Hormel Foods

Balance.

Hormel Foods
2011 Investor Day

Legal Disclosure

This presentation contains forward-looking information based on management's current views and assumptions. Actual events may differ materially. Please refer to the cautionary statement and risk factors on pages 33-39 in the Company's 10-Q filed June 10, 2011 for the quarter ended May 1, 2011.

Balance.

Hormel Foods 2011 Investor Day

Jeff Ettinger

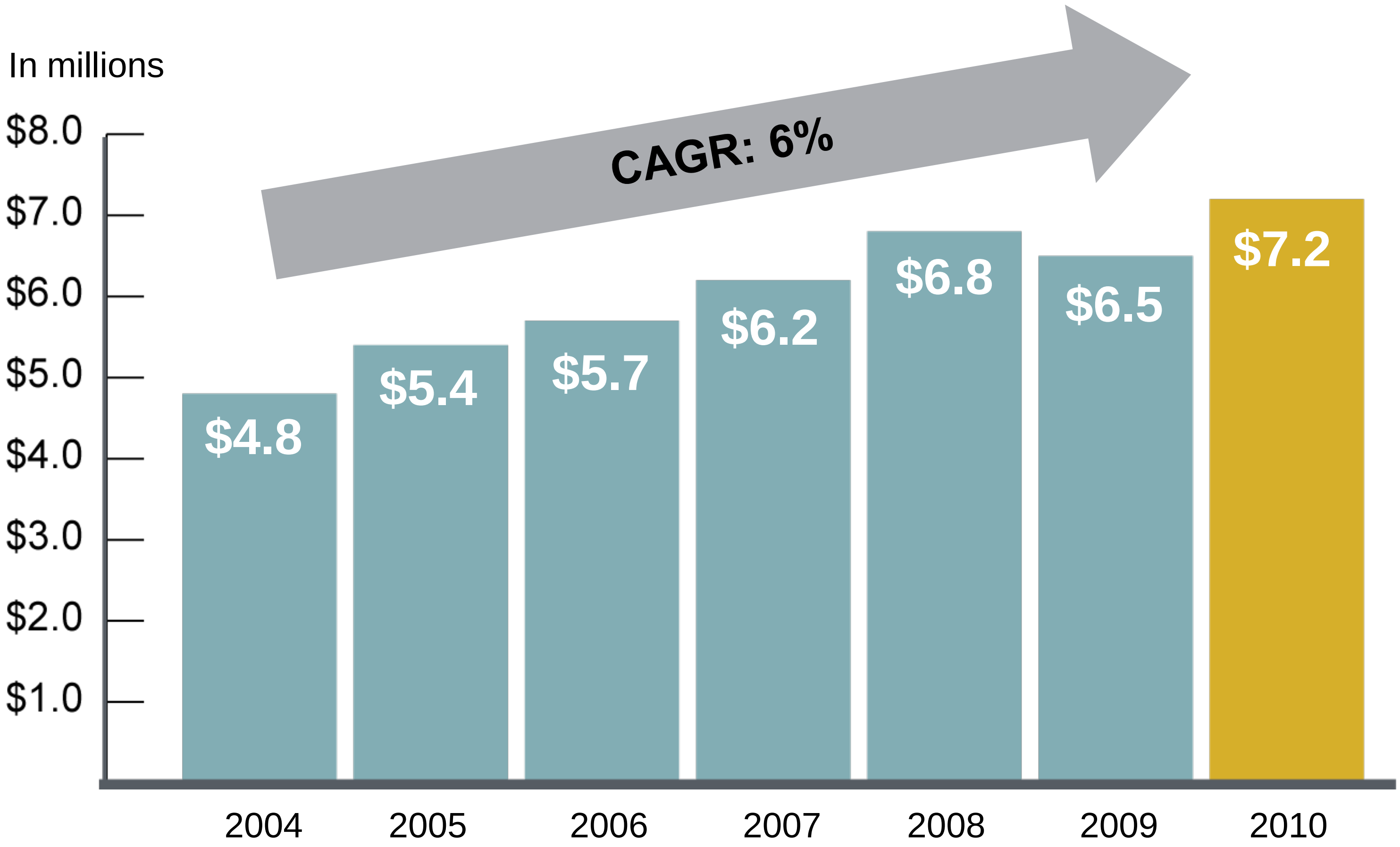
Chairman, President and

Chief Executive Officer

Driving Growth With Our Balanced Model

Sales Growth

13 out of 15 years of increased sales

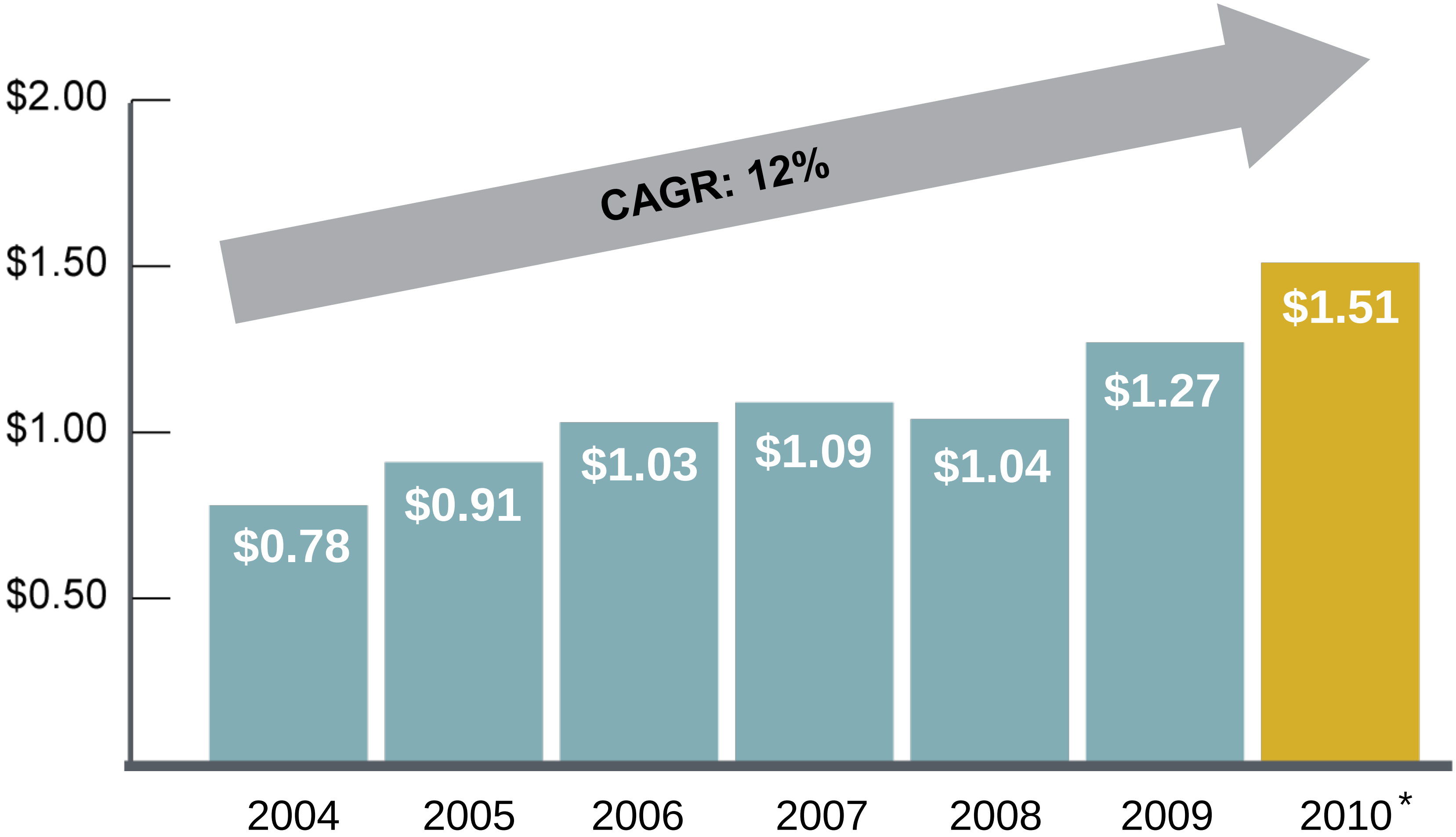


Sales Growth

Double digit sales growth last four quarters

- Q2 2011: + 15%
- Q1 2011: + 11%
- Q4 2010: + 23%
- Q3 2010: + 10%

EPS Growth



*Adjusted – 2010 GAAP EPS was $1.46

Earnings Growth

We have enjoyed tremendous success in growing earnings the past eight quarters

- Q2 2011: + 18%
- Q1 2011: + 34%
- Q4 2010: + 17%
- Q3 2010: + 11%
- Q2 2010: + 14%*
- Q1 2010: + 37%
- Q4 2009: + 54%
- Q3 2009: + 50%

