

WELCOME TO
INVESTOR
DAY 2023





Investor Day

Introduction

David Dahlstrom
Director of IR



Investor Day website

Website: investorday.hormelfoods.com



Welcome to the 2023 Hormel Foods Investor Day

The Oct. 12 event will include a broad contingent of senior leaders from Hormel Foods.

We look forward to the opportunity to share our long-term growth strategy and outlook.

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Today's agenda

8:30 **Introduction – David Dahlstrom**

8:35 **Invest. Transform. Grow. – Jim Snee & Jacinth Smiley**
Q&A – Jim Snee & Jacinth Smiley

9:45 **Break**

10:05 **One Retail: Driving Focus and Growth – Deanna Brady**
Winning with Consumers – Scott Aakre
Q&A – Jim Snee, Deanna Brady & Scott Aakre

10:55 **Break**

11:15 **Expanding Leadership in Foodservice – Mark Ourada**
Future-fitting Our One Supply Chain – Mark Coffey
Q&A – Jim Snee, Mark Ourada & Mark Coffey

12:00 **Closing remarks – Jim Snee**

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; the COVID-19 pandemic; risks associated with acquisitions and divestitures; potential disruption of operations including at co-manufacturers, suppliers, logistics providers, customers, or other third-party service providers; risk of loss of a material contract; the Company’s inability to protect information technology systems against, or effectively respond to, cyber attacks or security breaches; deterioration of labor relations, labor availability or increases to labor costs; general risks of the food industry, including food contamination; 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; damage to the Company’s reputation or brand image; 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. 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.

Part 1: Invest. Transform. Grow.

Executing Our Strategy & Driving Growth



Jim Snee

Chairman of the Board,
President and CEO



Key messages you will hear today

- We have made **significant progress** in our evolution to become a stronger, more balanced and less volatile company.
- Our **updated strategic priorities** align with our segments and support meaningful earnings growth by fiscal 2026.
- We are **investing for growth** to accelerate our transformation as a global branded food company.
- Our belief is that our purpose statement of **inspired people** creating **inspired food** is at the center of everything we do.



➤ Hormel Foods: An uncommon global branded food company

Executing on our evolution:

A stronger, more balanced and less volatile company

Our 3-year plan to grow earnings:

Bottom-line growth from current business, transformation & modernization, and strategic value capture



HRL
LISTED
NYSE

~\$20B
Market
capitalization

\$12.5B
Fiscal year 2022
net sales



Inspired People.
Inspired Food.™

GOFWD
the next step in our evolution
as an **uncommon global**
branded food company

Founded in
1891

Leader in
40+
retail categories¹

57 Consecutive
years of
dividend
increases

Source: (1) IRI 52 weeks ending 10/30/2022 – MULO; SPINS 52 weeks ending 10/2/2022.

HORMEL FOODS TODAY

An uncommon global branded food company

Retail 65%



FY '23
Q3 YTD
net sales¹

Foodservice 29%



International 6%



Source: (1) See earnings release dated 8/31/2023

DEFINING FACTORS AS A GLOBAL BRANDED FOOD COMPANY

Building from a position of strength

➤ Leading & differentiated brands

Leading positions in 40+ categories¹

Brand stewardship and innovation

Consumer- and operator-focused

➤ Balanced global growth

Scale in U.S. retail and foodservice

Investments in global markets and emerging channels

➤ Organized for long-term growth

GoFWD reorganization

One Supply Chain

Direct-selling organizations

25 years of average management tenure

➤ Stable financial performance

Reduced commodity exposure

Disciplined financial strategy

Consistent cash flows

➤ Strong corporate citizenship

Our Food JourneyTM

20 By 30 Challenge

Support for our communities

Source: (1) IRI 52 weeks ending 10/30/2022 – MULO; SPINS 52 weeks ending 10/2/2022.

OUR STRATEGIC FOCUS IS CLEAR

**Deliver long-term shareholder returns & growth
through continued investment & transformation**

Invest

in people, processes,
data & technology,
and brands



Transform

and modernize processes,
portfolios and how we
create value as a company



Grow

net sales, earnings
and the impact we
have on the world



DEEP BENCH OF EXPERIENCED LEADERSHIP

Today's speakers represent an experienced, world-class leadership team

**Jim Snee**

Chairman of the Board, President and CEO

34 years *industry experience*34 years *with Hormel Foods***Jacinth Smiley**

Executive Vice President and CFO

2+ years *industry experience*25+ years *global experience as a sr. finance executive***Deanna Brady**

Executive Vice President, Retail

30 years *industry experience*27 years *with Hormel Foods***Scott Aakre**

Group Vice President, Retail, and CMO

35 years *industry experience*33 years *with Hormel Foods***Mark Coffey**

Group Vice President, Supply Chain

38 years *industry experience*38 years *with Hormel Foods***Mark Ourada**

Group Vice President, Foodservice

35 years *industry experience*35 years *with Hormel Foods*

A RESPONSIBLE CORPORATE CITIZEN

Executing on our commitment to deliver value to our stakeholders

OUR
FOOD
JOURNEY™

20^{BY}30
CHALLENGE



A RESPONSIBLE CORPORATE CITIZEN

Recognized for making a difference



INVEST. TRANSFORM. GROW.

Hormel Foods: An uncommon global branded food company

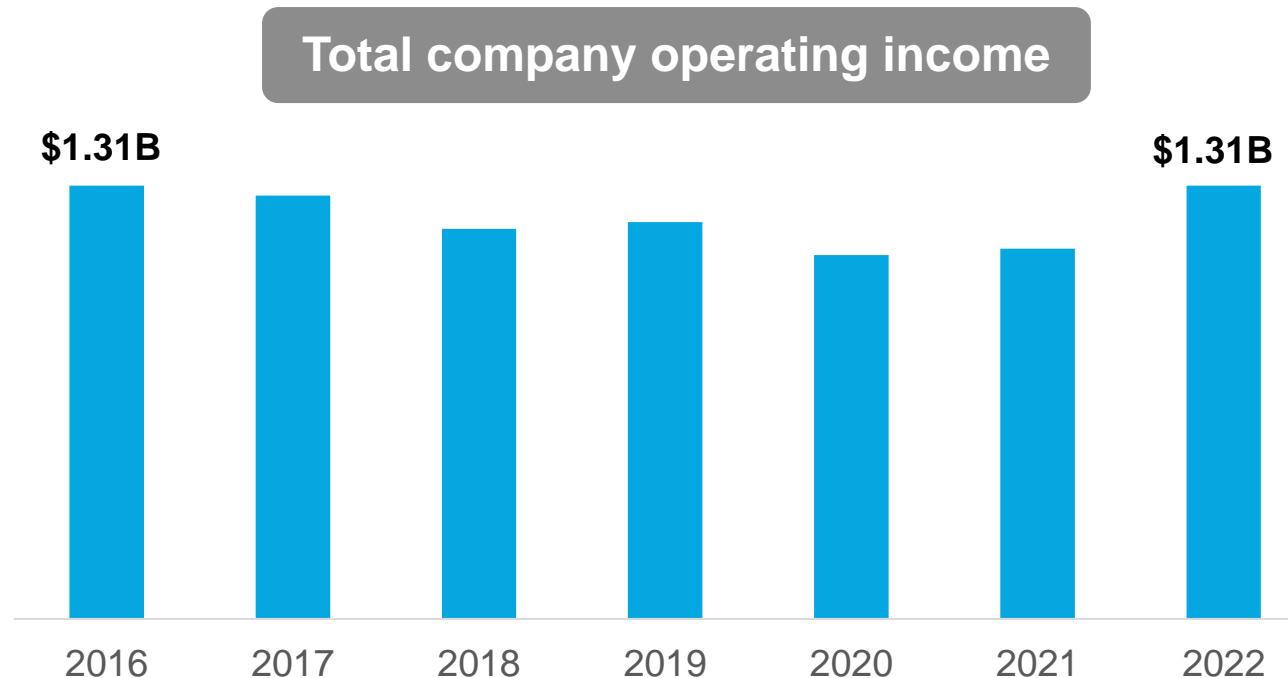
➤ **Executing on our evolution:**
A stronger, more balanced and less volatile company

Our 3-year plan to grow earnings:
Bottom-line growth from current business, transformation & modernization, and strategic value capture



EXECUTING OUR EVOLUTION

Becoming a global branded food company – stronger, more balanced & less volatile



Long-term focus areas:

- Grow value-added businesses while reducing exposure to volatile commodity profits
- Improve and further balance portfolio through M&A, divestitures and organic growth

Source: Internal data; fiscal year 2018 and prior years have been adjusted due to the adoption of ASU 2017-07, Compensation – Retirement Benefits: Improving the Presentation of Net Periodic Pension Cost and Net Periodic Postretirement Benefit Cost (Topic 715).

EXECUTING OUR EVOLUTION

A stronger, more balanced & less volatile company resulting from our strategic actions since 2016

#1

Improved portfolio to restore profitability

Managed through Jennie-O Turkey Store volatility

Reduced commodity reliance and further balanced our portfolio

Acquired stable, accretive businesses and divested dilutive, non-strategic assets

#2

Advanced & modernized capabilities, facilities & systems

Invested in **e-commerce** and **revenue growth management** capabilities

Supported growth, facilities, and automation efforts through a step-up in capex

Modernized our systems through Project Orion

#3

Organized for long-term, sustainable growth

Consolidated into One Supply Chain

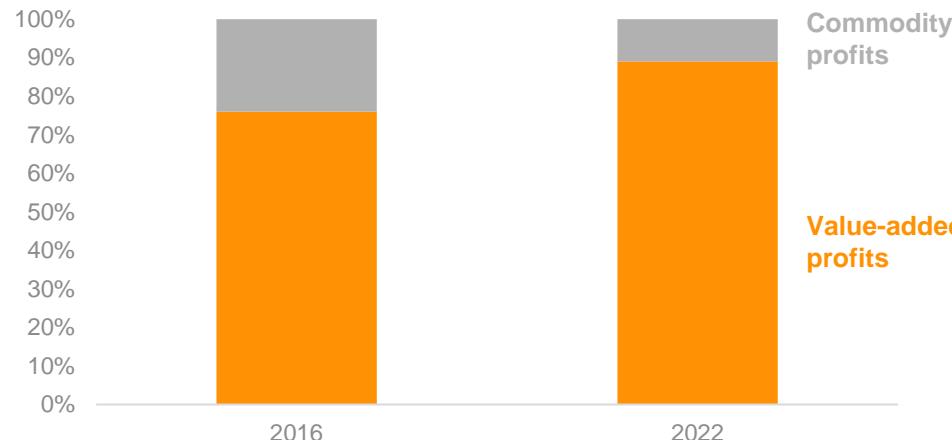
Right-sized our pork supply chain and integrated Jennie-O Turkey Store business

Implemented GoFWD, the next step in our evolution

ACTION #1 – IMPROVED PORTFOLIO TO RESTORE PROFITABILITY

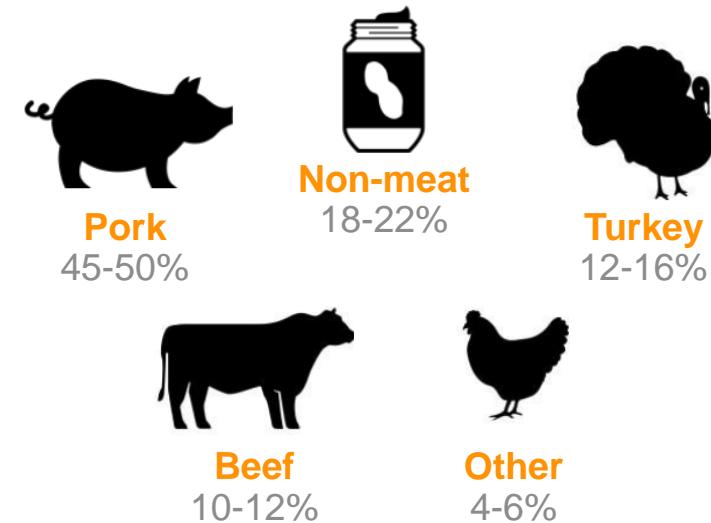
Reduced commodity reliance & further balanced our portfolio

Value-added vs commodity profitability¹



Increased value-added profitability
to ~90% of net sales

Net sales by key input²



A balanced portfolio
of products

Source: (1) Internal data; commodity profits are historical Refrigerated Foods, Jennie-O Turkey Store and International unbranded sales and profits including fresh meat sales, fresh pork exports, and whole bird sales in addition to the Farmer John and Fremont plant divestitures; (2) Internal data based on FY 2022 actual results.

ACTION #1 – IMPROVED PORTFOLIO TO RESTORE PROFITABILITY

Acquired stable, accretive businesses to enhance portfolio, more than offsetting impact from divestitures

Divested dilutive,
non-strategic assets

Net sales
~\$1.1B Operating margins
< 10%



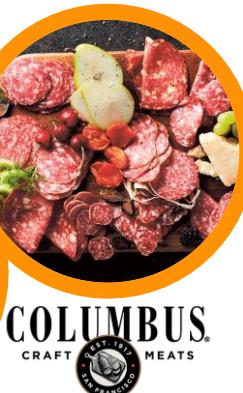
Fremont
Plant



CYTO
SPORT

Acquired stable,
accretive businesses

Net sales
~\$1.8B Operating margins
> 10%



Source: Internal data for FY 2017 – 2022.

