

Jim Snee

President and CEO

28 Years with Hormel Foods

Hormel Foods Career History

Oct 2016: President and Chief Executive Officer
Oct 2015: President and Chief Operating Officer
2012: Group Vice President, Hormel Foods International
2008: Vice President, Affiliated Foods
2006: Director of Purchasing
1996: Regional Manager, Foodservice Group

Favorite Hormel Foods Products









Hormel Foods

A Long-Term Growth Story

Jim Snee

President and
Chief Executive Officer

Agenda

Steve Binder
8:50 – 9:10

Tom Day
9:10 – 9:35

Jeff Baker
9:35 – 9:55

Q&A
9:55 – 10:00



Agenda

Luis Marconi
10:15 - 10:40

Deanna Brady
10:40 – 11:00

Glenn Leitch
11:00 – 11:25

Q&A
11:25 – 11:30







Agenda

Don Kremin
12:30 – 12:50

Larry Vorpahl
12:50 – 1:10

Jim Splinter
1:10 – 1:30

Q&A
1:30 – 1:35



Agenda

Jim Sheehan
1:35 – 1:50

Jim Snee
1:50 – 2:00

Final Q&A
2:00 – 2:15





Hormel Foods

The Path Forward

Jim Snee

President and
Chief Executive Officer

Hormel Foods

The Path Forward

5%
TOP LINE
GROWTH

10%
BOTTOM LINE
GROWTH

15% BY **2020**
INNOVATION

Margins
IN TOP QUARTILE
OF PEERS
by 2020

1. Evolving to a Broader Food Company
2. Expanding and Accelerating Foodservice
3. Becoming a More Global Food Company
4. Reducing Volatility & Increasing Balance
5. Divesting Non-Strategic Assets
6. Modernizing our Supply Chain