*Adjusted – GAAP EPS in Q2 2010 were down 3%

Outlook for Remainder of 2011 and 2012

- Excellent sales momentum
- Pork operating margins are unlikely to be at levels seen in 2010 - H1 2011
- Grain costs are likely to rise in 2012
- Continue to drive efficiency/productivity gains
- Taken/taking modest price increases across all segments to mitigate higher costs

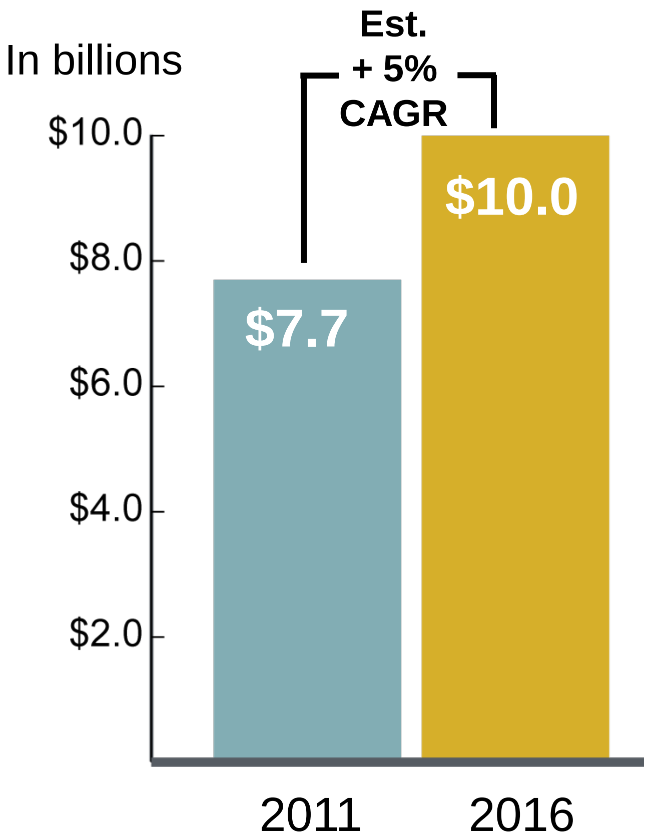
Our Balanced Model In Action

	Grocery Products	Refrigerated Foods	Jennie-O Turkey Store	Specialty Foods	International	Total Segment
FY 2006	4%	5%	-5%	78%	71%	13%
FY 2007	3%	17%	-17%	26%	33%	8%
FY 2008	5%	22%	- 27%	14%	17%	5%
FY 2009	9%	7%	11%	-2%	2%	6%
FY 2010	-4%	22%	65%	18%	-5%	7%
2011 H1	<1%	32%	84%	-11%	55%	30%

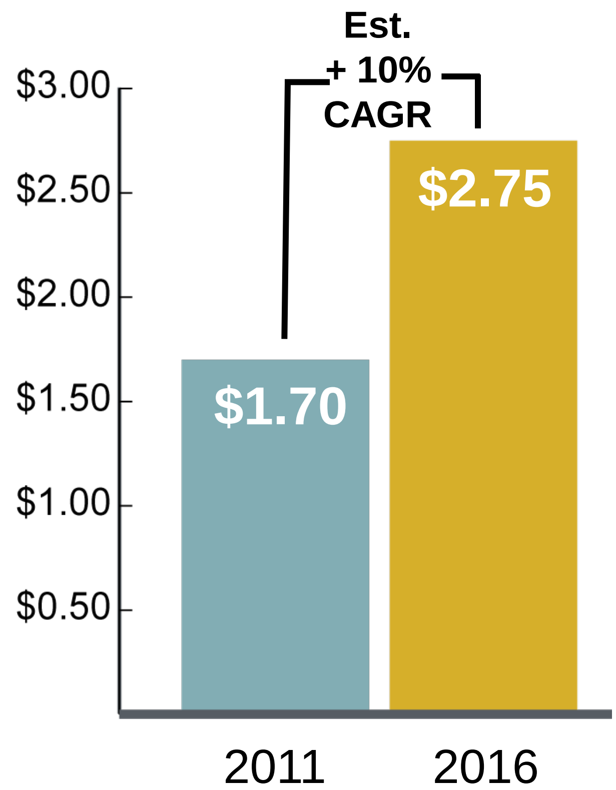
Year-Over-Year Growth **Year-Over-Year Decline**

Extended Outlook

Sales



EPS



Growth Drivers

- Leading brands
- Innovation
- Products that connect with consumers

Investments in Brand Strength

- Enhanced advertising spend: $112 million in 2010, + 20%
- 2011: Continued investment
    - H1 2011: +7%

–*Hormel* ® brand

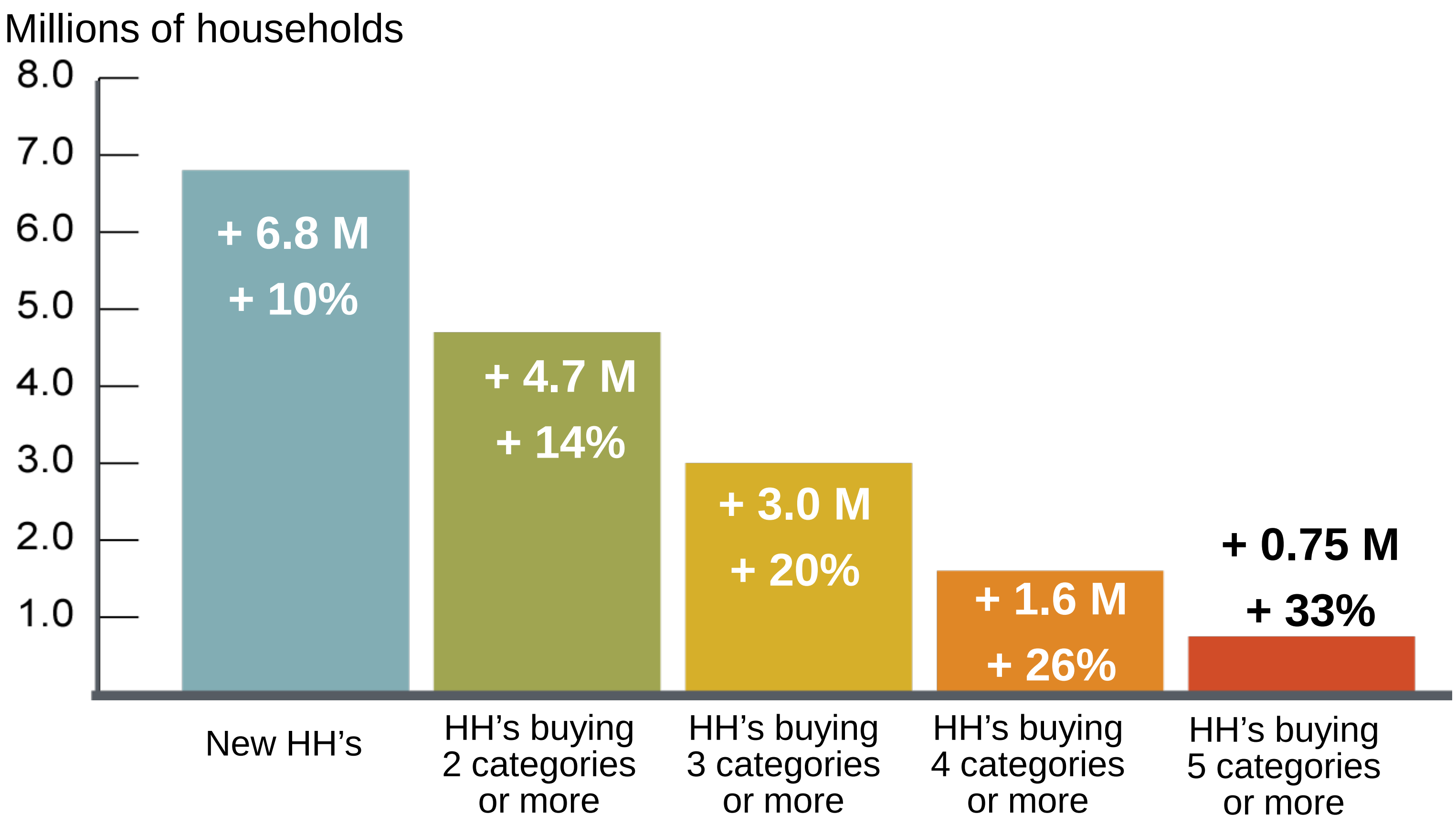
–*Jennie-O Turkey Store* ® brand

Hormel® Brand

Increased Household Penetration (2006-2011)