ACTION #2 – ADVANCED & MODERNIZED CAPABILITIES, FACILITIES & SYSTEMS

Invested in e-commerce & revenue growth management – driving omnichannel growth & higher returns

Investment



Investing in and accelerating e-commerce sales

Focus

- Structure, technology and analytics
- Optimizing product assortment
- Customer expansion and diversification

Results

~10%
Retail sales from e-commerce in 2022¹



Advancing revenue growth management

- Informing pricing decisions
- Maximizing promotional effectiveness
- Enhanced data and analytical capabilities



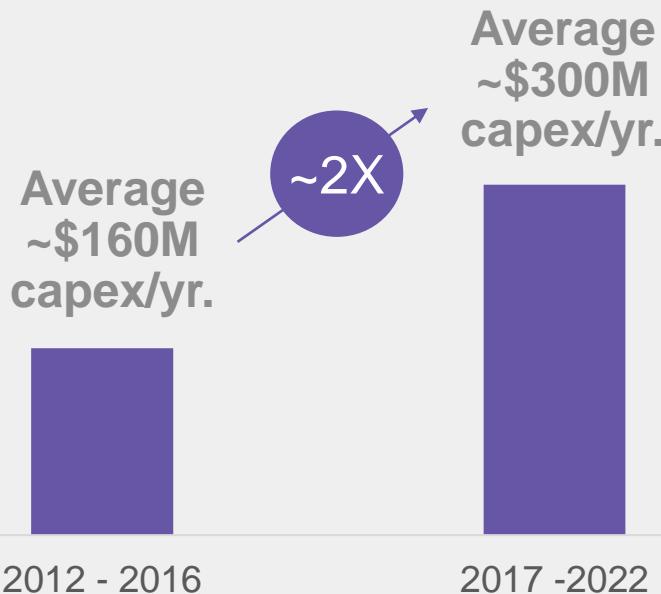
Increased ROI for our promotional and advertising investments

Source: (1) IRI e-market insights; 52 weeks ending 10/31/2023, Total US.

ACTION #2 – ADVANCED & MODERNIZED CAPABILITIES, FACILITIES & SYSTEMS

Supported our growth potential with a step-up in capex

Total company capex spend



Spend **doubled¹** on average

Spend aligned with priorities:

- Supporting growth and innovation for key product lines
- Driving cost savings
- Automating processes
- Investments in safety and maintaining production facilities
- Expanding data and analytical capabilities

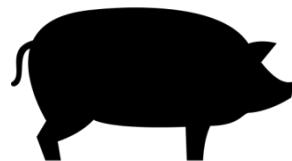


Source: (1) Internal data.

ACTION #3 – ORGANIZED FOR LONG-TERM, SUSTAINABLE GROWTH

Integrated Jennie-O Turkey Store business & right-sized pork supply chain

Investment



Right-sized
pork supply
chain

Focus

- Better align with raw material needs of value-added businesses
- Decrease earnings volatility



Results

Redirect ~\$150M
in capital to strategic
priorities



Integrated
Jennie-O
Turkey Store

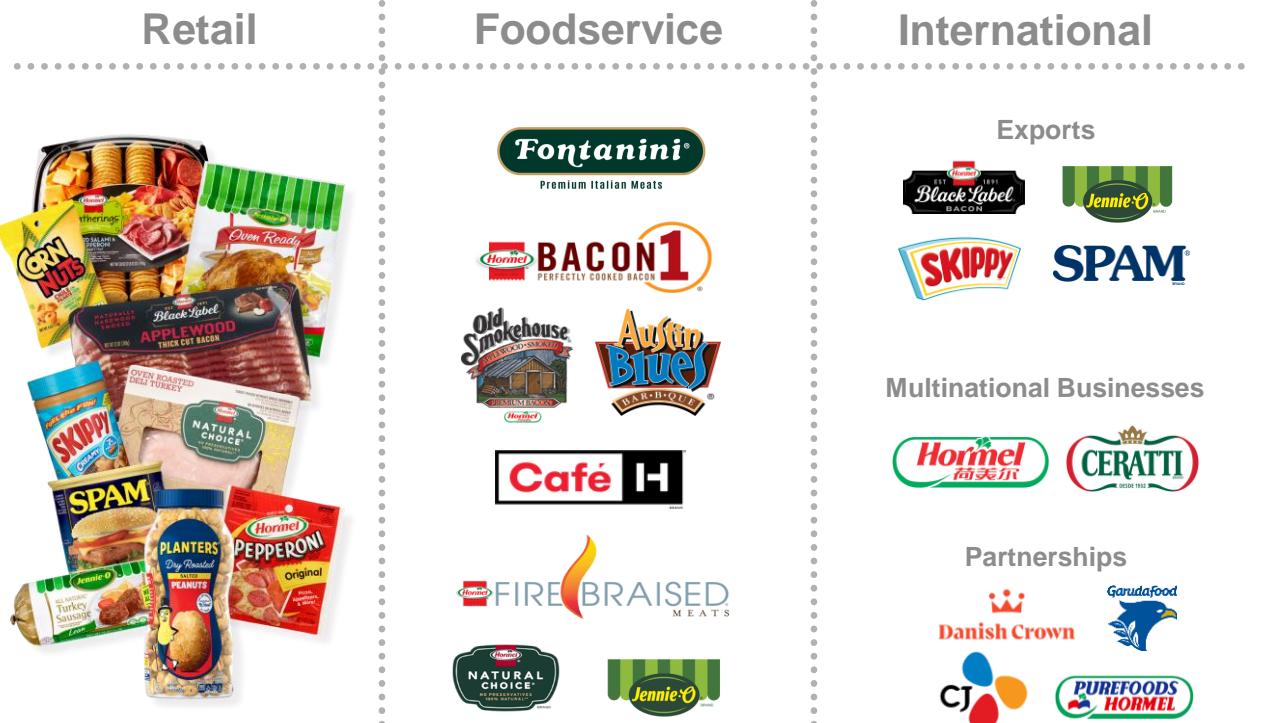
- More demand-oriented portfolio
- Increased asset efficiency
- Higher manufacturing throughputs
- Better labor optimization



~\$20M to \$30M
annualized SG&A
savings

ACTION #3 – ORGANIZED FOR LONG-TERM, SUSTAINABLE GROWTH

Implemented next step in our evolution – the GoFWD initiative



Our GoFWD structure:

- Defines strategic growth priorities: consumer-centric retail and customer-solution-oriented foodservice
- Aligns the business to our customers, consumers and operators
- Deepens our sales capabilities and simplifies our approach to customers and operators
- Enables better, faster and more agile decision-making

INVEST. TRANSFORM. GROW.

Hormel Foods: An uncommon global
branded food company

Executing on our evolution:
A strong, more balanced and
less volatile company

➤ **Our 3-year plan to grow earnings:**
Bottom-line growth from current
business, transformation &
modernization, and strategic value
capture



BUILDING ON OUR STRENGTHS AS A GLOBAL BRANDED FOOD COMPANY

Entering the next era of growth

Our past

Refined focus >

Meat-centric to
protein-centric



Our present

Evolution to a global
branded food company >

Stronger, more balanced,
less volatile



Our future

Accelerating growth
through transformation

Projected \$250M+ in operating
income growth by fiscal 2026



ACCELERATING PROFITABLE GROWTH

Our path to accelerating profitable growth

Goal

\$250M+ operating income growth by 2026



Enterprise Objectives

Operating income growth from current business |
Transformation & modernization | Strategic value capture



Strategic Priorities

Segment strategies | Enterprise strategies



Enterprise Growth Platforms

Entertaining & snacking | Dry sausage | Bacon | Mexican |
Convenient proteins | SPAM® family of products

Enterprise Enablers

Formula for Success | Cultural Beliefs

ACCELERATING PROFITABLE GROWTH – ENABLERS

Enabled by our long-term strategy & uncommon organizational culture

Our Formula for Success

BUILDING BRANDS



INNOVATION

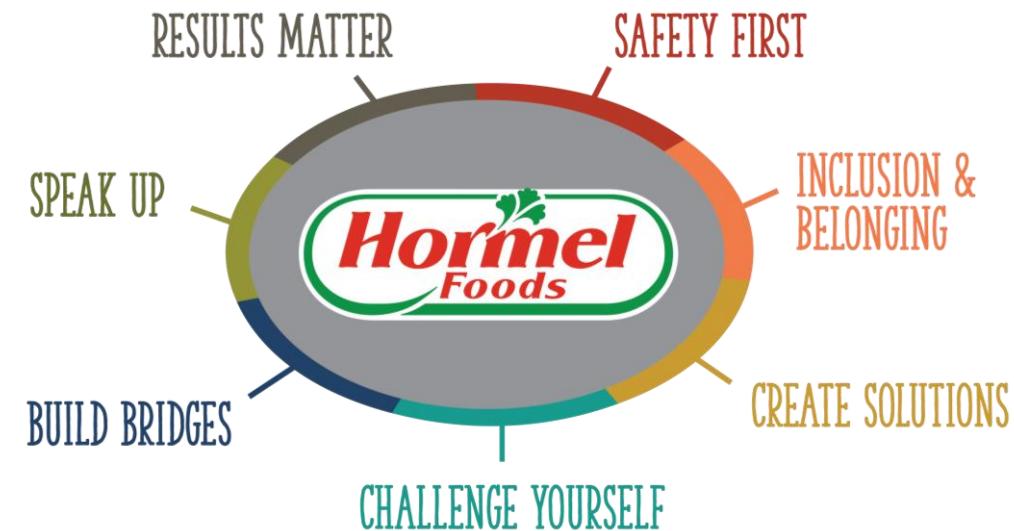


ACQUISITIONS



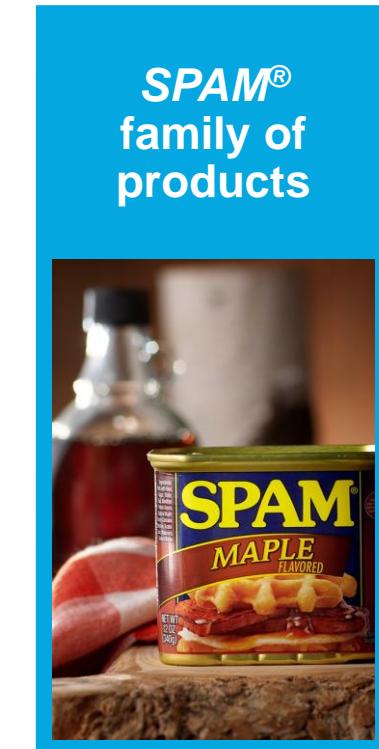
BALANCED PORTFOLIO

Our Cultural Beliefs



ACCELERATING PROFITABLE GROWTH – ENTERPRISE GROWTH PLATFORMS

Leading & focused in growing categories – where we have earned the right to win



ACCELERATING PROFITABLE GROWTH – STRATEGIC PRIORITIES

Our updated strategic priorities align with our segments & support earnings growth over the next three years

Segment strategies

- Drive focus & growth in our Retail business
- Expand leadership in Foodservice
- Aggressively develop our global presence

ACCELERATING PROFITABLE GROWTH – STRATEGIC PRIORITIES

Our updated strategic priorities align with our segments & support earnings growth over the next three years

Segment strategies

- Drive focus & growth in our Retail business
- Expand leadership in Foodservice
- Aggressively develop our global presence

Enterprise strategies

- Execute our enterprise entertaining & snacking vision
- Future-fit our One Supply Chain
- Continue to transform & modernize our Company

ACCELERATING PROFITABLE GROWTH – ENTERPRISE OBJECTIVES

Delivering \$250M+ in operating income growth by 2026 will require execution against three enterprise objectives



ACCELERATING PROFITABLE GROWTH – ENTERPRISE OBJECTIVES

Restoring sustainable & dependable bottom-line growth from our current business

OPERATING INCOME GROWTH FROM CURRENT BUSINESS



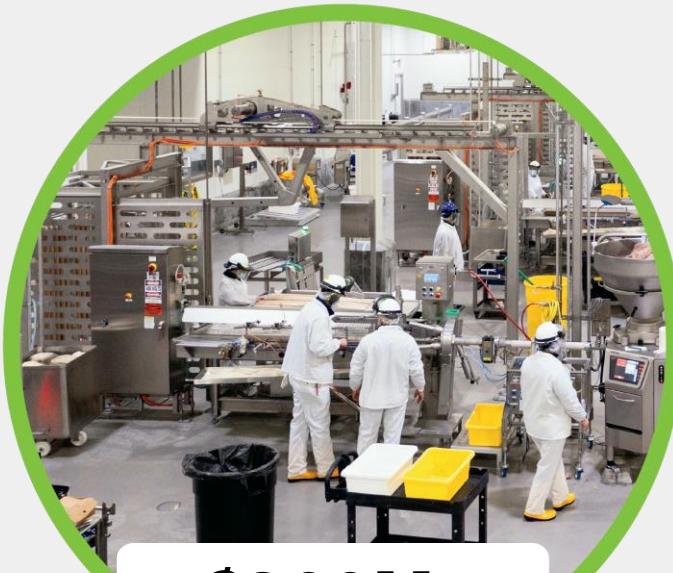
What gives us confidence?

- Leading and reputable brands, many of which emerged stronger from the pandemic
- Return to a normalized innovation cadence
- Ample capacity for growth due to investments
- More balanced, less volatile portfolio

ACCELERATING PROFITABLE GROWTH – ENTERPRISE OBJECTIVES

Driving savings by minimizing complexity & reducing costs

TRANSFORMATION & MODERNIZATION



\$200M+

in projected operating income by FY 2026

What gives us confidence?

- Savings opportunities are identified, realistic and achievable
- Mix of internal and external expertise, including partnership with Accenture
- Continuing to see normalization across the industrywide supply chain

ACCELERATING PROFITABLE GROWTH – ENTERPRISE OBJECTIVES

Capturing incremental value from our investments & initiatives

STRATEGIC VALUE CAPTURE



\$25M+
in projected operating income by FY 2026

Areas of focus:

- Synergies from recent M&A and Jennie-O Turkey Store transformation
- Benefits from GoFWD initiative yet to be captured
- Continuous improvement programs across One Supply Chain
- Leveraging recent investments in new capacity and automation

ACCELERATING PROFITABLE GROWTH – ENTERPRISE OBJECTIVES

A realistic & achievable path to deliver on our commitments & grow earnings



OPERATING INCOME GROWTH FROM CURRENT BUSINESS

Projecting sustainable
5-7%
operating income growth by FY 2026

STRATEGIC VALUE CAPTURE

\$25M+

in projected operating income by FY 2026

TRANSFORMATION & MODERNIZATION

\$200M+

in projected operating income by FY 2026

ACCELERATING GROWTH – OBJECTIVE GOAL

Deliver projected \$250M+ in operating income growth by 2026

Achieving our objective goal:

- Returns the business to its historical earnings trajectory
- Provides fuel for incremental investment in branded, value-added growth
- Increases cash flow to support further dividend increases, capital investment and debt paydown



In Summary

- We are a **stronger company today** because of the strategic actions we have taken since 2016.
- We expect our **3-year plan to deliver meaningful earnings improvement** and return our business to its historical earnings trajectory.
- We have the **right strategy, right people and right culture** to deliver on our commitments.



