



FIRST QUARTER FISCAL 2025

February 27, 2025



Forward-Looking Statements

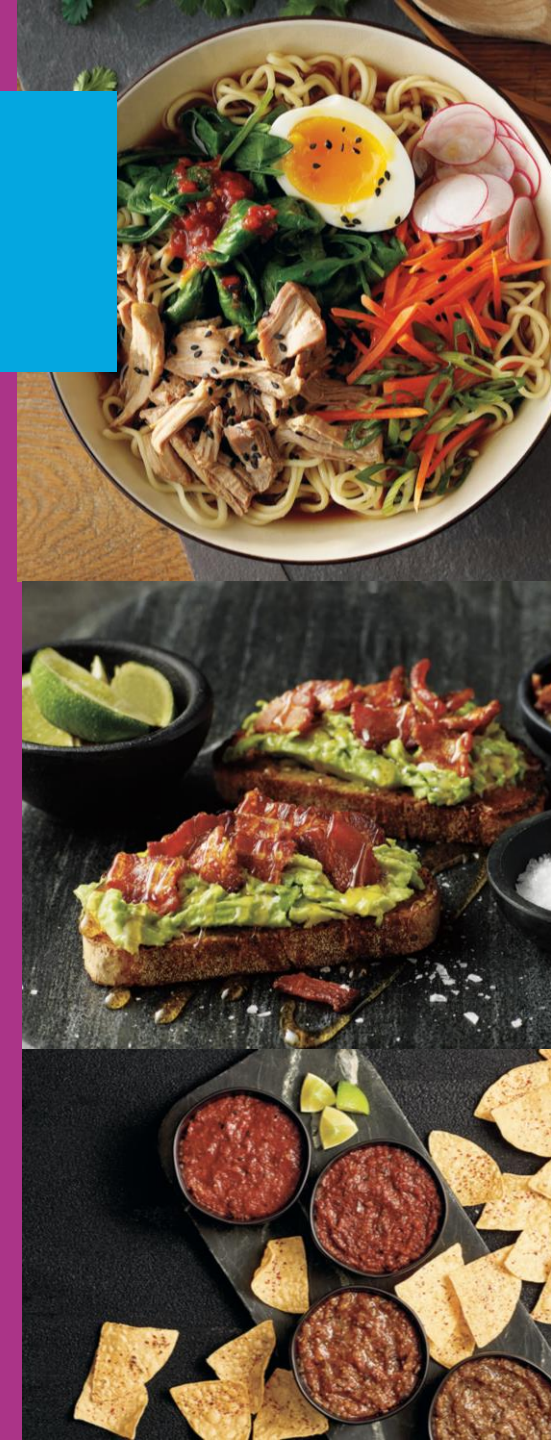
This presentation contains “forward-looking” information within the meaning of the federal securities laws. The “forward-looking” information may include statements concerning the Company’s outlook for the future as well as other statements of beliefs, future plans, strategies, or anticipated events and similar expressions concerning matters that are not historical facts. Words or phrases such as “should result,” “believe,” “intend,” “plan,” “are expected to,” “targeted,” “will continue,” “will approximate,” “is anticipated,” “estimate,” “project,” or similar expressions are intended to identify forward-looking statements. Such statements are subject to certain risks and uncertainties that could cause actual results to differ materially from historical earnings and those anticipated or projected, which factors include, but are not limited to, risks related to the deterioration of economic conditions; risks associated with acquisitions, joint ventures, equity investments, and divestitures; risks and uncertainties associated with intangible assets, including any future goodwill or intangible assets impairment charges; the risk of disruption of operations, including at owned facilities, co-manufacturers, suppliers, logistics providers, customers, or other third-party service providers; the risk that the Company may fail to realize anticipated cost savings or operating profit improvements associated with strategic initiatives, including the Transform and Modernize initiative; risk of loss of a significant contract or unfavorable changes in the Company’s relationships with significant customers; risk of the Company’s inability to protect information technology (IT) systems against, or effectively respond to, cyber attacks, security breaches or other IT interruptions, against or involving the Company’s IT systems or those of others with whom it does business; risk of the Company’s failure to timely replace legacy technologies; deterioration of labor relations or labor availability or increases to labor costs; general risks of the food industry, including those related to food safety, such as costs resulting from food contamination, product recalls, the remediation of food safety events at its facilities, including the production disruption at the Suffolk, Virginia, facility, or outbreaks of disease among livestock and poultry flocks; fluctuations in commodity prices and availability of raw materials and other inputs; fluctuations in market demand for the Company’s products, including due to private label products and lower-priced alternatives; risks related to the Company’s ability to respond to changing consumer preferences, diets and eating patterns, and the success of innovation and marketing investments; damage to the Company’s reputation or brand image; risks associated with climate change, or legal, regulatory, or market measures to address climate change; risks of litigation; potential sanctions and compliance costs arising from government regulation; compliance with stringent environmental regulations and potential environmental litigation; and risks arising from the Company’s foreign operations, including geopolitical risk, exchange rate risk, legal, tax, and regulatory risk, and risks associated with tariffs. Please refer to the cautionary statements regarding “Risk Factors” and “Forward-Looking Statements” that appear in our most recent Annual Report on Form 10-K and Quarterly reports on Form 10-Q, which can be accessed at www.hormelfoods.com in the “Investors” section, for additional information. In making these statements, the Company is not undertaking, and specifically declines to undertake, any obligation to address or update each or any factor in future filings or communications regarding the Company’s business or results, and is not undertaking to address how any of these factors may have caused changes to discussions or information contained in previous filings or communications. Though the Company has attempted to list comprehensively these important cautionary risk factors, the Company wishes to caution investors and others that other factors may in the future prove to be important in affecting the Company’s business or results of operations. The Company cautions readers not to place undue reliance on forward-looking statements, which represent current views as of the date made.

