lead Director may consult with independent legal, financial, accounting and other advisors, at the Company's expense, to assist in their duties to the Company and its stockholders.
4. ***Executive Sessions.*** To ensure free and open discussion and communication among the non-management directors of the Board, and unless the non-management directors determine otherwise, the non-management directors will meet in executive session with no members of management present, at scheduled meetings of the Board on a regular basis. The Lead Director or a director designated by such non-management directors, will preside at the executive sessions. The independent directors will meet in a private session that excludes management and affiliated directors at least once a year.

### D. Committees of the Board

The Board shall have at least three committees: the Audit Committee, the Compensation Committee and the Nominating and Corporate Governance Committee. Each committee shall have a written charter and shall report regularly to the Board summarizing the committee's actions and with respect to such other matters as are relevant to the committee's discharge of its responsibilities.

Each of the Audit Committee, the Compensation Committee and the Nominating and Corporate Governance Committee shall be comprised of no fewer than the number of members set forth in the relevant committee charter. In addition, each committee member must satisfy the membership requirements set forth in the relevant committee charter. A director may serve on more than one committee.

The Nominating and Corporate Governance Committee shall be responsible for recommending members of the Board to serve on the committees of the Board. The independent members of the Board, taking into account the views of the Chairperson and the Nominating and Corporate Governance Committee, shall designate one member of each committee as chairperson of such committee. Committee chairpersons shall be responsible for setting the agendas for their respective committee meetings.

## **E. Expectations of Directors**

The business and affairs of the Company shall be managed by or under the direction of the Board in accordance with state and other applicable laws and regulations. In performing their duties, the primary responsibility of the directors is to exercise their business judgment in the best interests of the Company. The Board has developed a number of specific expectations of directors to promote the discharge of this responsibility and the efficient conduct of the Board's business.

1. ***Commitment and Attendance.*** All directors are expected to make every effort to attend all meetings of the Board, meetings of the committees on which they are members and the annual meeting of the stockholders. Board members are encouraged to attend Board meetings and the meetings of committees on which they are members in person but may also attend such meetings by telephone conference call or video conference.
2. ***Participation in Meetings.*** Each director should be sufficiently familiar with the business of the Company, including its financial statements and capital structure, and the risks and competition it faces, to facilitate active and effective participation in the deliberations of the Board and of each committee on which he or she serves. Management will make appropriate personnel available to answer any questions a director may have about any aspect of the Company's business. Directors should also review the materials provided by management and advisors in advance of the meetings of the Board and its committees and should arrive prepared to discuss the issues presented.
3. ***Loyalty and Ethics.*** In their roles as directors, all directors owe a duty of loyalty to the Company. The Company has adopted a Code of Business Conduct and Ethics (the "Code"), which includes a compliance program to enforce the Code, and directors are expected to adhere to the Code.
4. ***Other Directorships and Significant Activities.*** Serving on the Board requires significant time and attention. Directors are expected to spend the time needed and meet as often as necessary to discharge their responsibilities properly. Generally, directors are expected not to serve on more than five public company boards (including the Company's Board), and members of the Audit Committee are expected not to serve on more than three public company audit committees (including the Company's Audit Committee), in each case, unless they obtain specific approval from the Board. In addition, directors who also serve as CEOs or in equivalent positions generally should not serve on more than two public

company boards, including the Company's Board, in addition to their employer's board. Directors should advise the Chairperson of the Nominating and Corporate Governance Committee, the Chairperson and the CEO before accepting membership on other boards of directors or other significant commitments involving affiliation with other businesses, non-profit entities or governmental units.

5. **Confidentiality.** The proceedings and deliberations of the Board and its committees are confidential. Each director shall maintain the confidentiality of information received in connection with his or her service as a director.

## **F. Management Succession Planning**

At least annually, the Board shall review the Company's succession plans, as developed by management and reviewed by the Compensation Committee. The succession plans should include, among other things, an assessment of the experience, performance and skills for possible successors to the Chairperson, the CEO and other executive officers.