Jacinth Smiley

Executive Vice President
and CFO



➤ **Investment strategy:** Transformation & modernization to enable earnings growth

Long-term growth outlook:
Investing to achieve 3-year profitability goal and long-term key results

Capital allocation: Committed to dividend growth, investment in our business and our investment-grade rating



TRANSFORMATION & MODERNIZATION

Clear investment priorities to deliver \$200M+ in operating income growth through transformation & modernization

TRANSFORMATION & MODERNIZATION



\$200M+
in projected operating income by FY 2026

REDUCE COST STRUCTURE

Supply chain efficiency



Data & technology



People & processes



FOUNDATIONAL INVESTMENTS – PEOPLE AND PROCESSES

Investing first in our people & processes creates the foundation for successful transformation



Foundational investment in people & processes:

- Close gap between current processes and best-in-class
- Develop and market our company's value proposition
- Maintain and support our culture of accountability
- Upskill our team members

People & processes

FOUNDATIONAL INVESTMENTS – DATA AND TECHNOLOGY

Our investments in data & technology will enable process improvement & enhanced capabilities



Foundational investment in data & technology:

- Complete order-to-cash project
- Improve end-to-end planning process
- Enhance data & analytics capabilities



People & processes

VALUE DRIVERS – PLAN, BUY, MAKE, MOVE

Significant savings from transformational efforts focused on our supply chain

REDUCE COST STRUCTURE

Supply chain efficiency



Plan

Buy

Make

Move

Data & technology

People & processes

Workstreams to reduce supply chain cost structure:

Plan: End-to-end planning evolution driven by people, process, data and technology

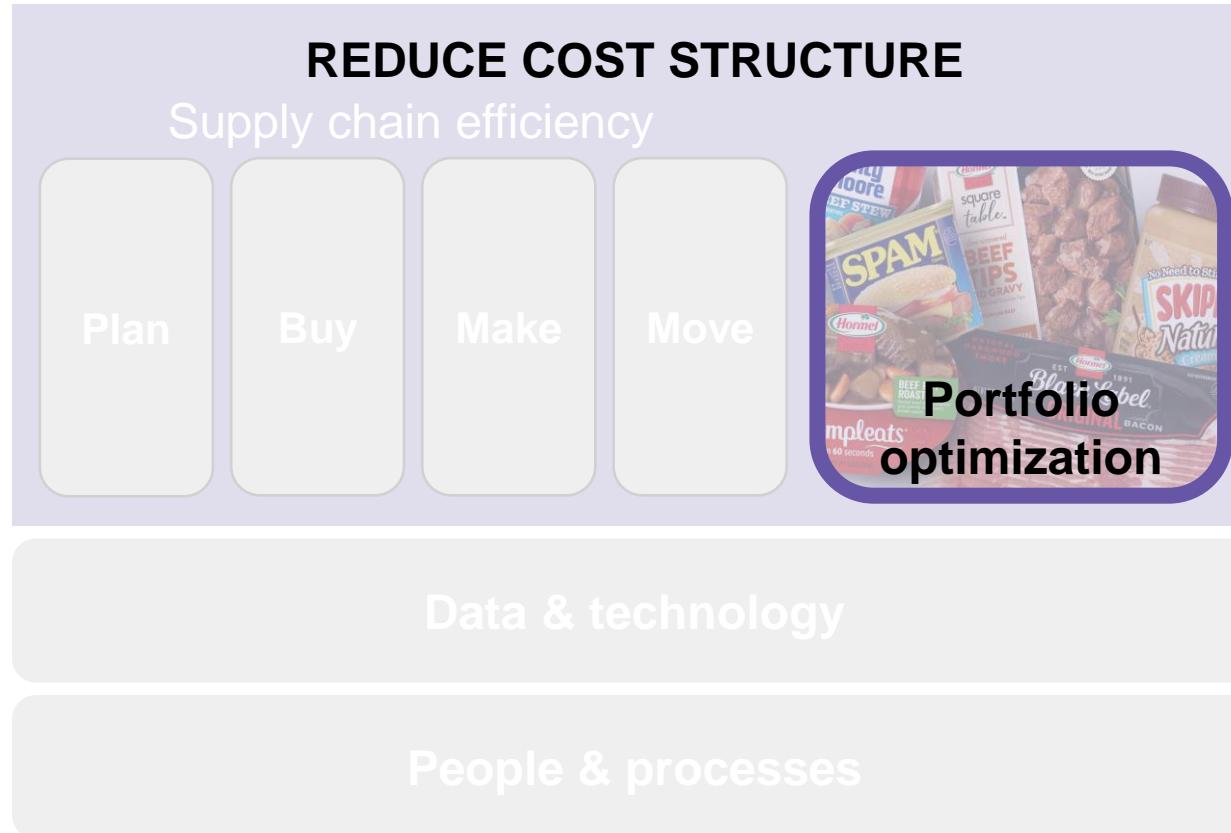
Buy: Build foundational procurement capabilities to drive savings and productivity gains

Make: Execute our enhanced Hormel Production System across all facilities to drive operational and financial benefits

Move: Invest in refrigerated distribution network and transportation capabilities

VALUE DRIVERS – PORTFOLIO OPTIMIZATION

Minimizing complexity & enhancing margin structure through portfolio optimization



Elements of portfolio optimization:

Surge portfolio review: Alignment and execution to achieve quick wins

Portfolio complexity analysis and segmentation: Organized processes for complexity-reduction opportunities

Ongoing portfolio optimization process: Integrated approach to routinely monitor “strategic value” and “profitability” of SKUs

BUILDING THE FOUNDATION

Investments in our people, processes, and data & technology are foundational to achieving our transformational goal



**Foundational investments
to enable growth**

DELIVERING OUR GOAL

**We expect to deliver significant savings
by the end of fiscal 2026**

REDUCE COST STRUCTURE

Supply chain efficiency



Plan

Buy

Make

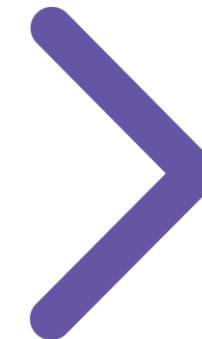
Move

Portfolio
optimization

Transformation &
modernization

\$200M+

in projected operating
income growth by 2026



**Foundational
investments**
to enable growth



Data & technology



People & processes

Investment strategy: Transformation & modernization to enable earnings growth

➤ **Long-term growth outlook:**
Investing to achieve 3-year profitability goal and long-term key results

Capital allocation: Committed to dividend growth, investment in our business and our investment-grade rating



LONG-TERM KEY RESULTS

Remaining committed to our long-term key results

Net sales

2-3%

Organic net sales growth

4.2% net sales CAGR²
(fiscal 2012-2022)

Operating income

5-7%

Operating income growth

5.3% operating income CAGR²
(fiscal 2012-2022)

Innovation

15%

of net sales from innovation¹

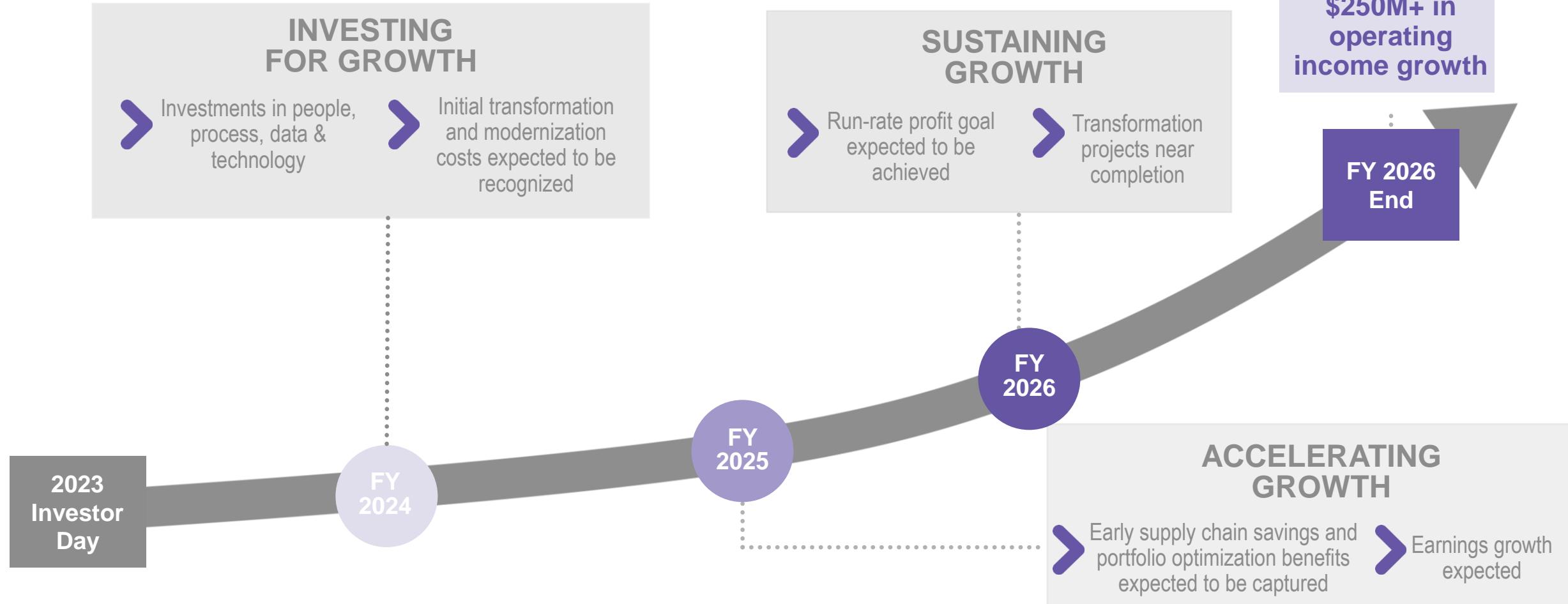
13% net sales from innovation³
(fiscal 2022 actual)

Source: (1) Based on net sales for new items launched within the previous three years and the projected sales for items scheduled to launch in the next two years, divided by total reported sales for the year; (2) 2022 annual report;

(3) Disclosed in our 2022 Global Impact report.

TIMELINE TO PROFITABILITY GOAL

Projecting a steady & sequential ramp in our earnings trajectory



Investment strategy: Transformation & modernization to enable earnings growth

Long-term growth outlook:
Investing to achieve 3-year profitability goal and long-term key results

➤ **Capital allocation:** Committed to dividend growth, investment in our business and our investment-grade rating



CAPITAL ALLOCATION STRATEGIES

Committed to dividend growth, investing in our business, & maintaining an investment-grade rating

Required

- Increase dividend
- Maintenance capex
- Mandatory debt repayment
- Pension obligations

Strategic

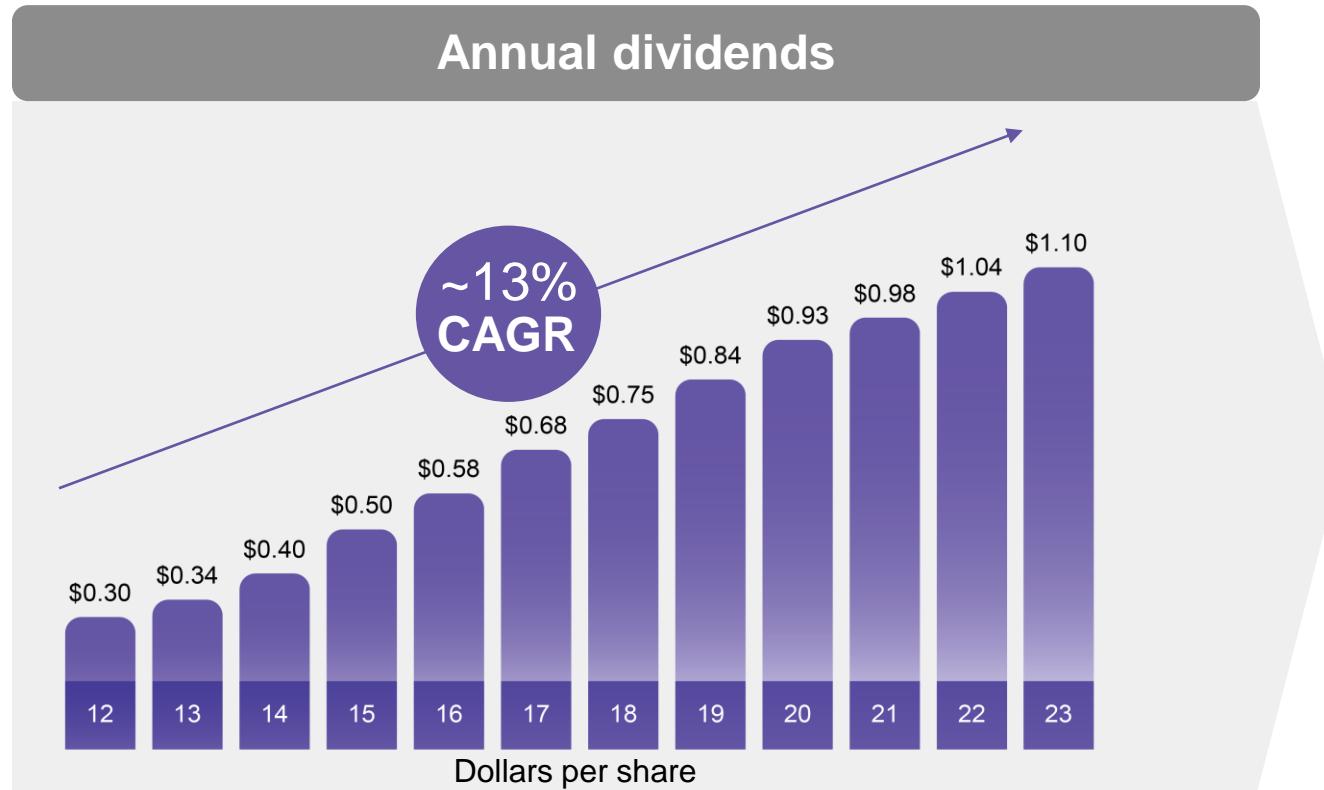
- Growth capex
- Incremental dividend increases
- Acquisitions
- Investments in working capital