Non-GAAP Information

This presentation contains certain non-GAAP measures, including organic volume, organic net sales, adjusted operating income, and adjusted diluted earnings per share. Non-GAAP measures are not intended to be a substitute for GAAP measures in analyzing financial performance. These non-GAAP measures are not in accordance with generally accepted accounting principles and may be different from non-GAAP measures used by other companies. Please see the discussion of non-GAAP financial measures and the reconciliation from the GAAP measures to the non-GAAP adjusted measures at the end of this presentation for more information.

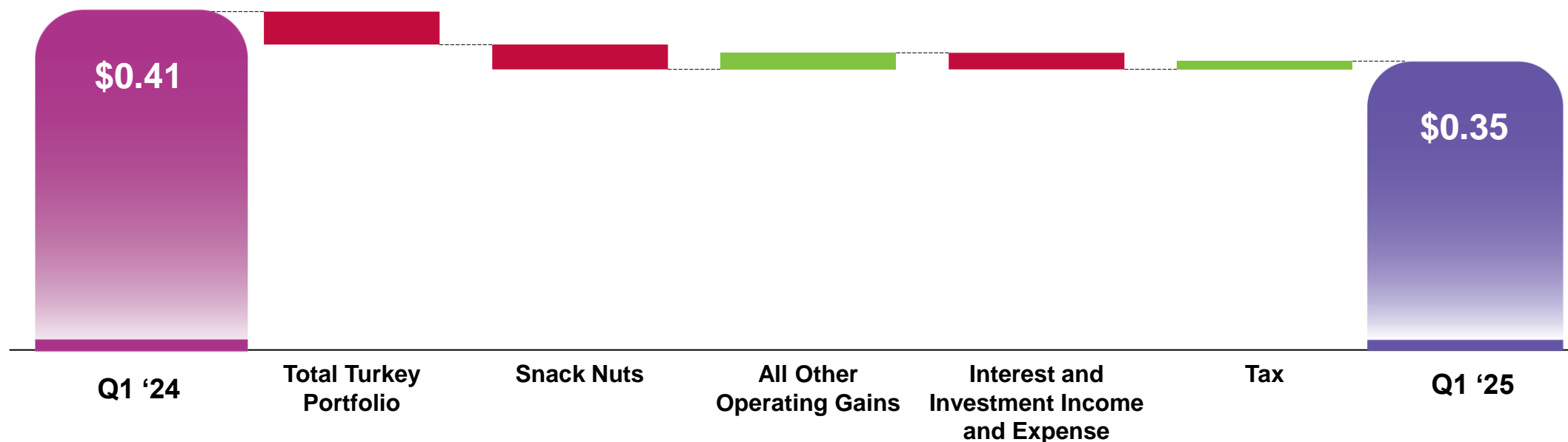
FIRST QUARTER KEY MESSAGES

- Achieved solid top-line performance, demonstrated by strong value-added portfolio
- Delivered significant, sequential *Planters*® recovery
- Navigated market dynamics in turkey supply chain
- Reaffirmed fiscal 2025 net sales and adjusted diluted earnings per share expectations



FIRST QUARTER ADJUSTED DILUTED EPS¹

Strength in value-added portfolio helped mitigate known headwinds



¹ Non-GAAP measure. See Appendix: Non-GAAP Measures for more information





ADVANCING OUR PRIORITIES IN FISCAL 2025

Strategic Priorities: Q1 Highlights