## **G. Evaluation of Board Performance**

The Board should conduct a self-evaluation at least annually to determine whether it and its committees are functioning effectively. The Nominating and Corporate Governance Committee should periodically consider the mix of skills and experience that directors bring to the Board to assess whether the Board has the necessary tools to perform its oversight function effectively.

Each committee of the Board should conduct a self-evaluation at least annually and report the results to the Board, acting through the Nominating and Corporate Governance Committee. Each committee's evaluation must compare the performance of the committee with the requirements of its written charter.

## **H. Board Compensation**

The Compensation Committee will review the form and amount of director compensation from time to time and recommend any changes to the Board, as it deems appropriate. Non-employee directors are expected to receive a portion of their annual retainer in the form of equity. Employee directors are not paid additional compensation for their services as directors or committee members.

## **I. Communications with Stockholders**

The Chairperson and CEO are responsible for establishing effective communications with all interested parties, including stockholders of the Company. It is the policy of the Company that management speaks for the Company. This policy does not preclude independent directors, including the Chairperson or the Lead Director, from meeting with stockholders, but it is suggested that, in most circumstances, any such meetings be held with management present.

## **J. Communications with Non-Management Directors**

Anyone who would like to communicate with, or otherwise make his or her concerns known directly to the chairperson of any of the Audit, Nominating and Corporate Governance and Compensation Committees, or to the non-management or independent directors as a group, may do so by (1) addressing such communications or concerns to the Corporate Secretary of the Company, 399 Jefferson Road, Parsippany, New Jersey 07054, who will forward such communications to the appropriate party, or (2) sending an e-mail to the Corporate Secretary at Kelley.maggs@pinnaclefoods.com. Such communications may be made confidentially or anonymously.

## **K. Corporate Governance Review and Disclosure**

The Nominating and Corporate Governance Committee shall review these Guidelines on a regular basis, and shall recommend any amendments to the Board for its approval. As part of its review, the Nominating and Corporate Governance Committee will consider whether the principles and practices have been, and are likely to continue to be, effective in enabling the Board to fulfill its responsibilities. The Nominating and Corporate Governance Committee may also compare the Company's current practices to the expectations of stockholders; changes in relevant laws or regulations; and the practices of boards of other leading companies. These Guidelines shall be posted on the Company's website.

**ANNEX A**  
**DESCRIPTION OF LEAD DIRECTOR RESPONSIBILITIES**

A “Lead Director” shall be elected annually by vote of the independent directors following nomination by the Nominating and Corporate Governance Committee. Although annually elected, the Lead Director should serve for more than one year. Service as Lead Director, however, generally should not exceed five consecutive years but is subject to the Board’s discretion to set other guidelines in specific instances.

The Lead Director shall help coordinate the efforts of the independent and non-management directors in the interest of ensuring that objective judgment is brought to bear on sensitive issues involving the management of the Company and, in particular, the performance of senior management, and shall have the authority to:

- Preside over all meetings of the Board at which the Chairperson is not present, including any executive sessions of the independent directors or the non-management directors;
- Assist in scheduling Board meetings and approve meeting schedules to ensure that there is sufficient time for discussion of all agenda items;
- Request the inclusion of certain materials for Board meetings;
- Communicate to the CEO, together with the chairperson of the Compensation Committee, the results of the Board’s evaluation of CEO performance;
- Collaborate with the CEO on Board meeting agendas and approve such agendas;
- Collaborate with the CEO in determining the need for special meetings of the Board;
- Provide leadership and serve as temporary Chairperson or CEO in the event of the inability of the Chairperson or CEO to fulfill his or her role due to crisis or other event or circumstance which would make leadership by existing management inappropriate or ineffective, in which case the Lead Director shall have the authority to convene meetings of the full Board or management;
- Be available for consultation and direct communication if requested by major stockholders;
- Act as the liaison between the independent or non-management directors and the Chairperson, as appropriate;
- Call meetings of the independent or non-management directors when necessary and appropriate; and
- Recommend to the Board, in concert with the chairpersons of the respective Board committees, the retention of consultants and advisors who directly report to the Board, including such independent legal, financial or other advisors as he or she deems

appropriate, without consulting or obtaining the advance authorization of any officer of the Company.