Evolving to a Broader Food Company

Meat Protein Company



Broader Food Company

Non-Meat Protein

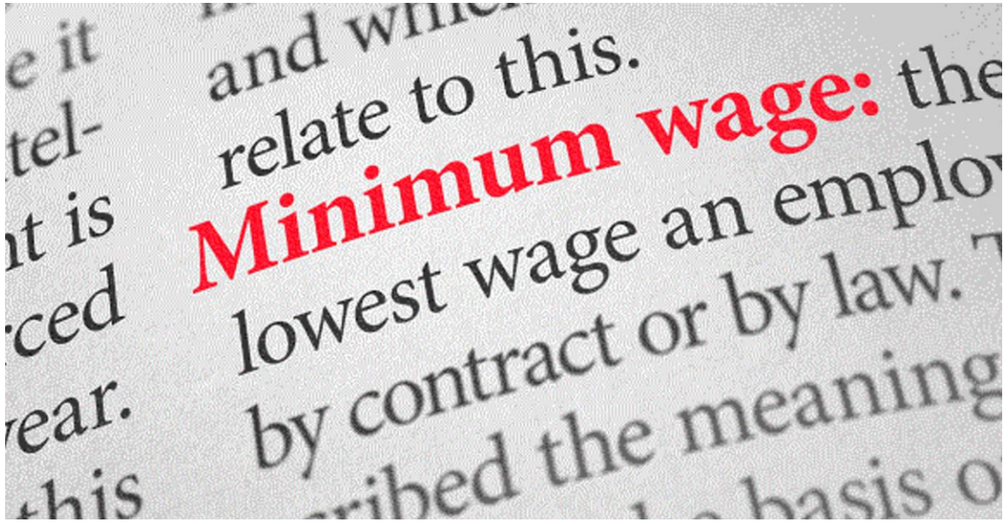


Flavor Enhancers



Expanding and Accelerating Foodservice









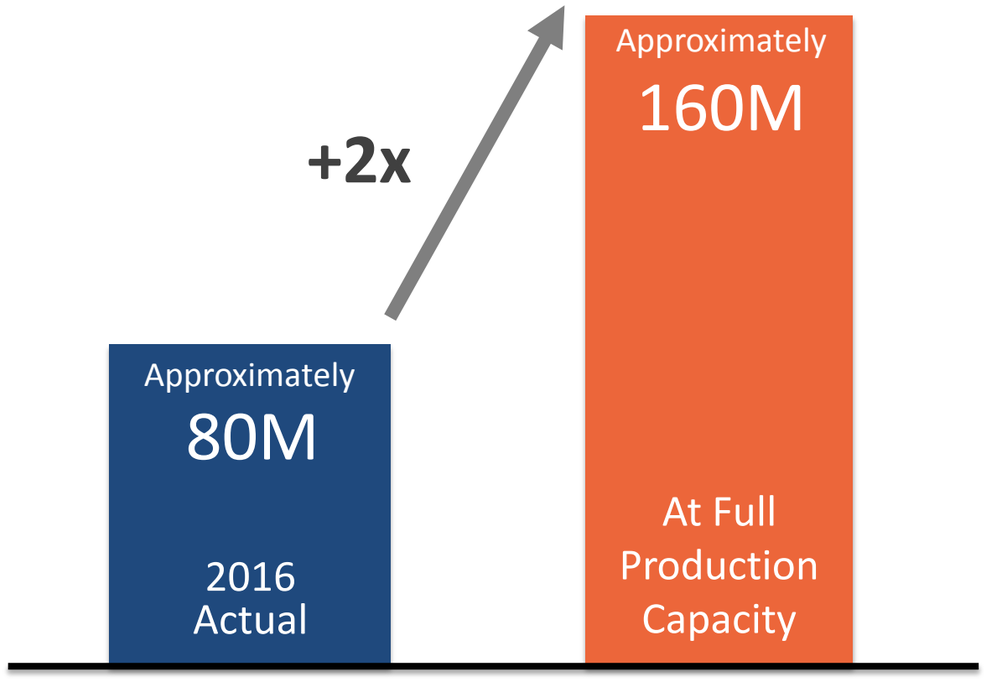
Becoming A More Global Food Company

Recreating the U.S. Model Globally

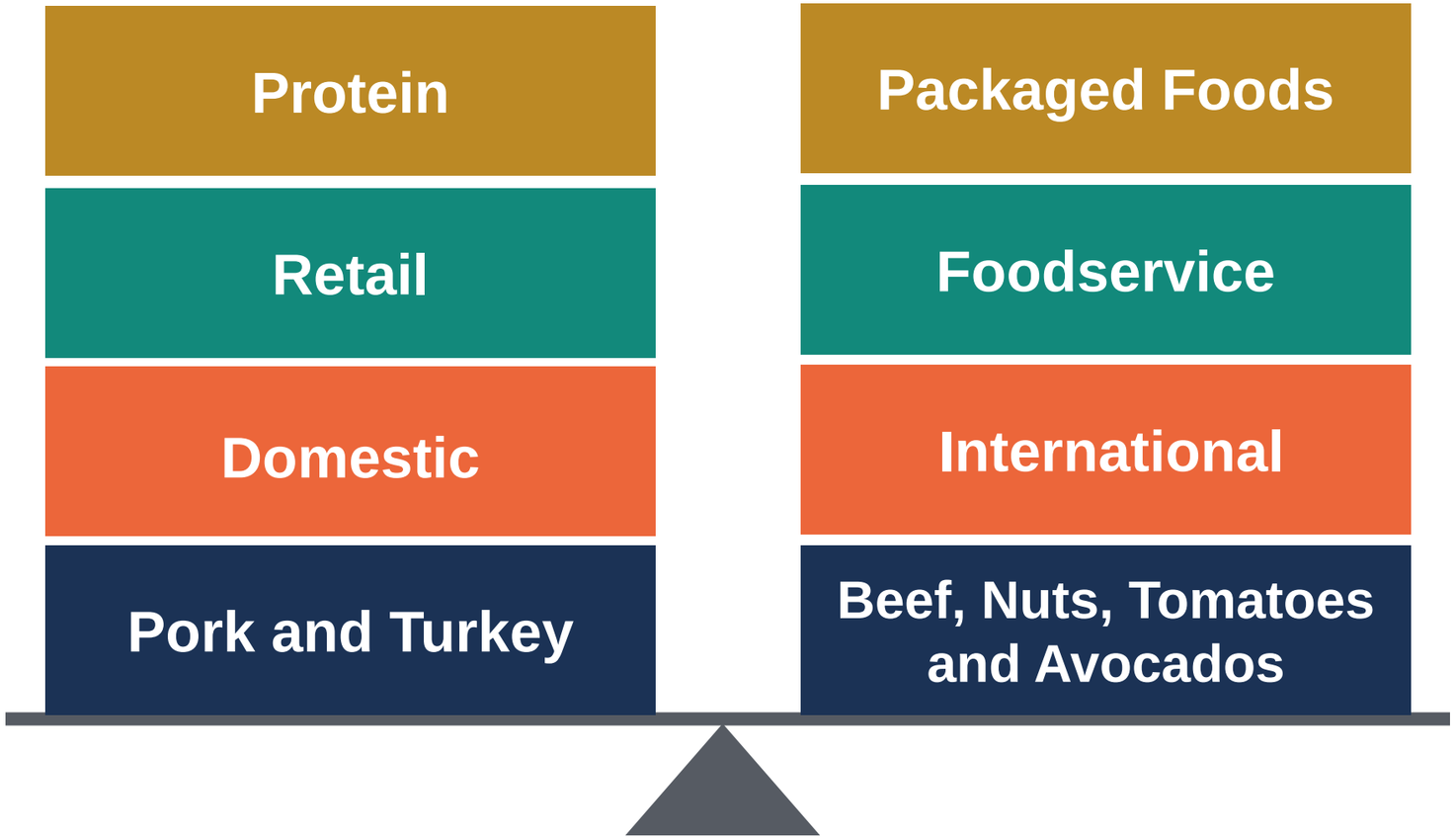
1. #1 or #2 Brands
2. Product Mix – Shelf Stable & Perishable
3. Channel Mix – Foodservice & Retail
4. No Vertical Integration

China Capacity

Lbs



Reducing Volatility & Increasing Balance



Reducing Volatility By:

1. Continuing to shift our mix to value-added products
2. Fewer commodity sales
3. Expanding our portfolio of raw materials

Portfolio Management

Divesting Non-Strategic Assets

$750M
ANNUAL SALES DIVESTED

70 BPS
IMPROVEMENT IN OPERATING MARGIN
AFTER DIVESTITURES

DIAMOND CRYSTAL

FARMER JOHN BRAND SINCE 1931

Saag's SINCE 1933 ARTISANAL MEAT BRAND

Internal data

Modernizing Our Supply Chain

MORE THAN
30
PRODUCTION FACILITIES

MORE THAN
10,000
SKUs

BROAD
CO-PACKER NETWORK

MORE THAN
10,000
SUPPLY
ITEMS

Best of the **Best**

SIMPLIFY
MODERNIZE
OPTIMIZE
RATIONALIZE

Internal data

2020 Margin Goal

A Logical Progression



1. Evolving to a Broader Food Company
2. Expanding and Accelerating Foodservice
3. Becoming a More Global Food Company
4. Reducing Volatility & Increasing Balance
5. Divesting Non-Strategic Assets
6. Modernizing our Supply Chain

Internal data

Non-Negotiables

In the Path Forward

STRONG BALANCE SHEET

HIGH RETURN ON INVESTED CAPITAL

CONSECUTIVE DIVIDEND INCREASES



Hormel Foods

The Path Forward

Jim Snee

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Chief Executive Officer