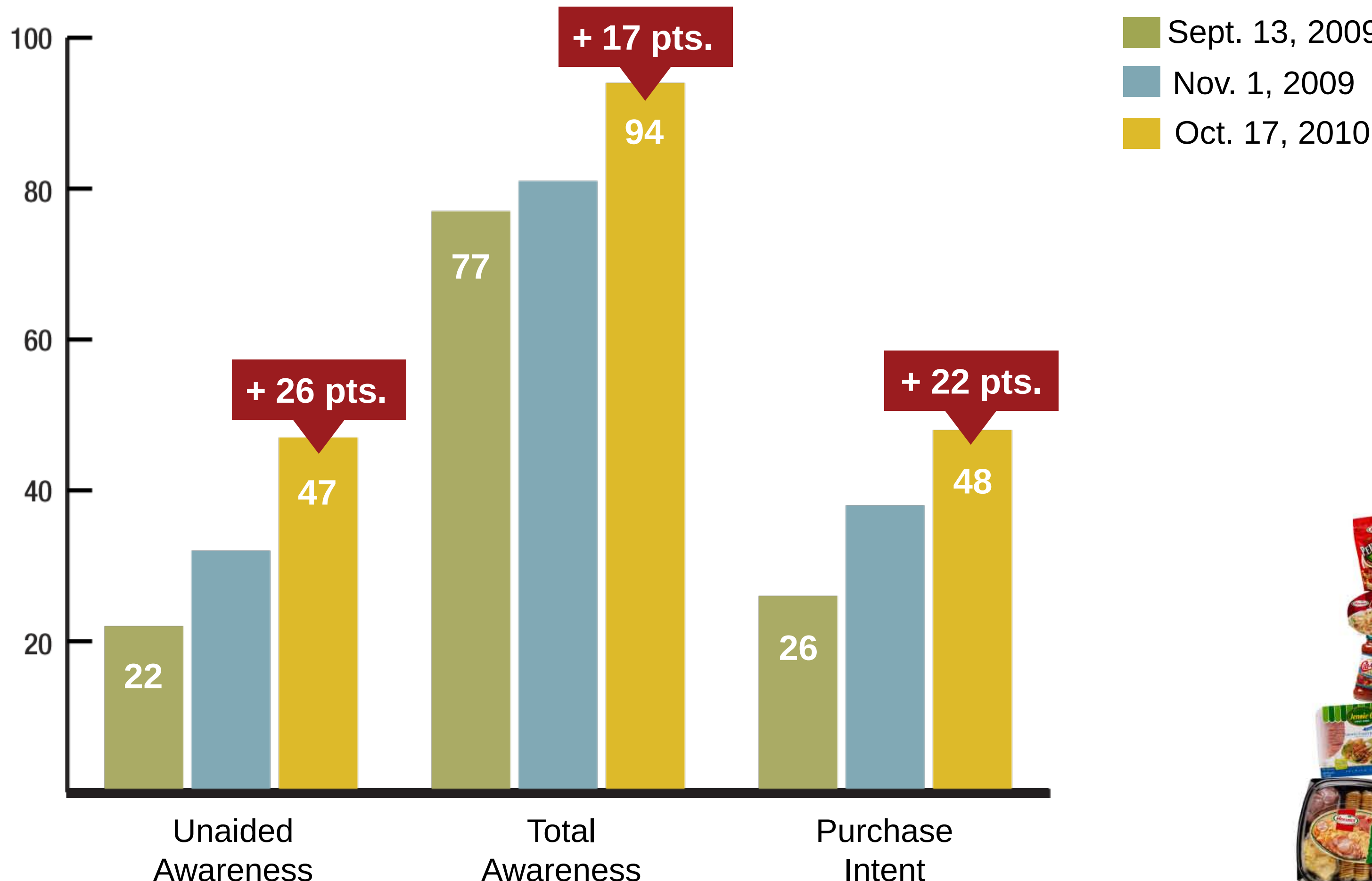
The *Hormel*® brand is in 74.5 million households (HH)

Household penetration ~ 63.1%



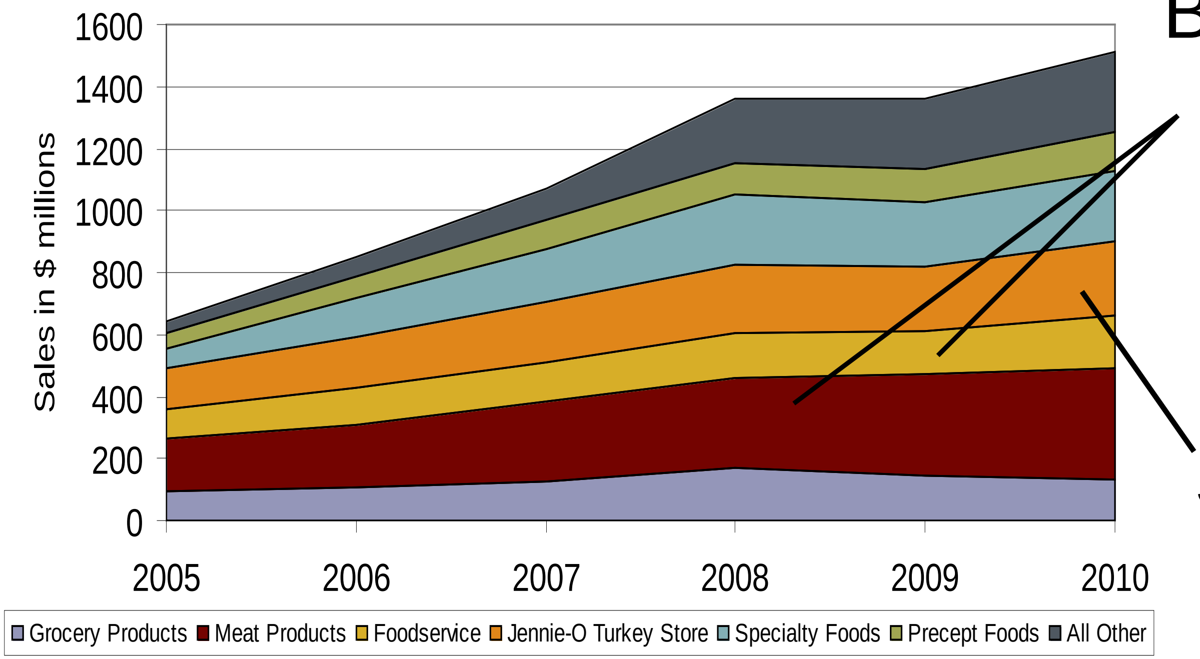
Jennie-O Turkey Store® Brand

Change in Awareness and Purchase Intent



Source: Marketing Evolution - Dec. 2009 and Nov. 2010

Innovation



Big Drivers

Meat Products/Foodservice

- Party trays
- Bacon
- *Hormel® Natural Choice®*
- Fully cooked entrees
- Pizza toppings