Opportunistic

- Share repurchases
- Incremental debt repayment
- Cash build

COMMITTED TO OUR DIVIDEND

Growing our dividend remains the top priority as we allocate capital to drive long-term shareholder returns



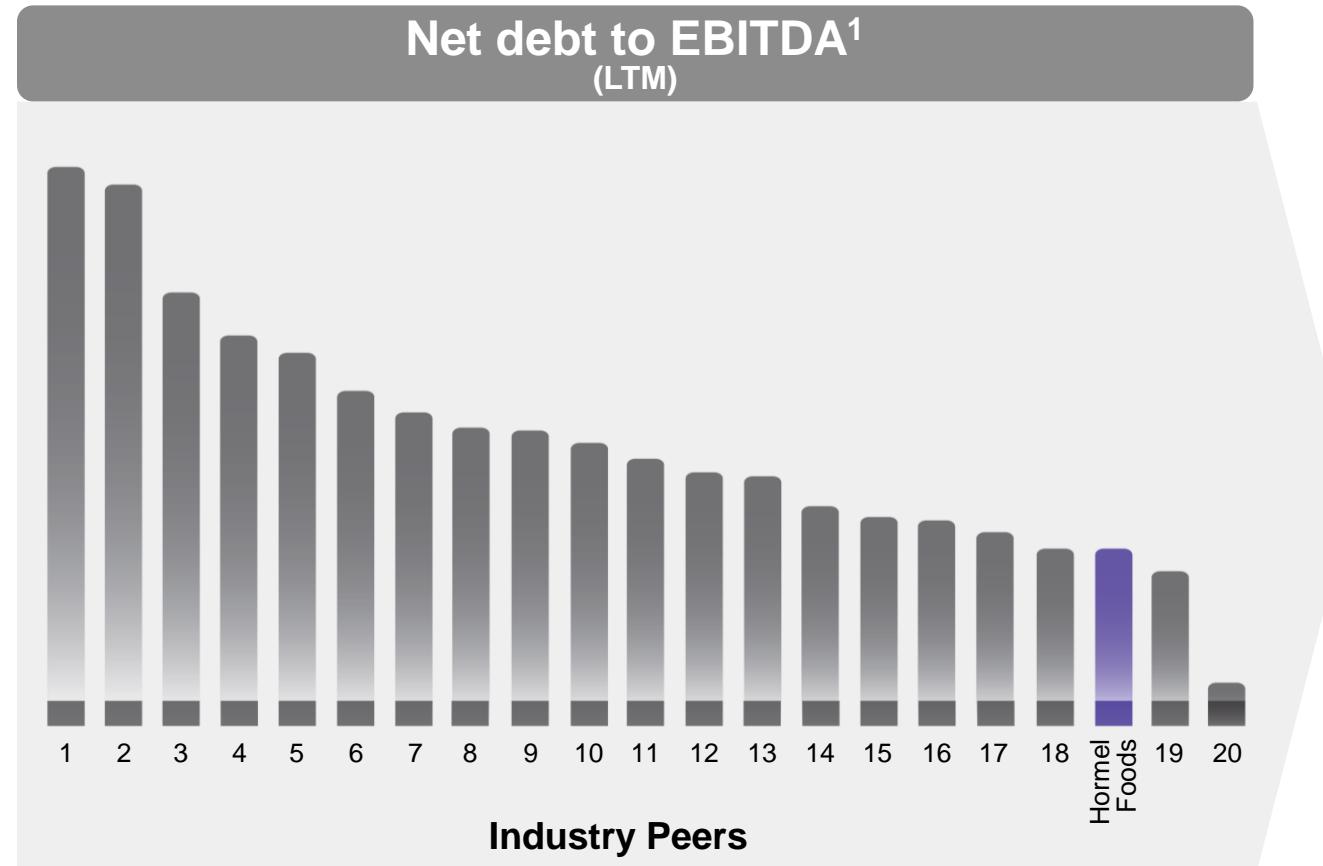
Long-term commitment to our dividend:

- **57 consecutive years** of dividend increases
- Member of S&P 500 **Dividend Aristocrats**
- **95 consecutive years** of dividend payments

Source: Internal data; 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.

STRONG FINANCIAL POSITION

Financial flexibility to support our business



Source: (1) Sourced from FactSet standardized view on 9/1/2023 for the company's LTIP peers; Net debt to EBITDA calculated by FactSet for the last twelve months ("LTM")

(2) As of Q3, 2023 – see earnings release dated 8/31/2023 for additional detail.

Cash & mkt sec.²
\$687M

Debt²
\$3.3B

Committed to maintaining
**Investment-grade
rating**

In Summary

- We are focused on **delivering long-term shareholder returns and growth** through continued investment and transformation.
- We are **reaffirming our long-term key results**.
- Our **strong balance sheet** supports our **capital allocation priorities**.



Q&A



Jim Snee

Chairman of the Board,
President and CEO



Jacinth Smiley

Executive Vice President
and CFO

A top-down view of a charcuterie board. The board is filled with various types of salami, some with white fat marbling and others with dark, almost black, mold. There are also several slices of white cheese, a bunch of green grapes, a few cherries, a slice of kiwi, and some dried fruit like raisins and apricots. The board is set against a dark, textured background.

Break

Part 2: One Retail

Driving Focus & Growth in Our Retail Business



Deanna Brady

Executive Vice
President, Retail



What did you think of the first course?



➤ **One Retail:** A powerhouse of leading brands, exceptional talent and strong capabilities

Brands matter: A balanced, well-positioned and relevant portfolio

Clear strategic focus: Winning with consumers and customers, allocating resources to drive profitable growth and improving our margin structure



ONE RETAIL TODAY

An \$8B powerhouse of leading brands, talented people & strong capabilities

Leading retail brands



Exceptional talent



~650
team members

Strong capabilities



Source: (1) IRI 52 weeks ending 10/30/2022 – MULO; SPINS 52 weeks ending 10/2/2022.

STRUCTURED FOR GROWTH

Defined verticals – better aligning our structure with our strategy

Retail verticals – approximate percentage of total Retail segment net sales

~25%

~20%

~10%

~10%

~5%

~30%

Convenient meals and proteins

Snacking and entertaining

Global flavors

Bacon

Emerging brands

Value-added meats



Source: Internal data based on FY 2022 actual net sales.

BUILDING THE FOUNDATION

Significant progress implementing GoFWD structure in 2023

Year one GoFWD successes:

- Integrated seven businesses into one reporting structure
- Focus, alignment and decision-making within the leadership team
- Diligent prioritization of resources, talent management and growth
- Openness to learning, reassessing and making changes



One Retail: A powerhouse of leading brands, exceptional talent and strong capabilities

➤ **Brands matter:** A balanced, well-positioned and relevant portfolio

Clear strategic focus: Winning with consumers and customers, allocating resources to drive profitable growth and improving our margin structure



BRANDS MATTER – RETAIL STORE

Large, balanced & scalable portfolio across the retail footprint...



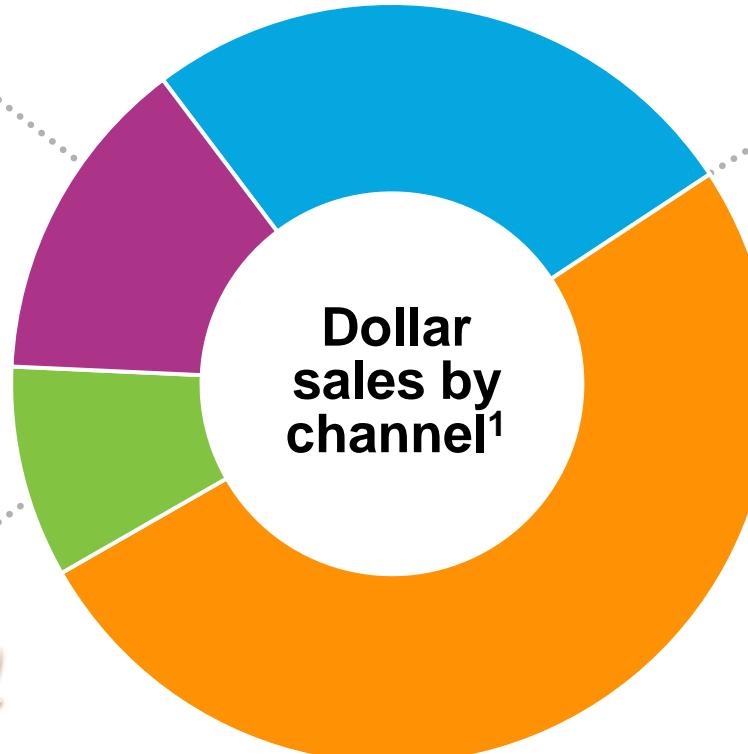
BRANDS MATTER – RETAIL CHANNEL

... with broad exposure to industry segments & subsegments

Club



E-commerce & Other



Grocery & Mass



Source: (1)Circana Total US – All Outlet 52 weeks ending 9/10/2023.

BRANDS MATTER – SCALE & SCOPE

Possessing an \$8B portfolio of brands
with balanced exposure across many categories



BRANDS MATTER – GROWTH & RELEVANCE

Many of our brands have emerged from the pandemic stronger & more relevant with consumers

Dollar sales vs 4YA |
branded category position¹



Source: (1) Circana Scan Panel; Total US All Outlets; 52 weeks ending 8/13/23 vs 2019; NielsenIQ Discover 52 weeks ending 9/23/2023 vs 2019 (Applegate).

One Retail: A powerhouse of leading brands, exceptional talent and strong capabilities

Brands matter: A balanced, well-positioned and relevant portfolio

➤ **Clear strategic focus:** Winning with consumers and customers, allocating resources to drive profitable growth and improving our margin structure



CLEAR STRATEGIC FOCUS

The retail channel has grown in importance for consumers

86% of more than 600 billion annual eating occasions are sourced from retail

The share of retail-sourced occasions remains **2% higher** than pre-pandemic



Source: The NPD Group/National Eating Trends® for year-end December 2022; sourced from home/retail and consumed in home.

CLEAR STRATEGIC FOCUS

Leveraging our strengths & thinking differently about how we drive long-term, profitable growth

#1

Winning with consumers and customers

- To accelerate growth in a dynamic and complex operating environment



#2

Strategic resource allocation

- To drive profitable growth through deliberate alignment of resources



#3

Improving our margin structure

- To support investment in long-term, sustainable growth



STRATEGY #1 – WINNING WITH CONSUMERS AND CUSTOMERS

Winning with our customers starts by winning with consumers

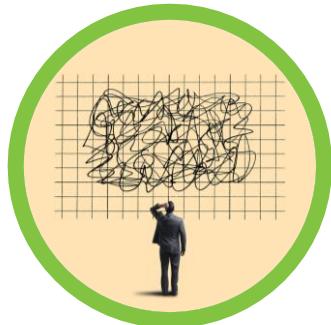


STRATEGY #1 – WINNING WITH CONSUMERS AND CUSTOMERS

The current operating environment is increasingly complex & dynamic

Economic uncertainty

- Persistent food inflation, slower wage growth and uncertain job markets are shifting consumer buying habits



Demographic changes

- The younger generations are more ethnically and racially diverse, bringing change to overall shopping habits and behaviors



Sustaining the good

- Consumers are increasingly supporting brands that are advancing ESG initiatives



Holistic well-being

- Consumers are placing greater emphasis on foods that can help them achieve physical and mental well-being



Customer market shifts

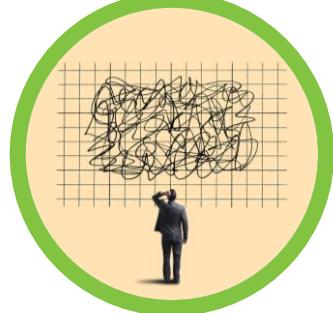
- Significant shifts in the Retail space are driven by changing shopper needs: e-commerce, store size, labor availability, margin compression, and logistics



STRATEGY #1 – WINNING WITH CONSUMERS AND CUSTOMERS

Our portfolio is well positioned to address changing consumer behavior

Economic uncertainty



Demographic changes



Sustaining the good



Holistic well-being



Customer market shifts



STRATEGY #1 – WINNING WITH CONSUMERS AND CUSTOMERS

A path to growing our \$8B powerhouse of brands with our customers



Becoming an indispensable strategic partner

- Possessing a **customer-first** mindset
- Being a category **thought leader**
- Prioritizing resources for **growth**



Activating leading insights

- Aligning to a **shared** Hormel Foods **message**
- Curating **shopper insights**
- Leveraging new **insights and technology**



Creating an empowered team

- Capitalizing on **unique and valued culture**
- Integrating **cross-functional resources**
- Collaborating to **elevate customer influence**

STRATEGY #1 – WINNING WITH CONSUMERS AND CUSTOMERS

Translating our strategy into winning – examples from year one of GoFWD

Winning with innovation



Leveraging our
Brand Fuel
team

Winning with data, analytics & insights



Growing the *Planters®* snack
nuts business in the club
channel

Winning with distribution



Bringing authentic Mexican
experiences to the
marketplace

STRATEGY #2 – STRATEGIC RESOURCE ALLOCATION

Segmenting our brands to better drive focus & accelerate growth

Aligning resources to our **Strategic Brands**



Flagship

Large, material, established

SPAM®



PLANTERS

Rising

Small, differentiated and poised for growth

**COLUMBUS®
CRAFT MEATS**



**WHOLLY®
GUACAMOLE**



**HERDEZ®
BRAND**



**APPLEGATE®
CHANGING THE MEAT WE EAT™**

Foundational

Steady growers

**Hormel®
Chili**



Dinty Moore®



**Hormel®
Compleats™**

**Lloyd's®
Barbeque Co.**



STRATEGY #2 – STRATEGIC RESOURCE ALLOCATION

Investing in & leading with our flagship brands

Flagship brands

SPAM
BRAND

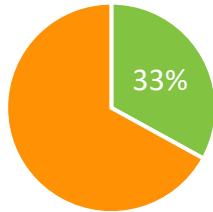
Black Label
BACON

PLANTERS

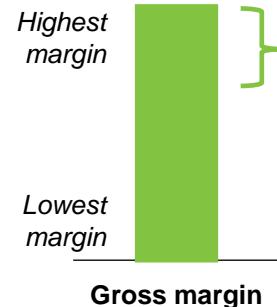
PEPPERONI

Jennie-O

Net sales contribution



Margin profile



Long-term growth outlook

Volume
+low-single-digit

Net sales
+mid-single-digit

Resource commitments:

- Consistent marketing investments
- Strong, experienced marketing teams
- Heavy R&D investment to drive innovation
- Agile operations to meet consumer demand and deliver innovation

Source: Internal data; financial metrics exclude MegaMex Foods.