Drive focus & growth in our Retail business

- Many flagship and rising brands grew volume while gaining share in their respective categories
- As expected, saw significant, sequential market recovery from **Planters**[®] brand¹

Expand leadership in Foodservice

- Premium prepared proteins achieved its 5th consecutive quarter of double-digit net sales growth
- Strong organic volume² and net sales growth led by key brands

Aggressively develop our global presence

- In China, enhanced meat snacking portfolio with recent launch of pork bites
- Leveraged Garudafood relationship to expand snacking efforts in Mexico and China

Execute our enterprise entertaining & snacking vision

- Launched multi-branded Here For The Snacks campaign leading up to the Big Game
- Launched five **Planters**[®] LTO holiday items, bringing in a younger and incremental consumer³

Continue to transform & modernize our Company

- Preparations are under way for the opening of new distribution center (Memphis metro-area)
- Divested non-core sow operation, reducing commodity exposure and simplifying our portfolio

¹ Circana Total US MULO+; Rolling 4 weeks ending 1/26/25

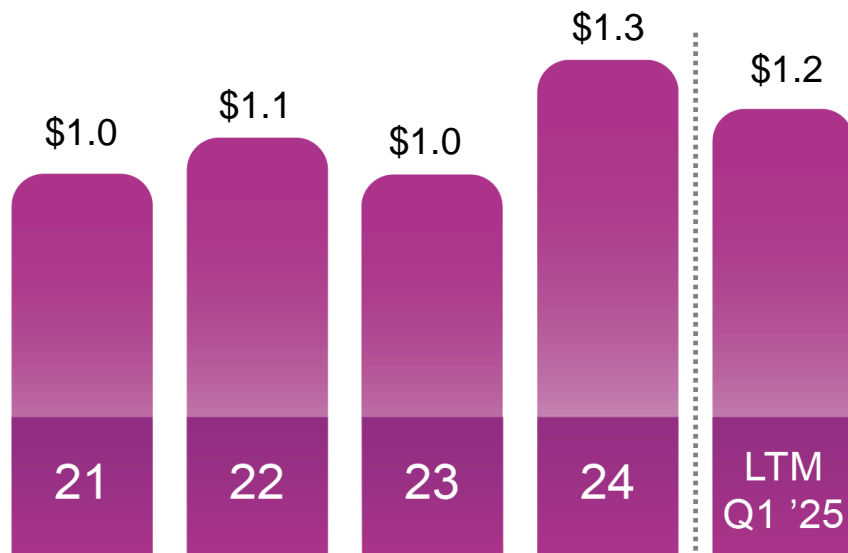
² Non-GAAP measure. See Appendix: Non-GAAP Measures for more information.