Jennie-O Turkey Store

- Turkey burgers
- Sauced products

20% of total YTD 2011 Sales

Products that Connect with the Consumer

+ 6%

Grocery Products and International

+ 18%

+ 17%

Meat Products and Foodservice

+ 21%

Retail and Foodservice

+ 13%

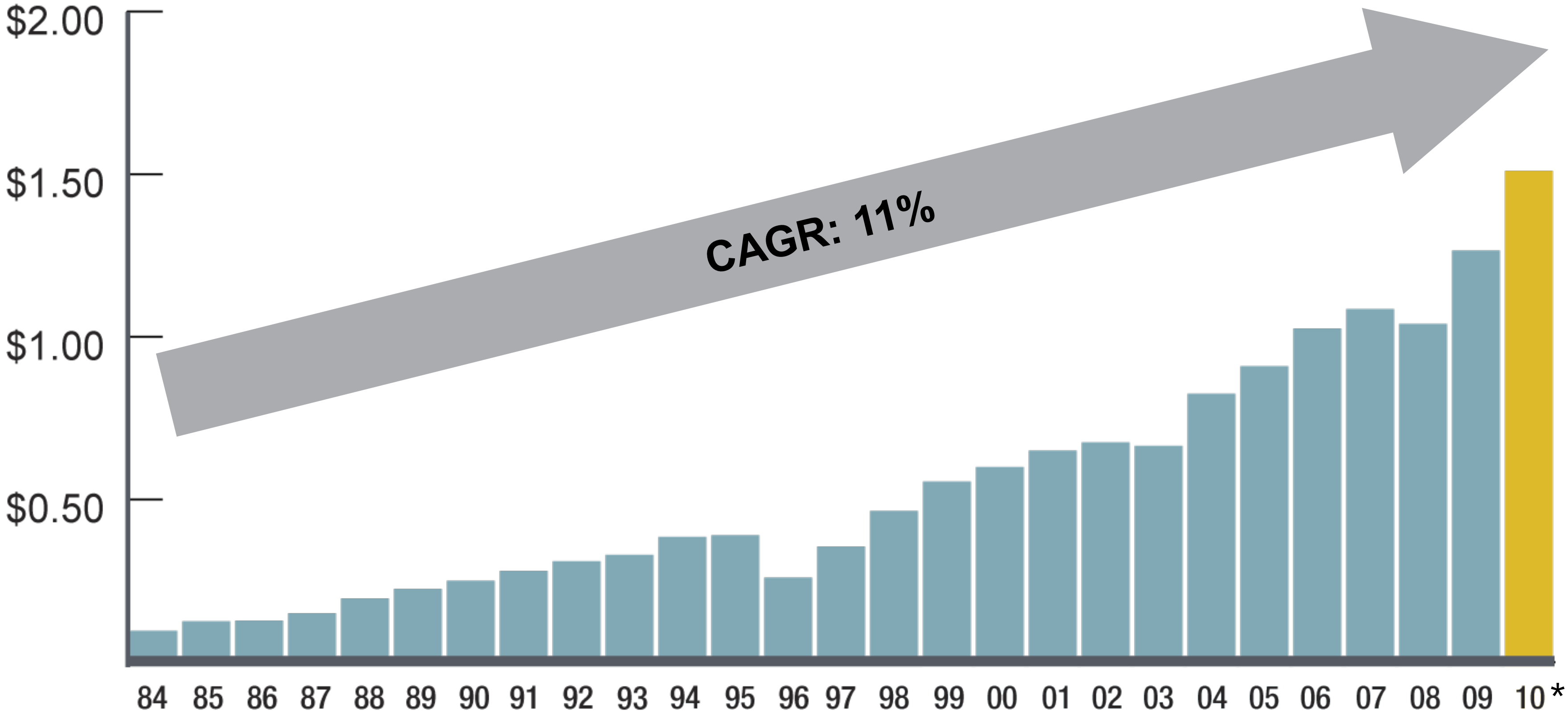
Meat Products and Foodservice

+ 14%

YOY sales increase H1 2011 vs. H1 2010

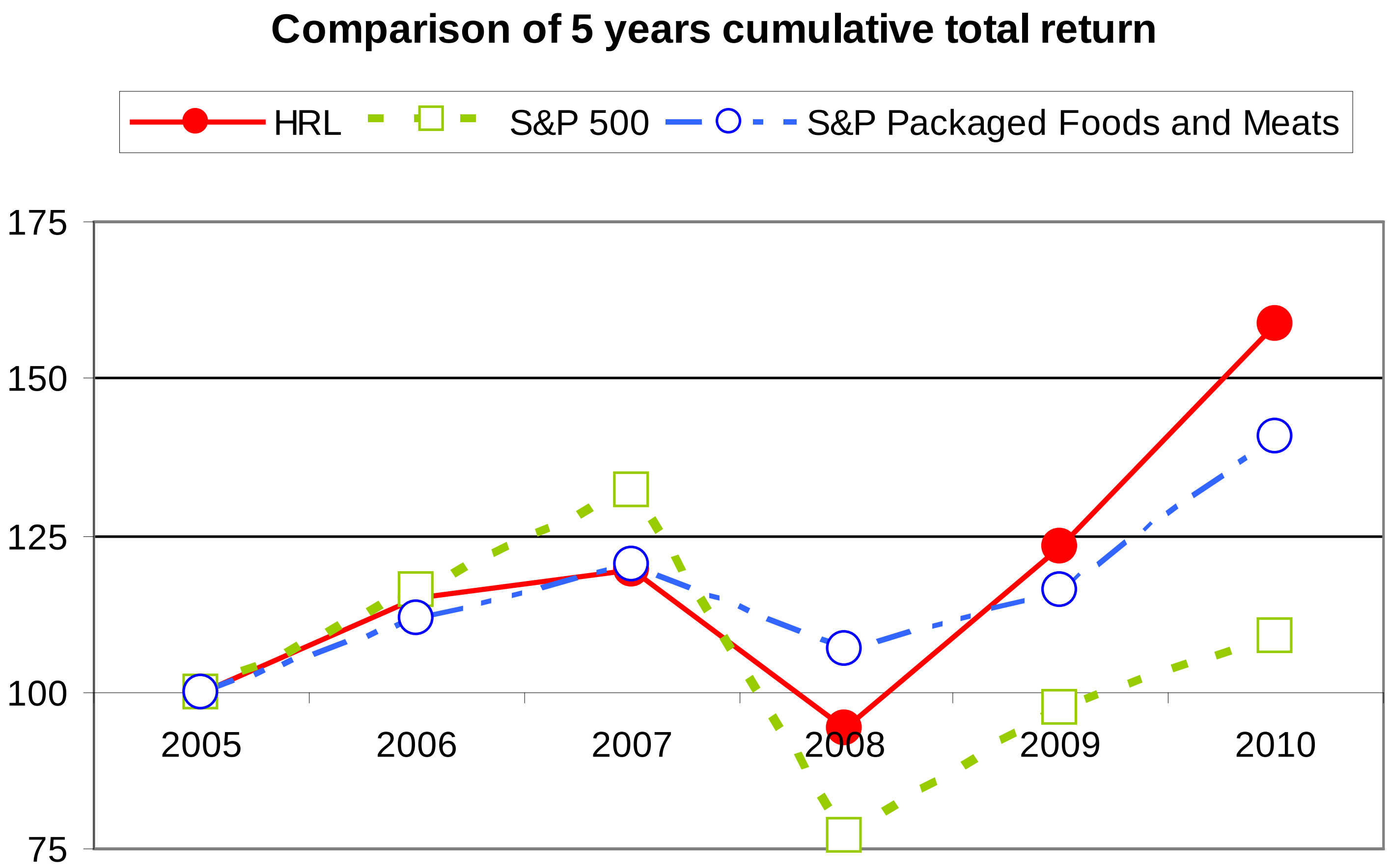
Sustained EPS Growth

25 out of 28 years of increased earnings



*Adjusted – 2010 GAAP EPS was $1.46

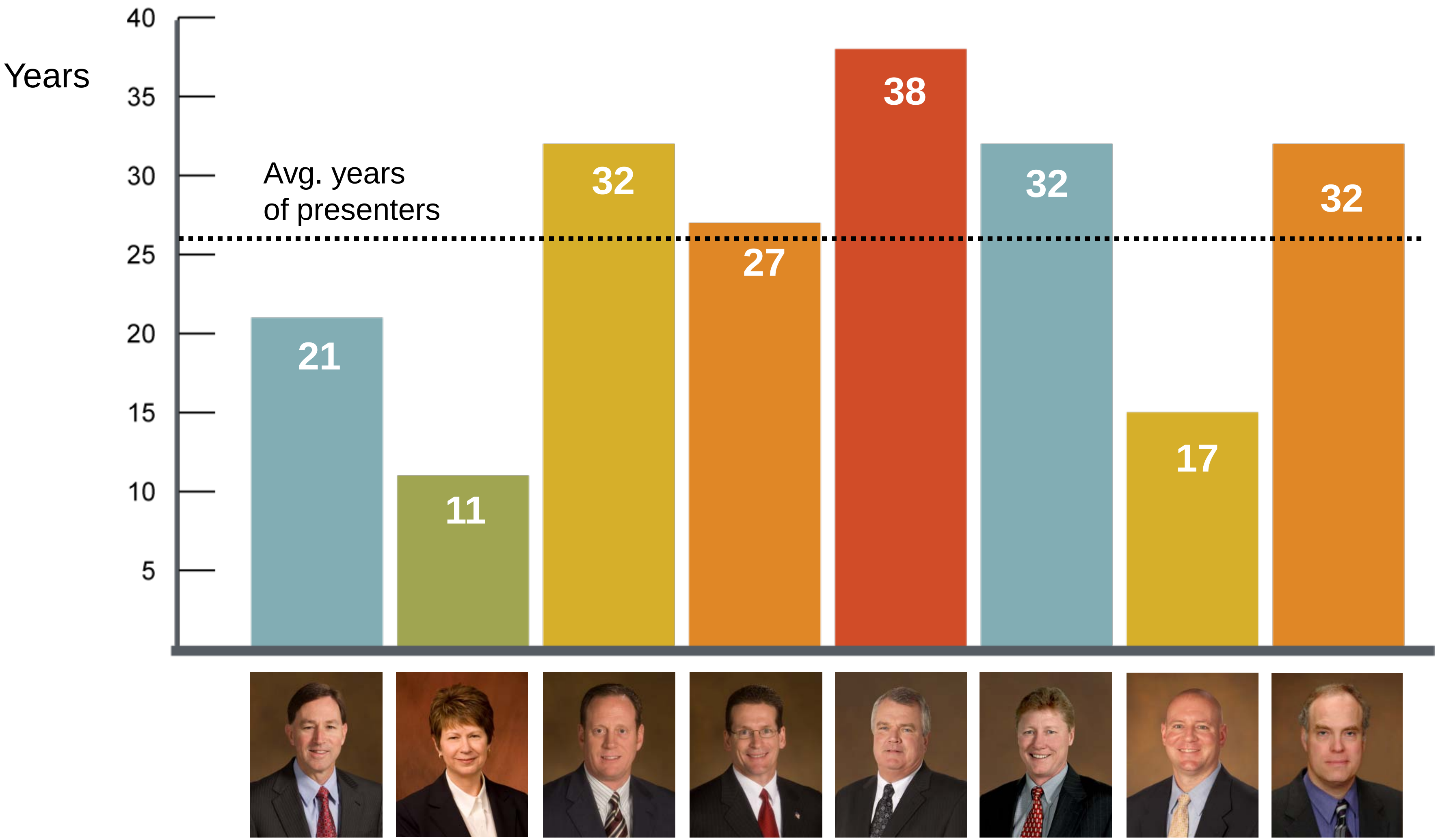
Total Return to Shareholders



Future Success

- Balanced model
- Innovation
- Leading brands
- Dedicated team

Dedicated Team