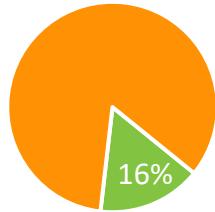
STRATEGY #2 – STRATEGIC RESOURCE ALLOCATION

Fueling aggressive growth for our rising brands

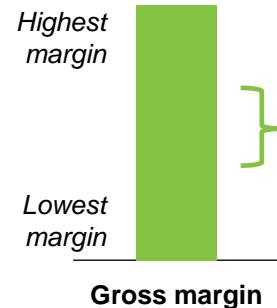
Rising brands



Net sales contribution



Margin profile



Long-term growth outlook

Volume
+mid-single-digit

Net sales
+mid-single-digit

Resource commitments:

- Over-investment in marketing and innovation resources
- Entrepreneurial talent to drive growth
- High focus from brand support teams

Source: Internal data; financial metrics exclude MegaMex Foods.

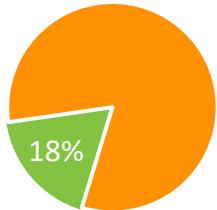
STRATEGY #2 – STRATEGIC RESOURCE ALLOCATION

Focusing & leveraging our foundational brands

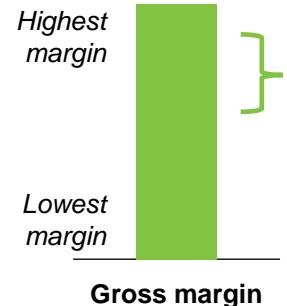
Foundational brands



Net sales contribution



Margin profile



Long-term growth outlook

Volume
+low-single-digit

Net sales
+low-single-digit

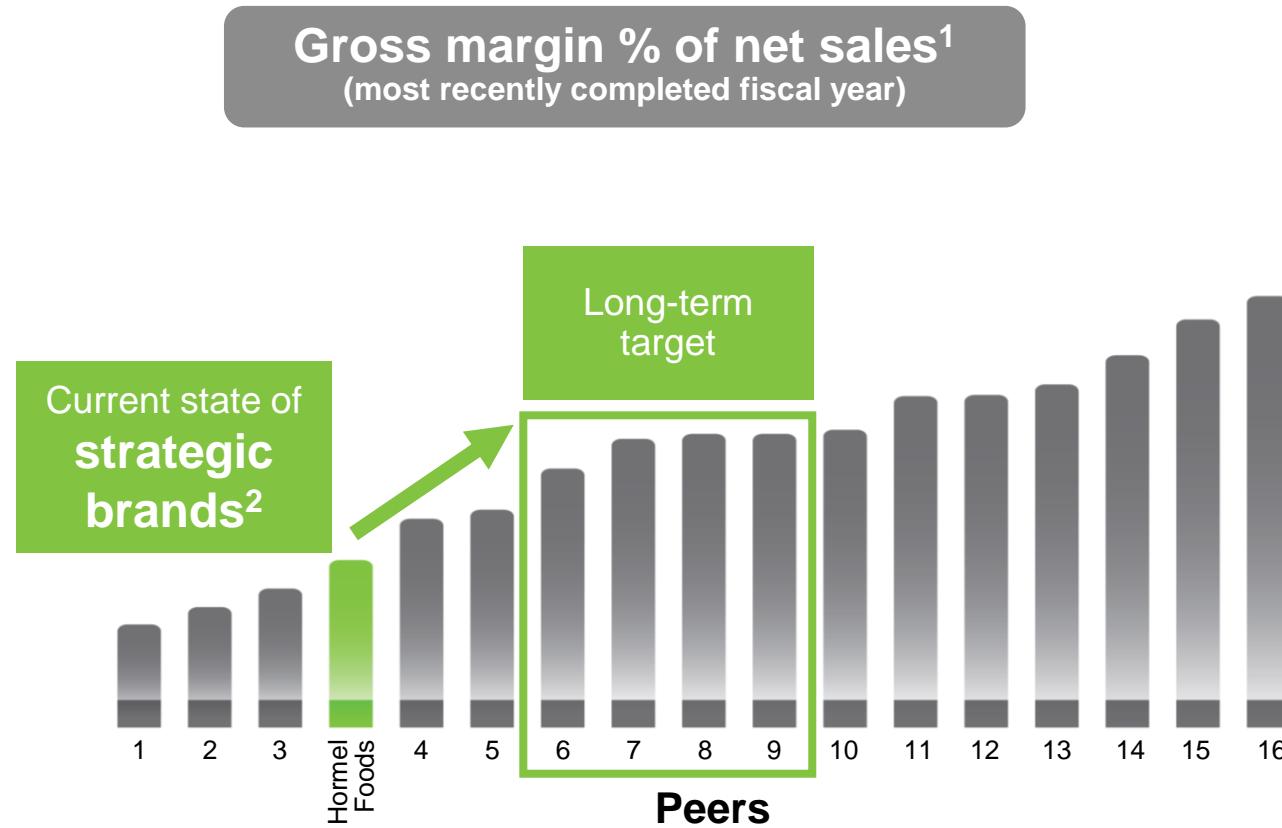
Resource commitments:

- Marketing investment to maintain market share
- Experienced brand management teams
- Consistent cost containment focus

Source: Internal data; financial metrics exclude MegaMex Foods.

STRATEGY #3 – IMPROVING OUR MARGIN STRUCTURE

Improving our margin structure will allow us to better support our leading brands



Higher margins support:

- Increased brand investment
- Incremental innovation
- Capital to support further growth

Source: (1)Sourced from Factset, September 2023; (2) internal data; financial metrics exclude MegaMex Foods.

STRATEGY #3 – IMPROVING OUR MARGIN STRUCTURE

Driving margin expansion through brand stewardship & by reducing cost & complexity

Brand stewardship

Enhance relationship with consumer

- Pricing and mix
- Incremental and impactful innovation
- Higher brand investment and support

+1-3 pts.

Gross margin expansion long-term

Portfolio optimization

Reducing cost and complexity

- Optimize assortment
- Reduce supply chain complexity
- Evaluate incrementality and contribution

+1-3 pts.

Gross margin expansion long-term

Supply chain improvements

Flexing supply chain muscle

- Leverage scale to lower costs
- Improve planning and forecasting
- Lower distressed sales

+1-3 pts.

Gross margin expansion long-term

SG&A management

Capturing efficiencies

- Optimize broker network
- Maintain disciplined cost management

+1-2 pts.

Gross margin expansion long-term

Targeting long-term segment profit margin of >10% for Retail segment

STRATEGY #3 – IMPROVING OUR MARGIN STRUCTURE

Leveraging our capabilities to fuel growth for the Planters® snack nuts business



Focus areas:

- Incremental and impactful innovation
- Higher brand investment and support
- Optimize assortment
- Leverage scale to lower costs
- Improve planning and forecasting
- Maintain disciplined cost management

In Summary

- We are **consumer-focused to drive growth** across our businesses and for our customers.
- We are **better allocating our resources** to optimize performance in the marketplace.
- We are committed to **improving our margin structure** to better support long-term, sustainable growth.



Part 2: One Retail

Winning with Consumers



Scott Aakre

Group Vice President &
Chief Marketing Officer,
Retail



WINNING WITH CONSUMERS TODAY

Our retail branded portfolio reaches 85%¹ of households across all generational breaks

Generation Z



Millennials



Gen X



Boomers



Seniors



Source: (1) Circana Scan Panel, Total US All Outlet, 52 weeks ending 8/13/23; brands assigned by Buyer Index - Circana Receipt Panel; omnichannel; 52 weeks ending 7/16/2023.

WINNING WITH CONSUMERS TODAY

We are building demand across an ethnically diverse U.S. consumer base

African American

- > **Hormel Chili** 112
- > **Hormel Compleats** 108
- > **PLANTERS** 106



Asian/Pacific Islander American

- > **SPAM** 365
- > **COLUMBUS CRAFT MEATS** 159
- > **Justin's** 122



Hispanic

- > **SPAM** 156
- > **Jennie-O** 127
- > **Hormel Gatherings** 127



White

- > **Chi-Chi's** 123
- > **La Victoria** 109
- > **WHOLLY** 103



Figures denote consumption index

Source: Buyer Index - Circana Receipt Panel; omnichannel; 52 weeks ending 7/16/2023.

WINNING WITH CONSUMERS TODAY

Brand Fuel combines & expands our enterprise capabilities to engage consumers & drive growth

BRAND FUEL



Brand Fuel:

- A center of excellence focused on insights, innovation, data analytics, omni experience and media strategy
- Supports brands and customers with an in-field cultural anthropologist and dedicated consumer panel
- Results-driven from scaled procurement, agile project teams and shared learning

WINNING WITH CONSUMERS TODAY

Growing an 86-year-old global & iconic brand through the power of Brand Fuel



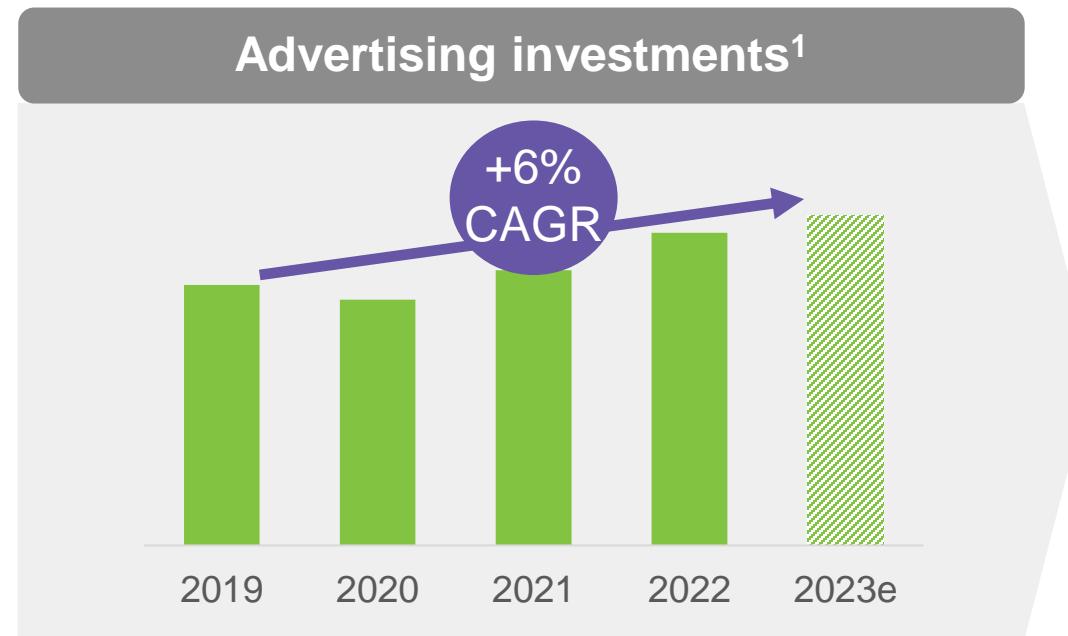
“Born in America but raised around the world.”

John A., Ghanaian – American, FAN SPAM® project



WINNING WITH CONSUMERS TODAY

Supporting our brands to drive growth & engagement in the marketplace



Supporting our brands
and connecting with consumers

Source: (1) Internal data.

WINNING WITH CONSUMERS

Renovating & innovating the portfolio to remain relevant with the consumer today & tomorrow

#1

Global flavors



#2

Entertaining & snacking



#3

Natural & organic meats

APPLEGATE.
CHANGING THE MEAT WE EAT.



Key insight

Mexican is the top ethnic cuisine in the U.S. with millennials¹ both at and away from home

81%

of Generation Z consumers seek out spicy flavors²

Source: (1) The NPD Group/CREST®, YE Feb. 2022;
(2) Technomic CA Report Nov 2020.

GLOBAL FLAVORS – MEXICAN

Herdez® & Wholly® offer compelling growth stories

CON TODA CONFIANZA ES
HERDEZ
BRAND

Expanding beyond the core



WHOLLY
BRAND

Dynamic innovation pipeline to increase occasions



GLOBAL FLAVORS – MEXICAN

Leading innovation in Mexican flavors



Source: Internal data

A CLOSER LOOK - ALIGNING WITH TODAY'S CONSUMERS

Using foundational brands & cultural influences to deliver new products & messaging





Key Insight

Snacking is a growing lifestyle in the U.S., especially for the younger generations¹

3+ snacks per day

18-24	58%
25-34	68%
35-44	60%

\$69B

Snacking & entertaining
category sales²

Source: (1) Circana 2023 Snacking Survey;
(2) IRI Market Advantage last 52 weeks ending 6/18/2023.