³ Shopper Loyalty Card Data, Circana, Latest 26 weeks ending 12/29/24

CONTINUING TO GENERATE CONSISTENT CASH FLOW

To support our disciplined capital allocation strategy and return value to shareholders

Operating Cash Flow (in billions)



* Fiscal years unless noted otherwise. Fiscal year 2021 included 53 weeks

First Quarter
Fiscal 2025

Cash & Mkt Sec.
\$866M

Debt
\$2.9B

Remain Committed to Maintaining
Investment-Grade Rating



RECORD SHAREHOLDER CASH RETURN IN FORM OF DIVIDENDS

59th consecutive increase to our annual dividend*

59

Consecutive
Years of Dividend
Increases

96+

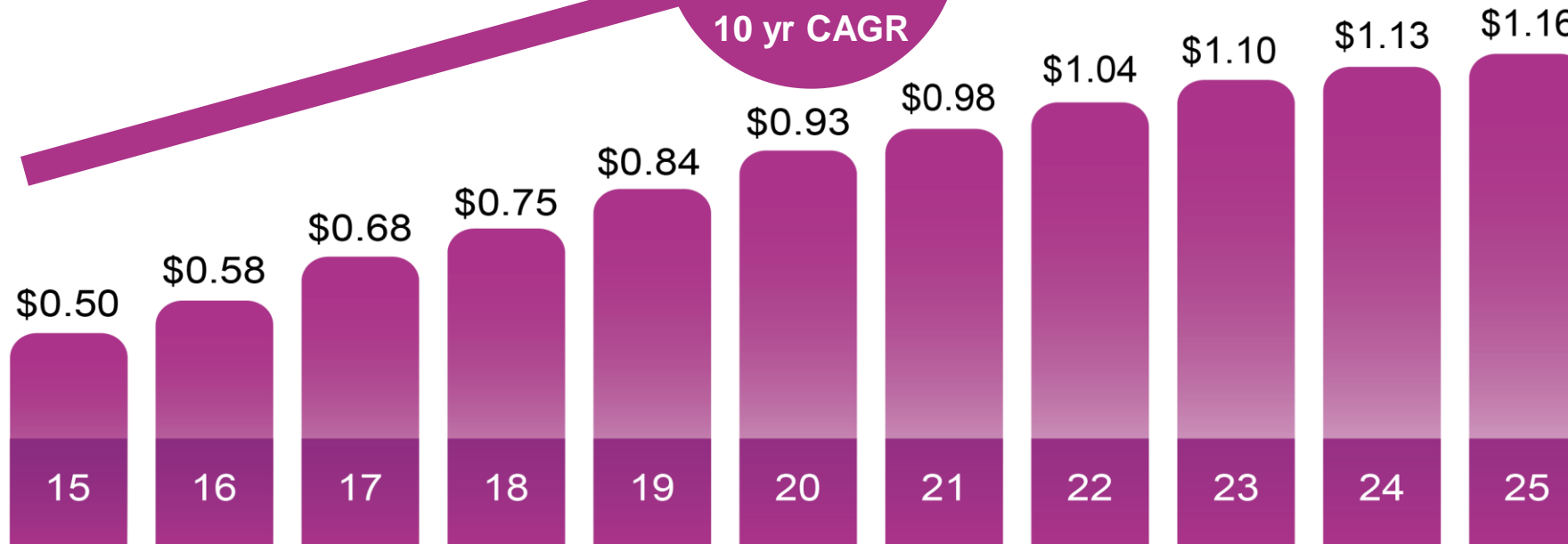
Years of Dividend
Payments
Without Interruption

Maintain
**Dividend
Aristocrat**
Membership



9%

10 yr CAGR



*Per share figures have been restated to reflect the two-for-one stock split distributed on Feb. 9, 2016. Fiscal years 2016 and 2021 included 53 weeks. Fiscal 2025 dividend announced on Nov. 25, 2024.