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Jody Feragen

Executive Vice President and

Chief Financial Officer

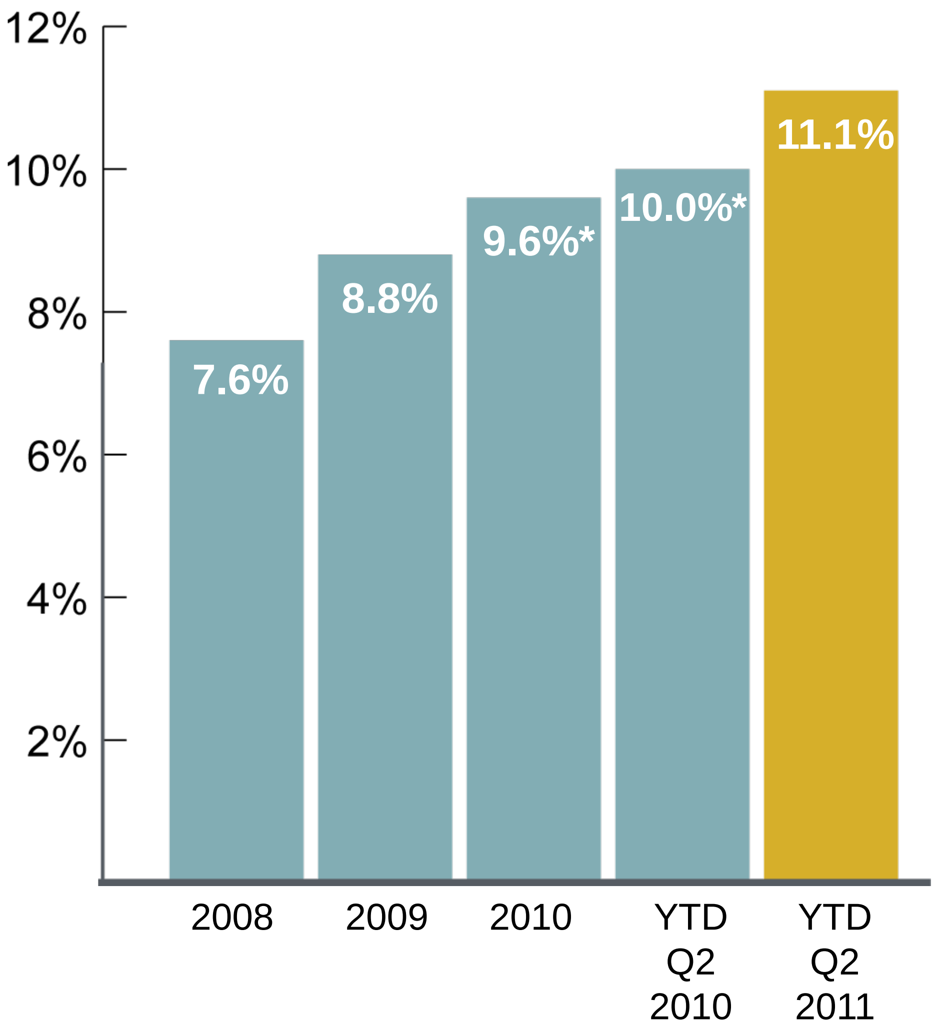
First Half 2011 Results

In millions except per share	2011	2010	Change
Sales	$3,881	$3,427	+ 13%
Tonnage (lbs.)	2,464	2,340	+ 5%
Net earnings per share	$0.95	$0.75*	+ 27%

- Record sales and earnings
  - Sales up in all five business segments

* Adjusted for Valley Fresh Plant closing and tax effect of health care law changes

Segment Operating Margin



First Half 2011

- Favorable
  - Pricing
  - Productivity

- Unfavorable
  - Input costs

* Adjusted for Valley Fresh Plant closing and tax effect of health care law changes