ENTERTAINING & SNACKING

Positioned to win with leading brands in entertaining & snacking

PLANTERS®

- Fuel snacking – convenient, filling snack options that give an energy boost
- Holiday get-togethers



- Highly craveable - driven by unique flavors
- Convenience store favorite



- Pizza and pizza-related recipes for casual gatherings
- Perfect for snacking



- Creating a flavorful and adventurous experience
- Growing trend of charcuterie



- Convenient, affordable option for casual get-togethers
- A solution for billions of occasions



A CLOSER LOOK - ALIGNING WITH TODAY'S CONSUMERS

Using our position in snacking to innovate for younger, more diverse consumers

Winning with flavor



Same great taste, different eating experience



Key insight

Consumers are increasingly seeking and supporting brands that are genuinely advancing ESG initiatives



Source: Applegate Brand Health Tracker, October 2023.



NATURAL & ORGANIC MEATS

Applegate remains the industry leader in natural & organic meats

Consumers are making more conscious choices¹

Of processed meat buyers:

~50%

will pay more to get natural/organic

~50%

choose meat based on health

~33%

buy based on animal treatment

~25%

buy based on environmental impact

[growing > YAG]

#1 natural/organic market position²

- > Lunchmeat
- > Hot dogs
- > Bacon

- > Breakfast sausage
- > Breaded chicken



Source: (1) Applegate Brand Health Tracker, October 2023;(2) NielsenIQ Discover 52 weeks ending 9/23/2023.

NATURAL & ORGANIC MEATS

Well-positioned across taste profiles, lifestyles & eating occasions

Every taste



Sweet



Savory



Spicy

Every lifestyle



Diet & eating plans

Health & wellness



Cooking & foodie culture



Every occasion

Breakfast, lunch, & dinner



Snacking & entertaining



Away from home & on the go

In Summary

- Our portfolio is **built for growth** and is a **competitive advantage**.
- We are **winning in the marketplace** with insights, analytics and innovation.
- GoFWD is the **unlock** that we expect to drive **future growth**.

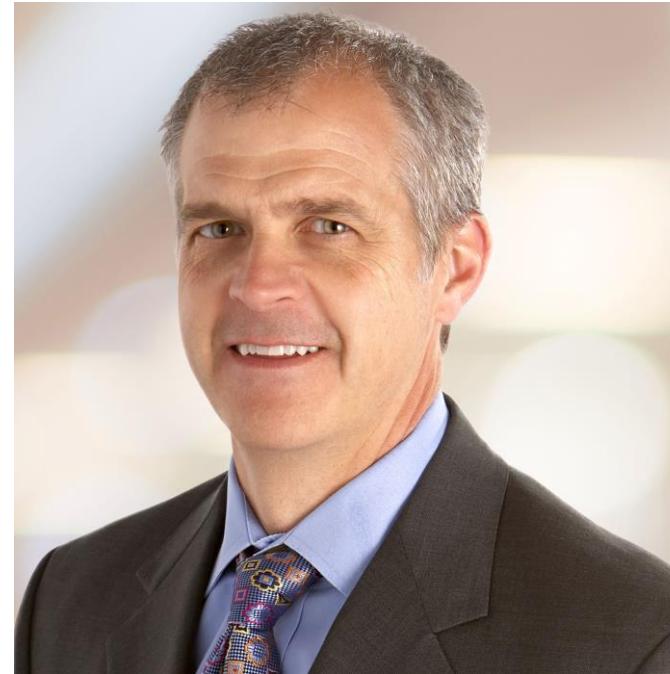


Q&A



Deanna Brady

Executive Vice
President, Retail



Scott Aakre

Group Vice President &
Chief Marketing Officer,
Retail



Break

Part 3: Foodservice

Expanding Leadership in Foodservice



Mark Ourada

Group Vice President,
Foodservice



What did you think of the second course?



➤ **A highly differentiated business:**
Delivering innovative solutions and
above-industry growth

Clear strategic focus: Growing key
categories, establishing digital leadership
and expanding our presence in c-stores

Expanding industry leadership:
Leveraging collaboration, investment and
innovation to drive long-term growth



FOODSERVICE TODAY

Delivering high-quality, innovative culinary solutions with an operator-first mentality

Leading foodservice brands



Focus categories

Bacon



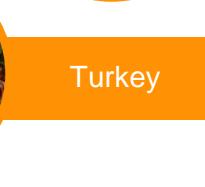
Pizza Toppings



Premium Prepared Proteins



Turkey



Differentiated capabilities

➤ Solutions-based portfolio

➤ Direct-selling model

➤ Operator-focused innovation



AN INDUSTRY LEADER

Maintaining a highly-differentiated position in the foodservice industry

Differentiators

Branded portfolio



Benefits

Commands a premium price point in the marketplace

Full-solutions provider



Seen as an industry leader and authority in bacon, pizza toppings and prepared proteins

Balanced go-to-market strategy



Able to withstand shifting market conditions

Direct sales force



Possesses long-term and lasting relationships with industry partners

Operator-focused



Viewed as an industry leader and strategic partner



LEVERAGING OUR NEW MODEL

Successful execution against GoFWD priorities in fiscal 2023

Year one GoFWD successes:

- Capitalized on the unique attributes of each business
- Increased collaboration between businesses
- Identified synergies and opportunities for “value add”
- Leveraged customer interaction



STRUCTURED FOR GROWTH

Leveraging all our capabilities as a leader in the industry

Branded



FOODSERVICE



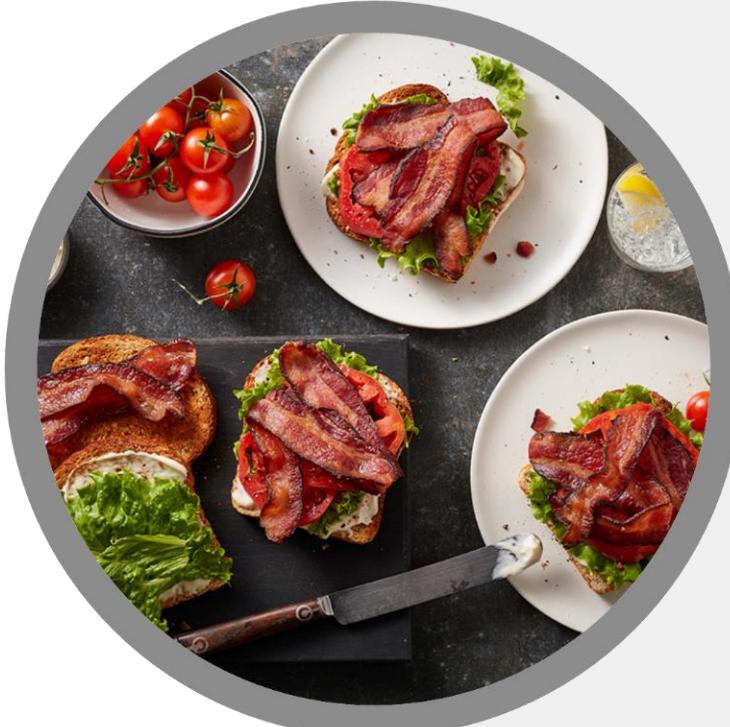
Customized

Distributor
label

Foodservice segment

FOCUSSED ON SOLUTIONS

By leveraging insights & innovation, we deliver solutions for industry pain points



High-quality,
versatile products

Innovative
solutions

Authentic
applications



Addressing industry
challenges by:

- Reducing labor complexity
- Maximizing customer reach and revenue
- Balancing labor needs

A STRATEGIC & INTENTIONAL EVOLUTION

Aligning with industry trends, operator shifts & macroeconomic changes

1990s*“Foodservice 1.0”***2000-2020***“Foodservice 2.0”***2021+***“Foodservice 3.0”***Hormel
Foodservice
Businesses**

- Foundation
- Structure
- Strategies
- Relationships



- Product innovation
- Category expansion
- Segment resources
- Technology



- Accelerated innovation
- Culinary elevation
- Data driven strategies
- Digital leadership

**Underlying
Industry
Dynamics**

- New growth opportunities



- Segment expansion

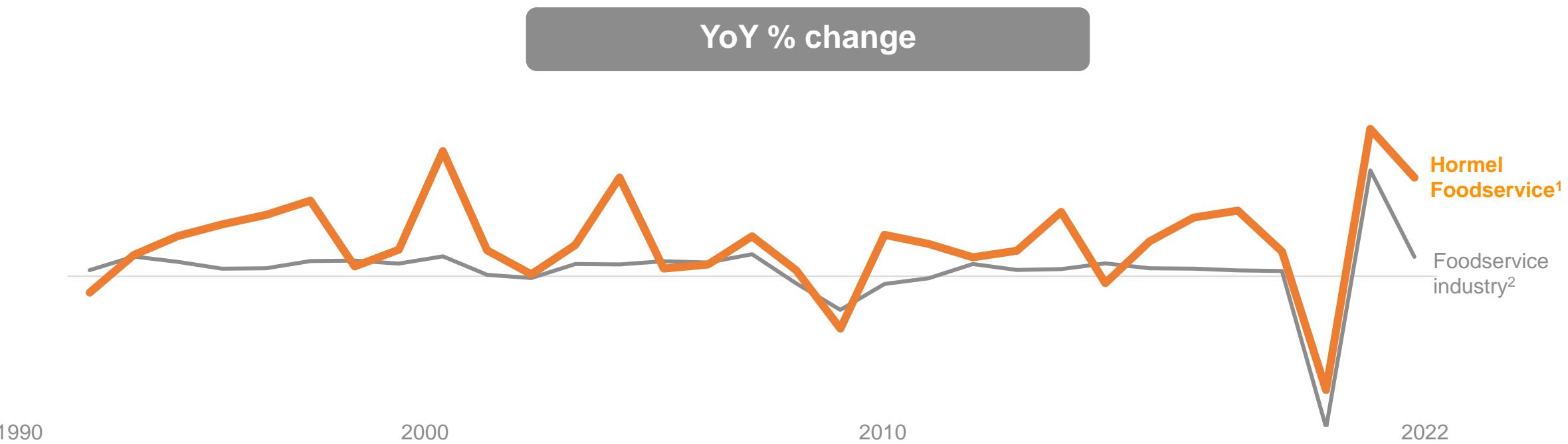


- Sophisticated, efficient, and data-focused



A TRACK RECORD OF ABOVE-INDUSTRY GROWTH

Consistently outpacing industry growth since our inception in the early 1990s



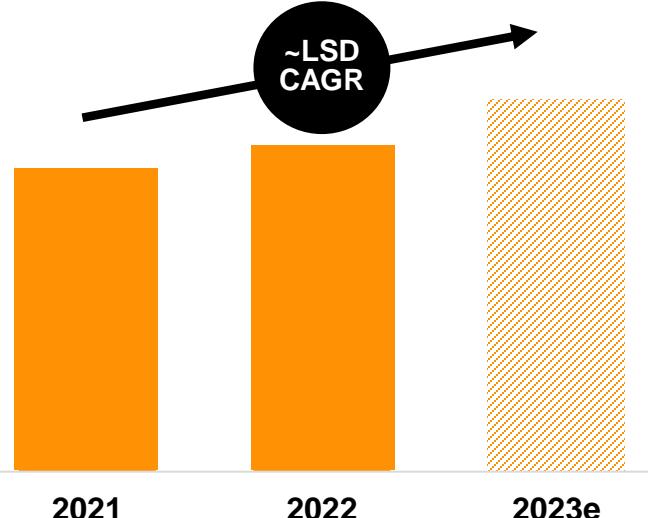
Source: (1) Internal data – YoY net sales change; includes legacy Hormel Foodservice only;

(2) As reported by Technomic – YoY dollar sales industry change (real).

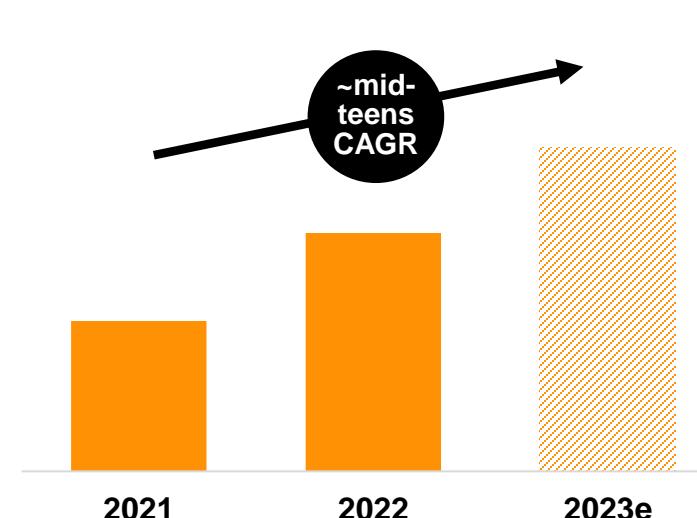
DELIVERING RESULTS

We have sustained our momentum
coming out of the pandemic

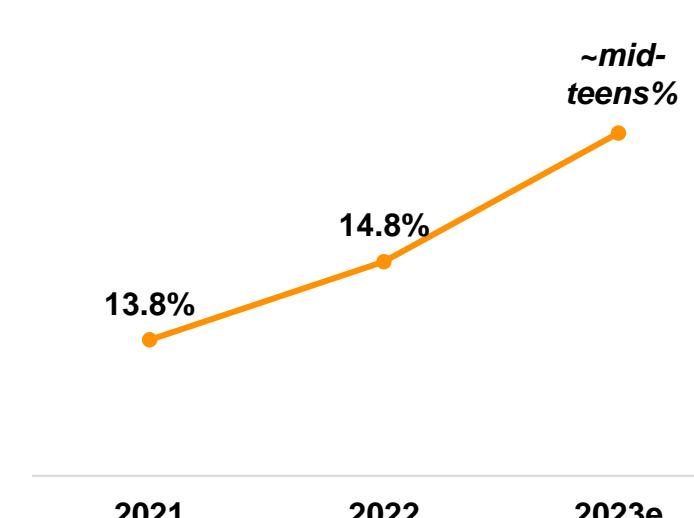
Volume



Segment profit



Segment profit margin



Source: Internal data.