Segment Highlights

RETAIL

Retail Segment	Q1 FY25 YoY Percent Change
Volume	(4)%
Net Sales	(1)%
Segment Profit	(20)%

- Collectively, flagship and rising brands delivered growth relative to last year, led by the **SPAM**[®] brand, **Applegate**[®] natural and organic meats, **Hormel**[®] **Black Label**[®] bacon, **Jennie-O**[®] ground turkey, **Wholly**[®] guacamole, and **Hormel**[®] pepperoni.
- As anticipated, lower sales of snack nuts due to impacts from the production disruption at the Suffolk facility was a primary driver of year-over-year net sales declines.
- Segment profit declined compared to last year, as benefits from the Transform and Modernize (T&M) initiative and margin growth from the Emerging Brands and Convenient Meals & Proteins verticals partially mitigated the impact from lower sales and higher raw material costs within the Snacking & Entertaining vertical, higher input costs, and unfavorable whole turkey dynamics.



SEGMENTATION GUIDES INVESTMENT DECISIONS

Aligning resources to better drive focus & accelerate growth

Flagship

*Large, material, established;
proven sustainable growth*

SPAM **PLANTERS**



INVEST prioritized resources
for proven **GROWTH**

Rising

*Differentiated, emerging brands;
poised for accelerated growth*

CON TODA CONFIANZA ES
HERDEZ
BRAND



COLUMBUS
CRAFT MEATS

Justin's

WHOLLY
GUACAMOLE



CULTIVATE potential; **AMPLIFY**
presence in marketplace

Foundational

*Strong category positions;
steady performance*



Dinty Moore

Lloyd's
Barbaco Co.



RELIABLE performance to
LEVERAGE returns

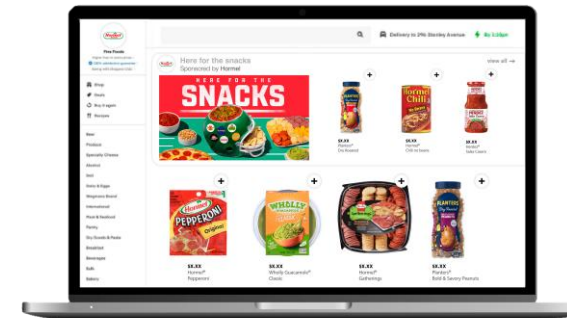
HERE FOR THE SNACKS



Multi-brand, multi-channel campaign



PLEASE EVERY PRO SNACKER





Segment Highlights

FOODSERVICE

- The Foodservice segment continues to benefit from a large portfolio of solutions-based products, a direct-selling organization, and a diverse channel presence.
- Organic volume¹ and net sales growth in the first quarter were primarily driven by strong performance across the premium prepared proteins, turkey, premium bacon, and breakfast sausage categories. Notable products such as branded **Jennie-O**[®] turkey items, **Hormel**[®] **Fire Braised**[™] meats, **Café H**[®] globally inspired proteins, and **Cure 81**[®] ham delivered strong volume and net sales growth.
- Segment profit decreased for the first quarter of fiscal 2025 as higher sales were offset by margin pressures, primarily in non-core businesses.

Foodservice Segment	Q1 FY25 YoY Percent Change
Organic Volume ¹	+2%
Organic Net Sales ¹	+5%
Segment Profit	(8)%





Segment Highlights

INTERNATIONAL

- Strong volume and net sales growth in China and growth in exports such as **SPAM**[®] luncheon meat, **Skippy**[®] peanut butter, and fresh pork were more than offset by softness in Brazil and lower commodity turkey exports.
- The China business benefited from a continued focus on new customers and product offerings, which drove sales momentum within the foodservice channel. Within the China retail channel, the team deployed successful initiatives to gain new distribution, launch profitable innovation and increase promotional activity to offset consumer challenges
- Strong shipments of the **SPAM**[®] family of products to the Philippines market was the largest contribution to export growth.
- Segment profit increased in the first quarter of fiscal 2025 as improved export margins and growth in China were partially offset by softness in Brazil and lower equity in earnings.