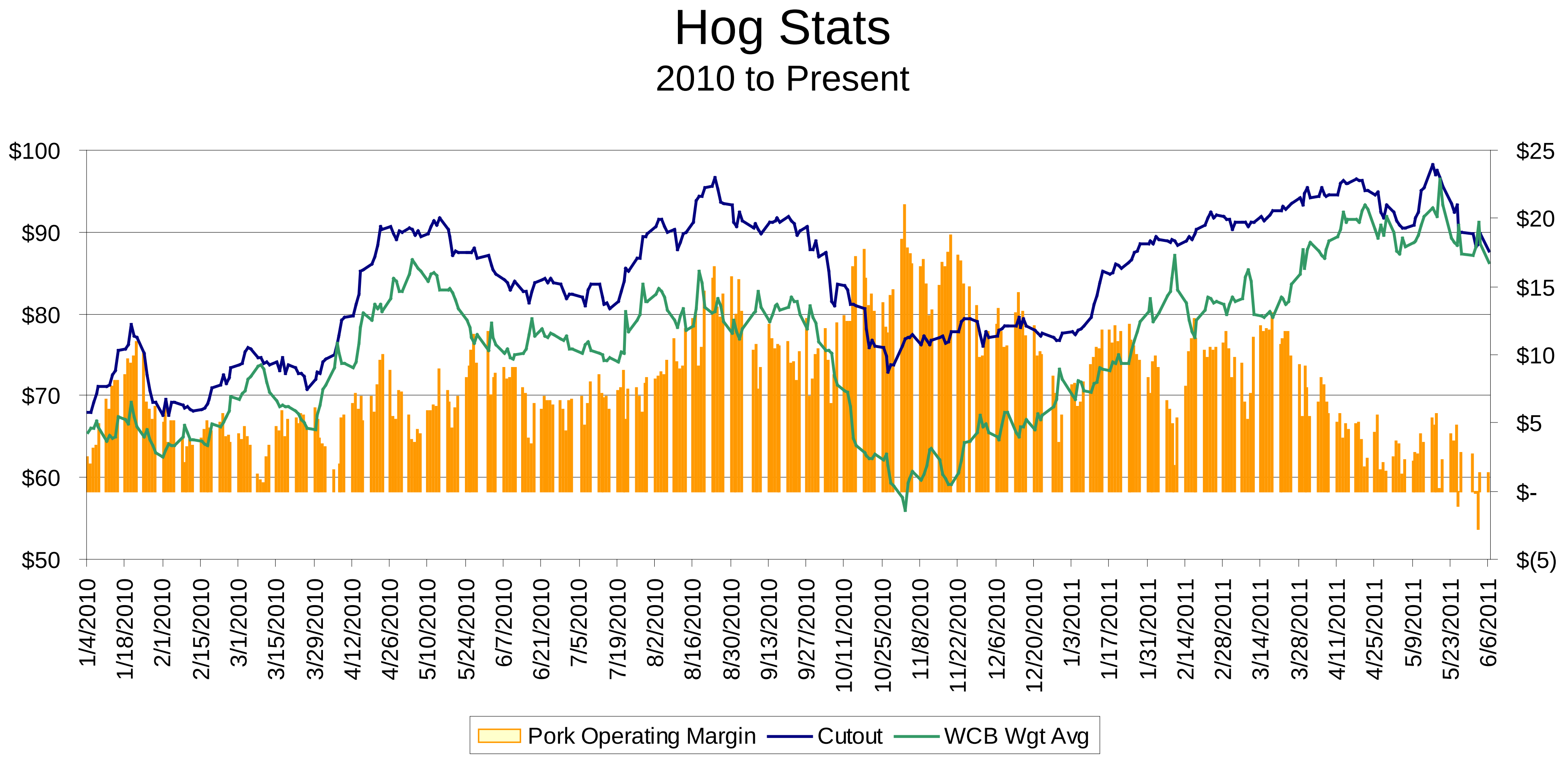
EPS Guidance

- Previously announced $1.62 to $1.68
- New guidance range $1.67 to $1.73
- Pricing & productivity improvements
- Inflation headwinds