A highly differentiated business:

Delivering innovative solutions and above-industry growth

- **Clear strategic focus:** Growing key categories, establishing digital leadership and expanding our presence in c-stores

Expanding industry leadership:

Leveraging collaboration, investment and innovation to drive long-term growth



CLEAR STRATEGIC FOCUS

Growing the business in the current environment

#1

Accelerate growth in key categories

- To expand leadership positions in bacon, pizza toppings, premium prepared proteins and turkey



#2

Establish digital leadership position

- To continue to evolve with changing industry dynamics



#3

Expand presence in c-stores

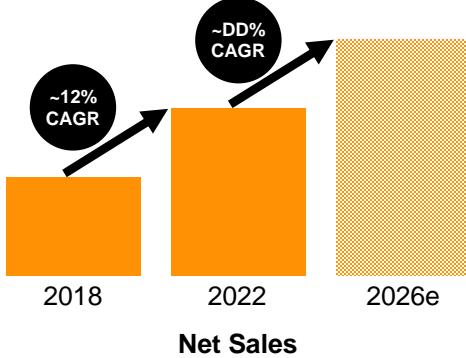
- To further balance our business in an important, growing and relevant industry subsegment



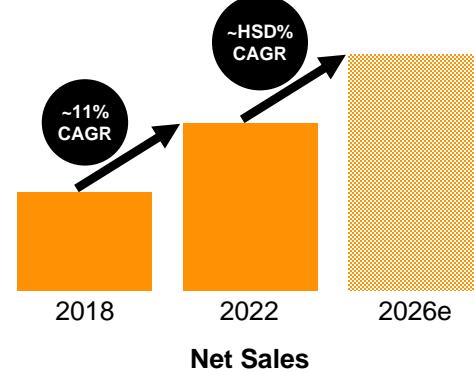
STRATEGY #1 – ACCELERATE GROWTH IN KEY CATEGORIES

Leading & growing in bacon, pizza toppings & premium prepared proteins

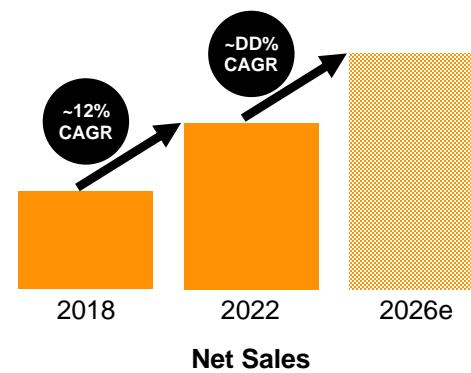
Bacon



Pizza toppings



Premium prepared proteins



Source: Internal data.

STRATEGY #1 – ACCELERATE GROWTH IN KEY CATEGORIES

Unlocking value through the integration of the *Jennie-O®* foodservice business

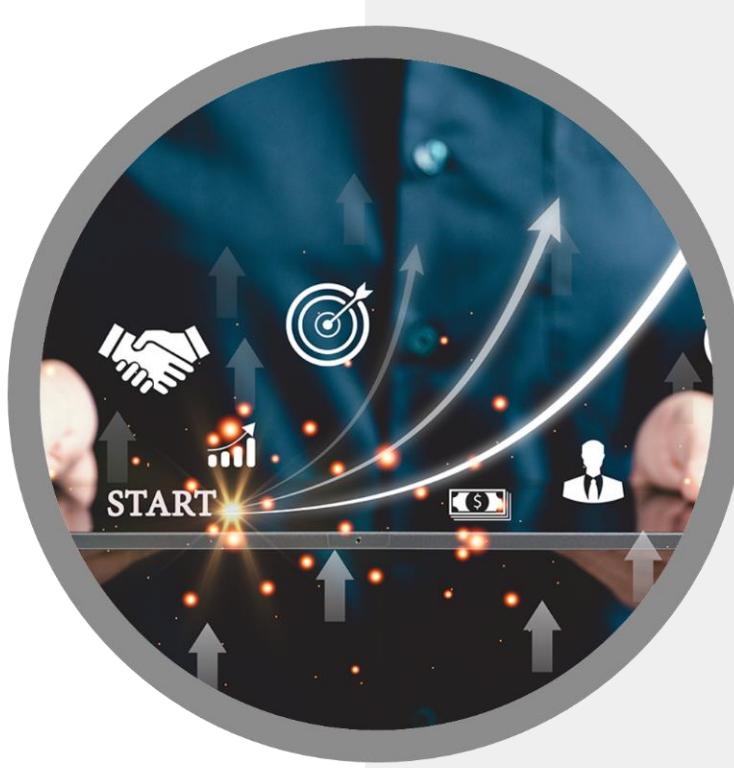
Expected benefits from *Jennie-O®* integration:

- Improved mix and margin on street account business across the turkey portfolio
- K-12 channel expansion with *Hormel®* branded items
- Cross-functional opportunities with large national accounts
- A more focused and demand-driven turkey set through portfolio optimization



STRATEGY #2 – ESTABLISH DIGITAL LEADERSHIP POSITION

Digital leadership – a key enabler moving forward



~75%
of operators leverage
digital ordering and
online content¹

Focus areas within digital:

- Distributor and operator digital marketing campaigns
- Targeted distributor analytics
- Foundational data syndication

Source: (1) Technomic.

STRATEGY #3 – EXPAND PRESENCE IN C-STORES

Convenience store landscape presents a compelling & attractive opportunity for growth

C-Store reach¹

150,000+
Convenience stores¹



~\$900B
Total sales²

~\$300B
In-store revenue²

Key categories in c-stores³

Prepared Food



#1
Inside sales
contributor **#1**
Inside margin
contributor

Salty Snacks



#5
Inside sales
contributor **#5**
Inside margin
contributor

Source: (1) 2023 NACS/NielsenIQ Convenience Industry Store Count; (2) NACS, calendar 2022 data; (3) NACS State of the Industry 2022.

STRATEGY #3 – EXPAND PRESENCE IN C-STORES

Visible across the convenience store format



Goals in c-store channel:

- Grow share across ingredients, snacking and traditional retail
- Strengthen customer partnerships
- Solidify position as a thought leader and indispensable business partner
- Drive meaningful top- and bottom-line growth for the division

A highly differentiated business:

Delivering innovative solutions and above-industry growth

Clear strategic focus: Growing key categories, establishing digital leadership and expanding our presence in c-stores

► **Expanding industry leadership:**

Leveraging collaboration, investment and innovation to drive long-term growth



OUR LONG-TERM AMBITION

Expand our leadership position in foodservice

Our vision

Continue to outpace industry growth by delivering value-added, differentiated products to the market through the leading sales team in the industry



Long-term imperatives



Collaboration



Investment



Innovation

rossetto
SERVING SOLUTIONS

PORLAND

PORLAND

Mount Franklin Fou



INVESTMENT

Broadening culinary capabilities to drive operator engagement



Investing in culinary capabilities:

- Establishing the Culinary Collective, which centralizes and leverages our culinary teams across the organization
- Further utilizing our Innovation Center with customers
- Training our direct sales force in culinary skills

INNOVATION

Keeping a robust & vibrant pipeline of innovative products

Supplementing pizza toppings leadership



Broadening offerings in “speed scratch”



In Summary

- We continue to deliver **high-quality, innovative culinary solutions** with an operator-first mentality.
- We have **clear strategic focus** and expect continued growth from this business.
- Expanding our **leadership position in the foodservice industry** remains our long-term ambition.



Part 3: One Supply Chain

Future-fitting our One Supply Chain



Mark Coffey

Group Vice President,
Supply Chain



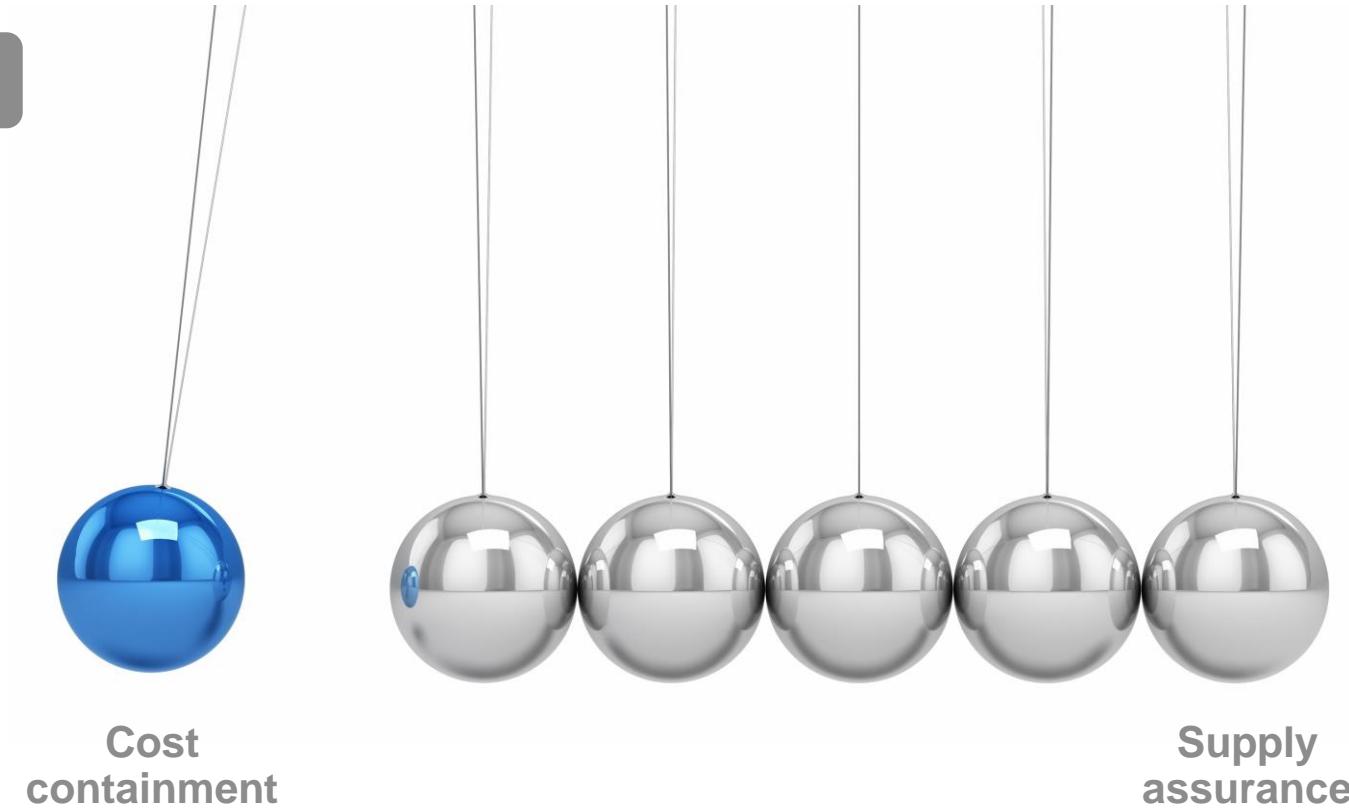
HISTORICAL APPROACH – COST CONTAINMENT

Long track record of operating an efficient & effective supply chain

Historical approach

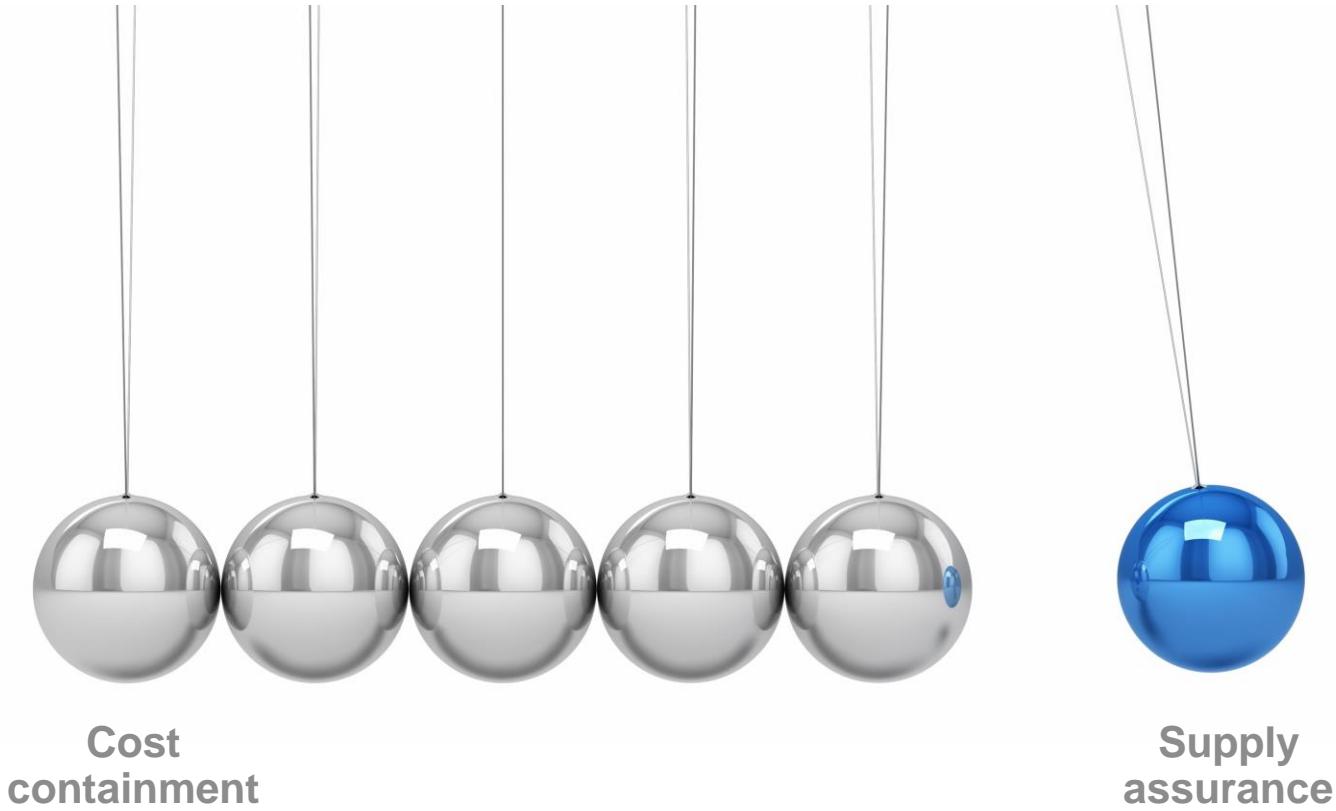
Hold controllable costs to < 1% increase YoY