International Segment	Q1 FY25 YoY Percent Change
Volume	(7)%
Net Sales	(2)%
Segment Profit	+4%



FISCAL 2025 OUTLOOK

Reaffirming fiscal 2025 Net Sales and Adjusted Diluted Earnings Per Share¹ Expectations

Fiscal 2025 Outlook

Net Sales	\$11.9 - \$12.2 billion
Operating Income	\$1.12 - \$1.21 billion
Adj. Operating Income¹	\$1.18 - \$1.28 billion
Diluted EPS	\$1.49 - \$1.63
Adj. Diluted EPS¹	\$1.58 - \$1.72
Effective Tax Rate	22.0 - 23.0%

Commentary

For fiscal 2025, the Company expects:

- Organic net sales¹ growth of 1% to 3%, which assumes leading on-trend categories, increased brand investments, innovation and growth across all segments
- Double-digit percent increases in total marketing and advertising investments
- Capital expenditures in the range of \$275 to \$300 million, including investments in data and technology and value-added capacity expansions
- Estimated incremental benefits from the T&M initiative in the range of \$100 to \$150 million
- Diluted earnings per share expectations of \$1.49 to \$1.63 (previously \$1.51 to \$1.65) have been updated solely to account for the loss on the divestiture of a non-core sow operation in Q1

¹ Non-GAAP measure. See Appendix: Non-GAAP Measures for more information

LONG-TERM STRATEGY DELIVERS PROFITABLE GROWTH

LONG-TERM ALGORITHM

Net Sales

2-3%

Organic net sales¹ growth

Operating Income

5-7%

Operating income growth

- Leading & differentiated brands
- Fueled by innovation
- Organized for long-term growth
- Stable financial performance
- Strong corporate citizenship



APPENDIX

NON-GAAP MEASURES

This presentation includes measures of financial performance that are not defined by U.S. generally accepted accounting principles (GAAP). The Company utilizes these non-GAAP measures to understand and evaluate operating performance on a consistent basis. These measures may also be used when making decisions regarding resource allocation and in determining incentive compensation. The Company believes these non-GAAP measures provide useful information to investors because they aid analysis and understanding of the Company's results and business trends relative to past performance and the Company's competitors. Non-GAAP measures are not intended to be a substitute for GAAP measures in analyzing financial performance. These non-GAAP measures are not calculated in accordance with GAAP and may be different from non-GAAP measures used by other companies.

Transform and Modernize (T&M) Initiative

In the fourth quarter of fiscal 2023, the Company announced a multi-year T&M initiative. In presenting non-GAAP measures, the Company adjusts for (i.e., excludes) expenses for this initiative that are non-recurring, comprised primarily of project-based external consulting fees and expenses related to supply chain and portfolio optimization (e.g., asset write-offs, severance, or relocation-related costs). The Company believes that non-recurring costs associated with the T&M initiative are not reflective of the Company's ongoing operating cost structure; therefore, the Company is excluding these discrete costs. The Company does not adjust for (i.e., does not exclude) certain costs related to the T&M initiative that are expected to continue after the project ends, such as software license fees and internal employee expenses, because those costs are considered ongoing in nature as a component of normal operating costs. The Company also does not adjust for savings realized through the T&M initiative as these are considered ongoing in nature and reflective of expected ongoing operating performance.

Loss on Sale of Business

In the first quarter of fiscal 2025, the Company sold Mountain Prairie, LLC, a non-core sow operation, resulting in a loss on the sale. The Company believes the one-time detriment from the sale, including transaction costs, is not reflective of the Company's ongoing operating cost structure, is not indicative of the Company's core operating performance, and may not be meaningful when comparing the Company's operating performance against that of prior periods. Thus, the Company adjusted for (i.e. excluded) the loss.

NON-GAAP MEASURES (CONTINUED)

Legal Matters

From time to time, the Company incurs expenses related to discrete legal matters that the Company believes are not indicative of the Company's core operating performance, do not reflect expected future operating costs, and may not be meaningful when comparing the Company's operating performance against that of prior periods. The Company adjusts for (i.e., excludes) these expenses.