Market Conditions

Hogs and Pork	H1 2011 Actual	H2 2011
Hogs	+ 16%	+ 14-16%
USDA Pork Cutout	+ 20%	

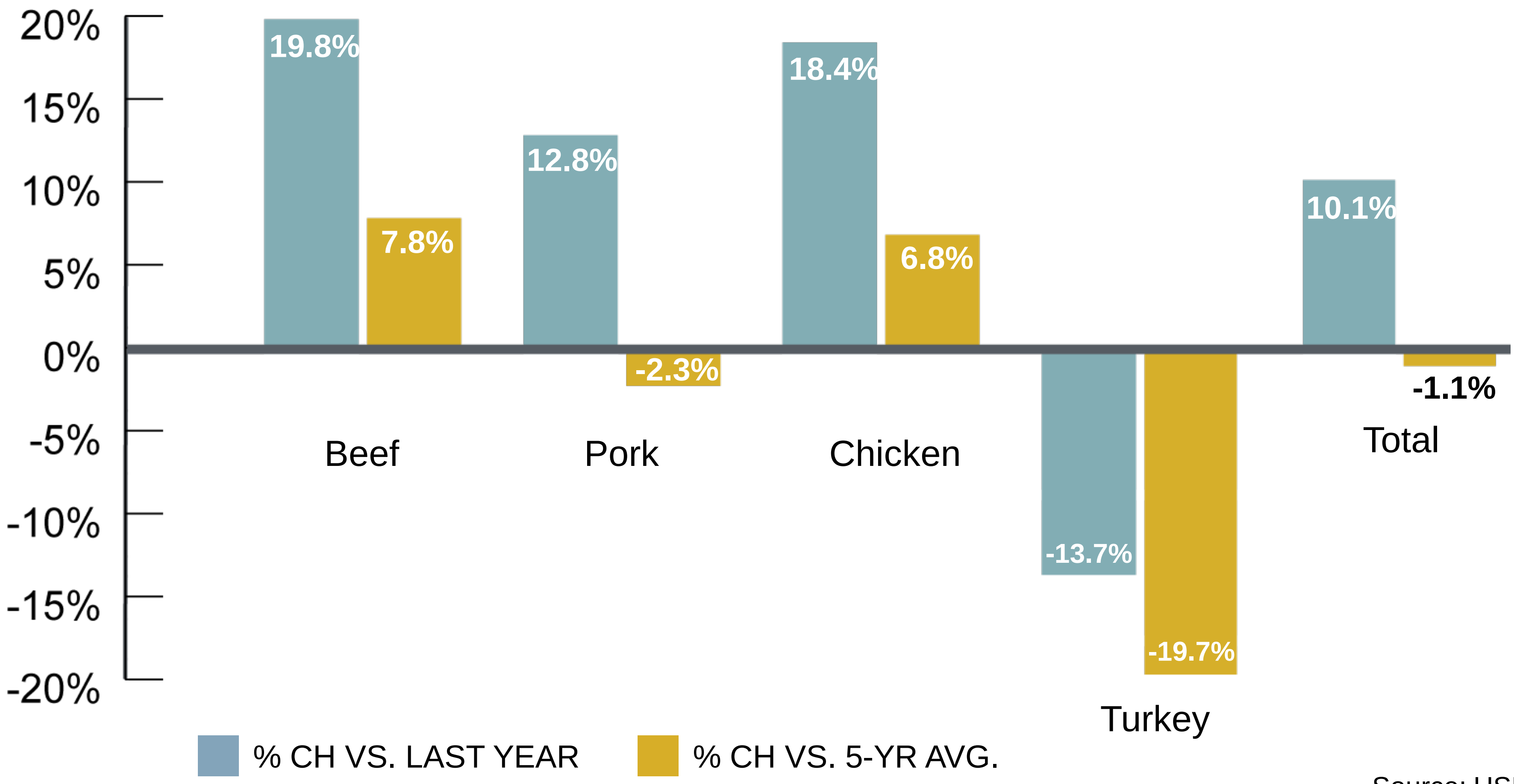
Tighter Pork Margins



Source: USDA

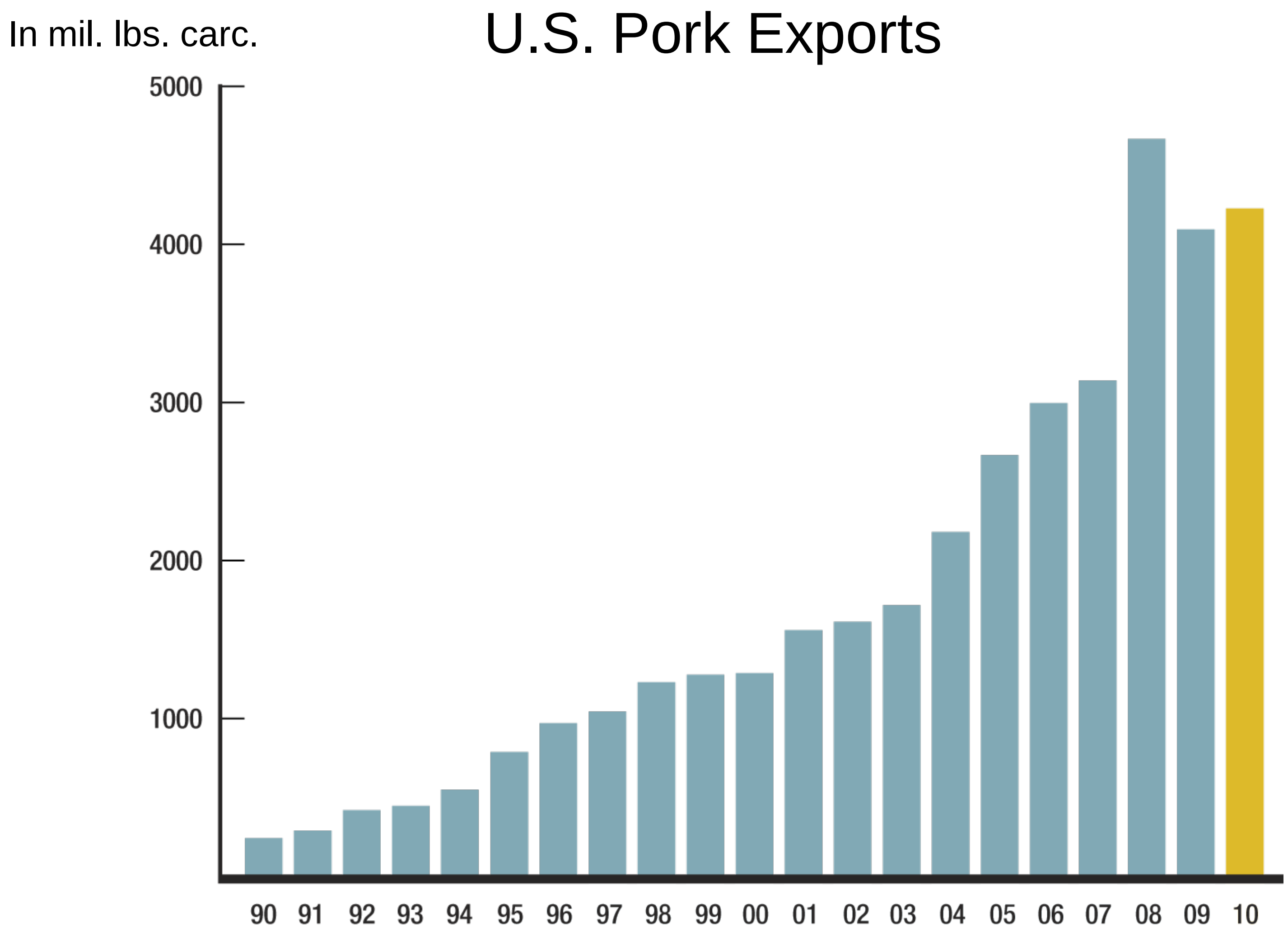
Protein Stocks

April % Change vs. 2010 & 5-YR AVG.



Source: USDA

Pork Exports



Source: USDA Red Meat and Poultry Forecasts, May 17, 2011

Pork Markets

2011 H2

- Key Assumptions
  - Pork production flat
  - Exports up mid single digits
  - Domestic supply down 1-2%

2012

  - Pork production up 1%
  - Exports down low single digits
  - Domestic supply up 1%