- Legacy cost savings programs
- Continuous improvement mindset
- Investments in efficiencies, automation and technology



PANDEMIC-ERA APPROACH – SUPPLY ASSURANCE

Through the pandemic, we intentionally & successfully focused on “supply assurance”

**Pandemic-era approach****Service our customers**

- Procure supplies at any cost
- Extend line runs, including weekends and overtime
- Capacity expansion, both internally and via third parties

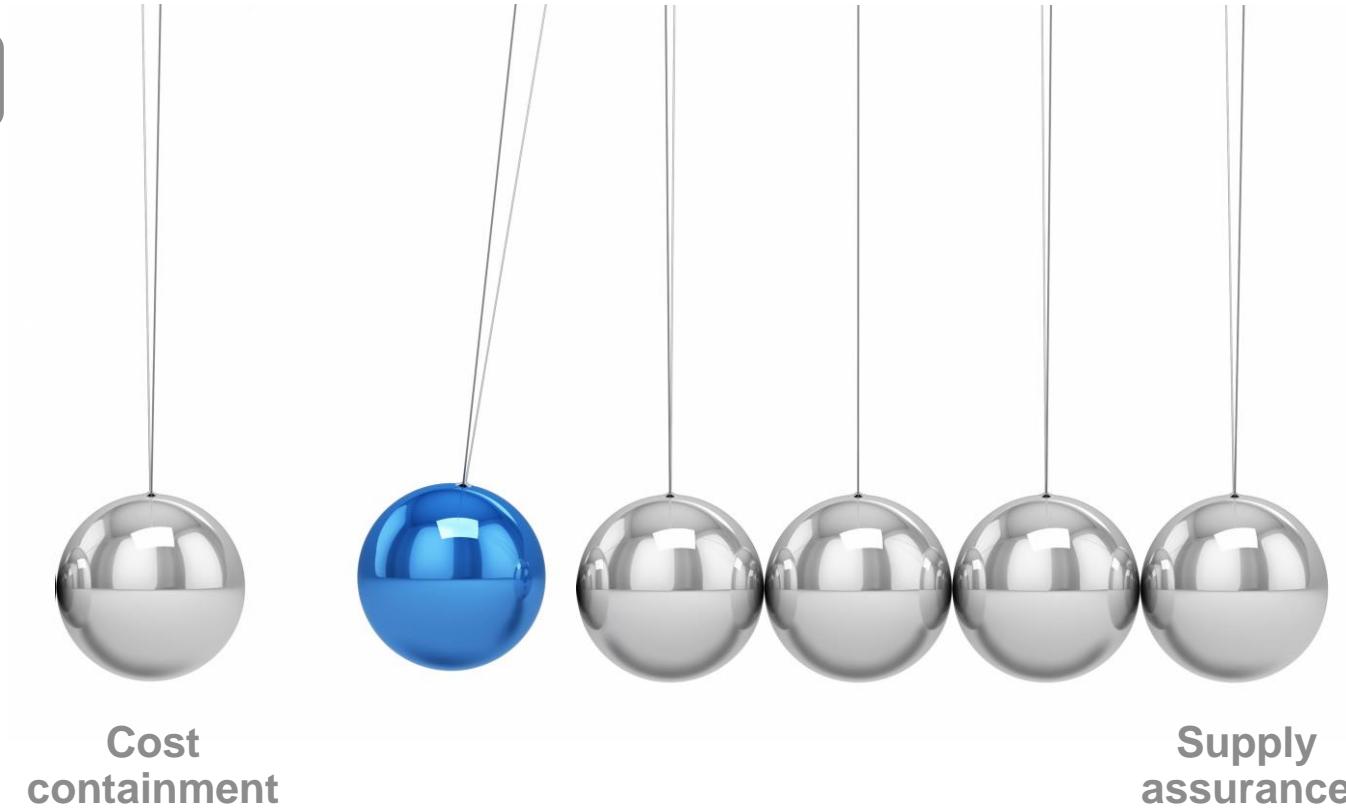
FUTURE APPROACH – BALANCING COST WITH TRANSFORMATIONAL INVESTMENTS

Pivoting back toward “cost containment” & accelerating investment in long-term growth

Future approach

Future-fitting our One Supply Chain

- Legacy cost savings programs
- Continuous improvement mindset
- Transformational investments in our supply chain



FUTURE-FITTING ONE SUPPLY CHAIN

A thoughtful & thorough approach



Benchmark
our current state
supply chain



Identify initiatives
to realize our supply
chain vision



Develop an
**integrated
roadmap**



Create a
holistic value case
for each initiative

FUTURE-FITTING ONE SUPPLY CHAIN

Solving for changes in demand & an increasingly dynamic supply environment



Fast-evolving demand...

- Ever-changing consumer expectations
- Increasing customer requirements
- Sustainability & CSR expectations

...highly turbulent supply headwinds

- Supply assurance & inflation
- The fight for talent
- Transparency and traceability



Source: Accenture.

FUTURE-FITTING ONE SUPPLY CHAIN

Focused on investing for growth, minimizing complexity & reducing cost



\$200M+
in projected operating
income by 2026

Focus areas:

- Execute portfolio optimization initiatives
- Invest in end-to-end supply chain solutions
- Improve efficiency across our supply chain

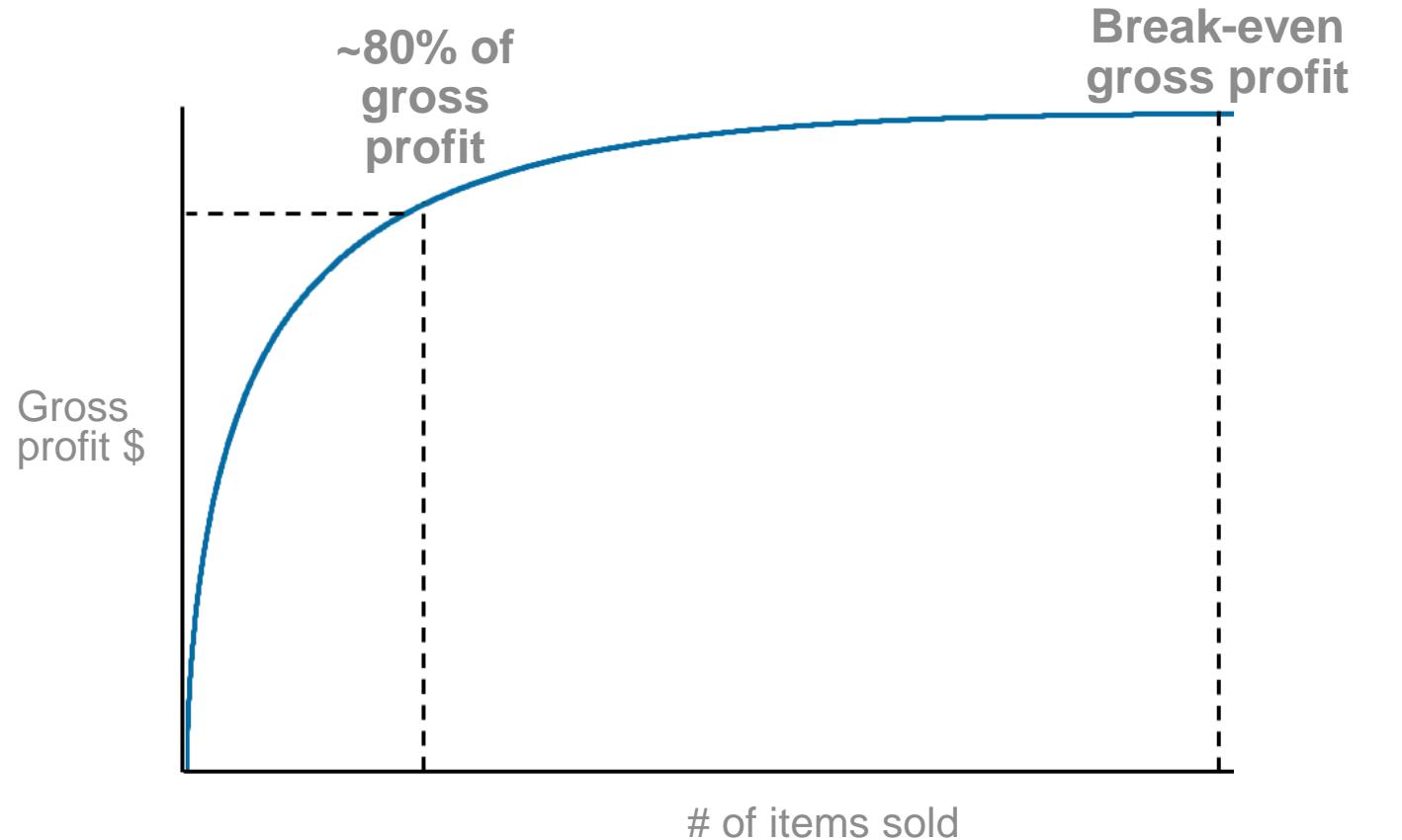
A CLOSER LOOK – IMPROVE EFFICIENCY ACROSS OUR SUPPLY CHAIN

Value case for Plan, Buy, Make & Move

	Plan	Buy	Make	Move
Value	\$\$\$	\$\$\$	\$\$	\$
Complexity	HIGH	Moderate	Moderate	low
Action	Adopt a holistic approach to end-to-end planning transformation	Develop right structure & tools for procurement across the total enterprise	Pilot, test, and scale new ways of working across the network	Assess and address near-term capacity & network optimization

A CLOSER LOOK – PORTFOLIO OPTIMIZATION

Illustrative example – we possess a long & complex “tail of SKUs”



Key takeaways:

- Majority of gross profit derived from limited number of SKUs
- Small portion of portfolio comprised of unprofitable SKUs
- **Ample opportunity to simplify and optimize portfolio**

Source: Internal data; based on items sold between Q4 FY22 – Q3 FY23.

OUR 3-YEAR JOURNEY

A comprehensive & transformational plan



In Summary

- We are **future-fitting our One Supply Chain** by investing for growth, minimizing complexity and reducing cost.
- Successful execution against our supply chain strategic initiative is expected to result in **meaningful savings by FY 2026**.



Q&A



Mark Ourada

Group Vice President,
Foodservice



Mark Coffey

Group Vice President,
Supply Chain

INVESTOR DAY 2023



Jim Snee

Chairman of the Board,
President and CEO



KEY TAKEAWAYS FROM TODAY

We have a realistic & achievable path to deliver growth

**Jacinth Smiley**Executive Vice President
and CFO

- Focused on **delivering long-term shareholder returns** and **growth**
- Reaffirmed our long-term **key results**

**Deanna Brady**Executive Vice
President, Retail

- **Better allocating our resources** to optimize performance in the marketplace
- Committed to **improving our margin structure**

**Scott Aarke**Group Vice President &
Chief Marketing Officer,
Retail

- **Winning in the marketplace** with insights, analytics and innovation
- **Unlocking future growth** through GoFWD

KEY TAKEAWAYS FROM TODAY

We have a realistic & achievable path to deliver growth

**Mark Ourada**Group Vice President,
Foodservice

- Delivering **high-quality, innovative culinary solutions** to foodservice operators
- Focused on **expanding our leadership position** in the foodservice industry

**Mark Coffey**Group Vice President,
Supply Chain

- **Future-fitting** our One Supply Chain
- Investing for **growth, minimizing complexity** and **reducing cost**

OUR STRATEGIC FOCUS IS CLEAR

Deliver long-term shareholder returns & growth through continued investment & transformation

Invest

in people, processes,
data & technology,
and brands



Transform

and modernize processes,
portfolios and how we
create value as a company



Grow

net sales, earnings
and the impact we
have on the world



ACCELERATING PROFITABLE GROWTH – ENTERPRISE OBJECTIVES

A realistic & achievable path to grow operating income \$250M+ by 2026



OPERATING INCOME GROWTH FROM CURRENT BUSINESS

Projecting sustainable

5-7%

operating income growth by FY 2026

STRATEGIC VALUE CAPTURE

\$25M+

in projected operating income by FY 2026

TRANSFORMATION & MODERNIZATION

\$200M+

in projected operating income by FY 2026

LONG-TERM KEY RESULTS

Remaining committed to our long-term key results

Net sales**2-3%**

Organic net sales growth

4.2% net sales CAGR²
(fiscal 2012-2022)**Operating income****5-7%**

Operating income growth

5.3% operating income CAGR²
(fiscal 2012-2022)**Innovation****15%**of net sales from innovation¹**13% net sales from innovation³**
(fiscal 2022 actual)

Source: (1) Based on net sales for new items launched within the previous three years and the projected sales for items scheduled to launch in the next two years, divided by total reported sales for the year; (2) 2022 annual report; (3) Disclosed in our 2022 Global Impact report.

Key messages you heard today

- We have made **significant progress** in our evolution to become a stronger, more balanced and less volatile company.
- Our **updated strategic priorities** align with our segments and support meaningful earnings growth by fiscal 2026.
- We are **investing for growth** to accelerate our transformation as a global branded food company.
- Our belief is that our purpose statement of **inspired people** creating **inspired food** is at the center of everything we do.





THANKS FOR
ATTENDING