Litigation Settlements

In the first quarter of fiscal 2025, the Company entered into a settlement agreement with a plaintiff in a pending antitrust litigation.

Organic Volume and Organic Net Sales

The non-GAAP measures of organic volume and organic net sales are presented to provide investors with additional information to facilitate the comparison of past and present operations. Organic volume and organic net sales exclude the impact of the sale of Hormel Health Labs, LLC in the Foodservice segment in the fourth quarter of fiscal 2024.

The tables on the following page show the calculations to reconcile from the GAAP measures to the non-GAAP measures presented in this presentation. The tax impacts were calculated using the effective tax rate for the quarter in which the transactions occurred.

NON-GAAP MEASURES (CONTINUED)

ORGANIC VOLUME AND ORGANIC NET SALES (NON-GAAP)

In thousands	Quarter Ended				
	January 26, 2025	January 28, 2024		Non-GAAP Organic	Non-GAAP % Change
	GAAP	GAAP	Divestiture		
Volume (lbs.)					
Retail	736,886	765,412	—	765,412	(3.7)
Foodservice	243,853	256,007	(15,930)	240,077	1.6
International	74,569	80,135	—	80,135	(6.9)
Total Volume (lbs.)	1,055,308	1,101,554	(15,930)	1,085,624	(2.8)
Net Sales					
Retail	\$ 1,890,133	\$ 1,911,272	\$ —	\$ 1,911,272	(1.1)
Foodservice	930,185	913,087	(26,898)	886,189	5.0
International	168,495	172,552	—	172,552	(2.4)
Total Net Sales	\$ 2,988,813	\$ 2,996,911	\$ (26,898)	\$ 2,970,013	0.6

ADJUSTED DILUTED EARNINGS PER SHARE (NON-GAAP)

	Quarter Ended	
	January 26, 2025	January 28, 2024
Diluted Earnings Per Share (GAAP)	\$ 0.31	\$ 0.40
Transform and Modernize Initiative ⁽¹⁾	0.02	0.01
Loss on Sale of Business	0.02	—
Litigation Settlements	—	—
Adjusted Diluted Earnings Per Share (Non-GAAP)	\$ 0.35	\$ 0.41

⁽¹⁾ Comprised primarily of project-based external consulting fees and asset write-offs and severance expenses related to supply chain and portfolio optimization

NON-GAAP MEASURES (CONTINUED)

Forward-looking U.S. GAAP to Non-GAAP Measures

These tables show the calculations to reconcile from the estimated fiscal 2025 GAAP measures to the estimated adjusted non-GAAP measures. Our fiscal 2025 outlook for adjusted operating income and diluted earnings per share are non-GAAP measures that exclude, or have otherwise been adjusted for, items impacting comparability, including estimated charges associated with the T&M initiative and the loss on sale of business. The Company's strategic investments in the T&M initiative are expected to cease at the end of the investment period. The Company believes the one-time detriment from the sale, including transaction costs, is not reflective of the Company's ongoing operating cost structure. These items are not expected to recur in the foreseeable future and are not considered representative of the Company's underlying operating performance.

<i>In millions</i>	Fiscal 2025 Outlook			
	Revised		Initial	
Operating Income (GAAP)	\$ 1,118	- \$ 1,212	\$ 1,129	- \$ 1,223
Transform and Modernize Initiative	46	- 52	46	- 52
Loss on Sale of Business	11	- 11	—	- —
Adjusted Operating Income (Non-GAAP)	\$ 1,175	- \$ 1,275	\$ 1,175	- \$ 1,275

	Fiscal 2025 Outlook	
	Revised	Initial
Diluted Earnings per Share (GAAP)	\$1.49 - \$1.63	\$1.51 - \$1.65
Transform and Modernize Initiative	\$0.07	\$0.07
Loss on Sale of Business	\$0.02	\$0.00
Adjusted Diluted Earnings per Share (Non-GAAP)	\$1.58 - \$1.72	\$1.58 - \$1.72