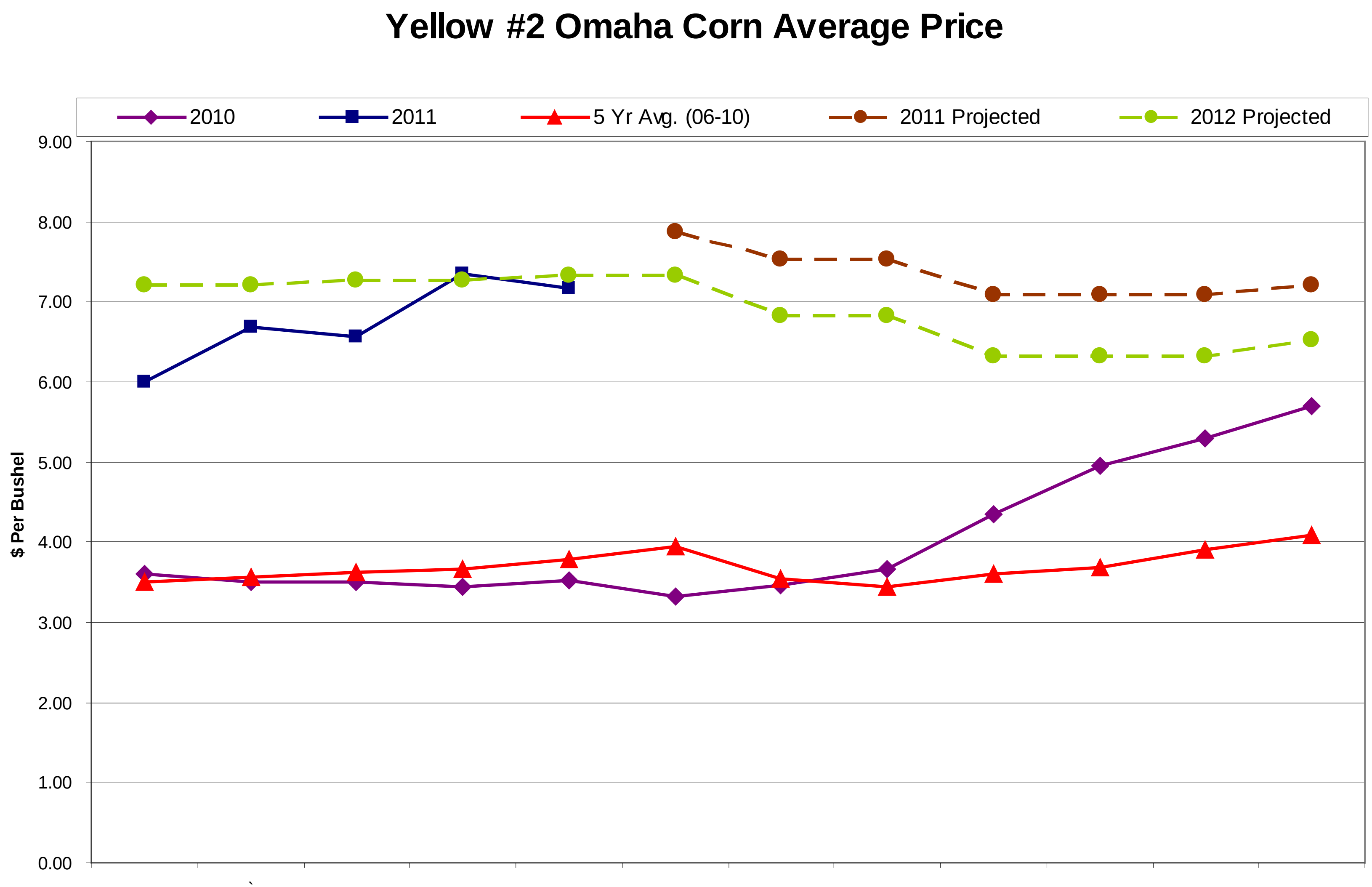
Source: USDA – WASDE June 9, 2011

Market Conditions

Hogs and Pork	H1 2011 Actual	H2 2011
Hogs	+ 16%	+ 14-16%
USDA Pork Cutout	+ 20%	

Headwinds		
Grain (feed):	+ 51%	+ 55-65%
Package/Ingredients:	+ 2%	+ 3-7%

Corn Prices



Source: CBT corn futures prices on June 7, 2011

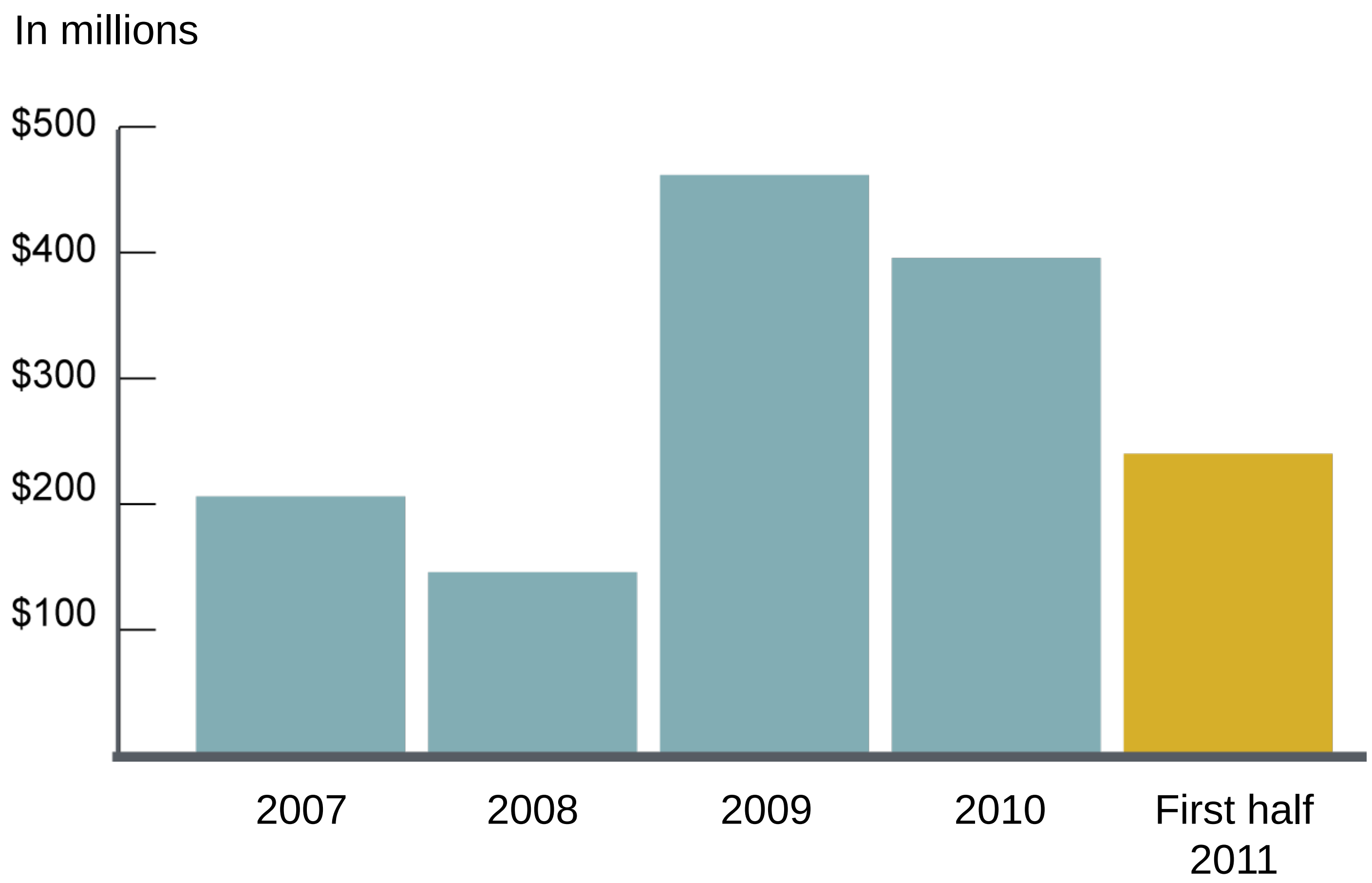
Market Conditions

Hogs and Pork	H1 2011 Actual	H2 2011
Hogs	+ 16%	+ 14-16%
USDA Pork Cutout	+ 20%	

Headwinds		
Grain (feed):	+ 51%	+ 55-65%
Package/Ingredients:	+ 2%	+ 3-7%

Buffers
Hedge positions
Supply chain/operations initiatives
Pricing

Strong Free Cash Flow*



*Cash from Operations - CAPEX = Free Cash Flow

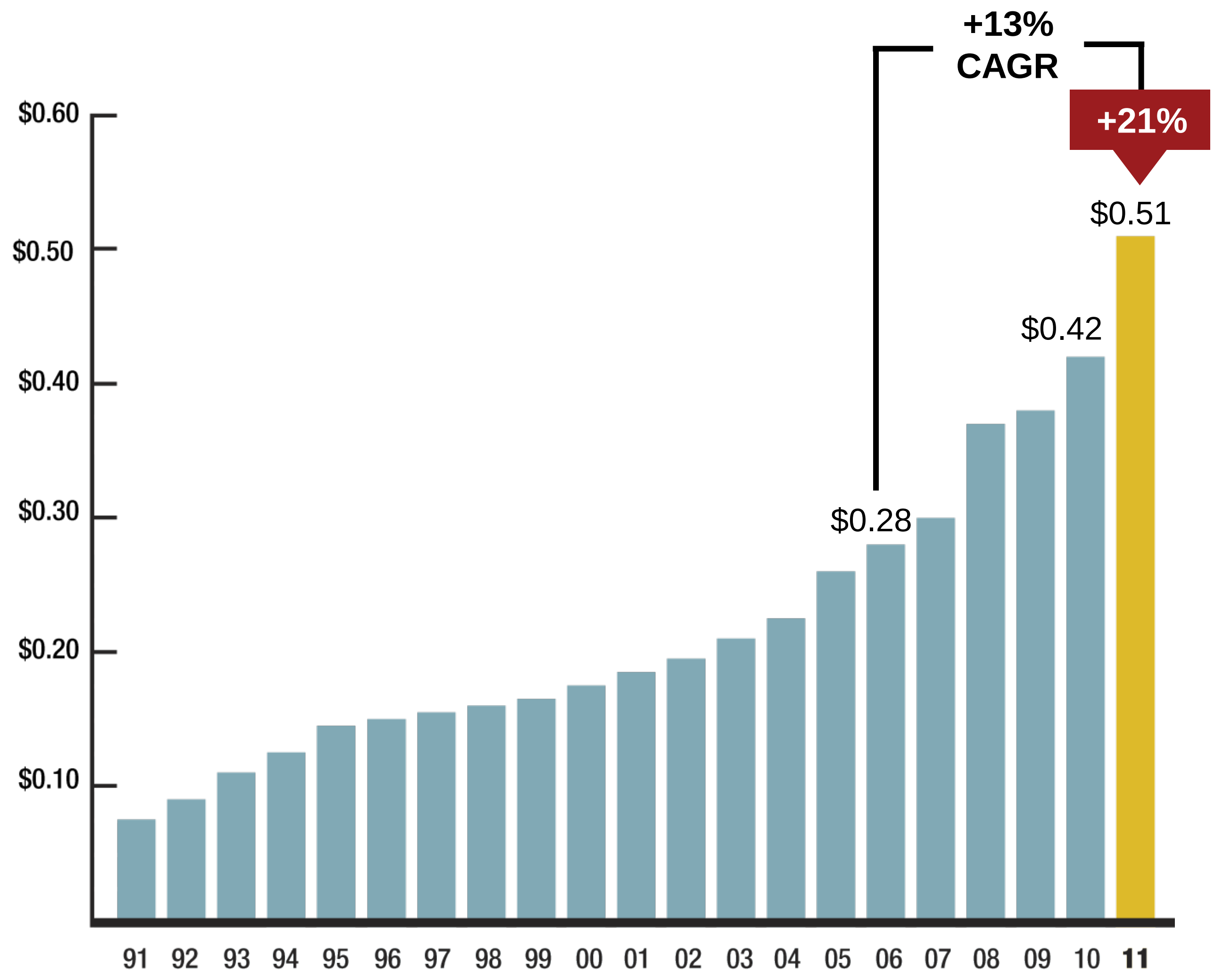
Cash Flow Priorities

- Business Growth
  - Willing to take on debt to fund strategic opportunities
- Dividend Growth
- Share Repurchase

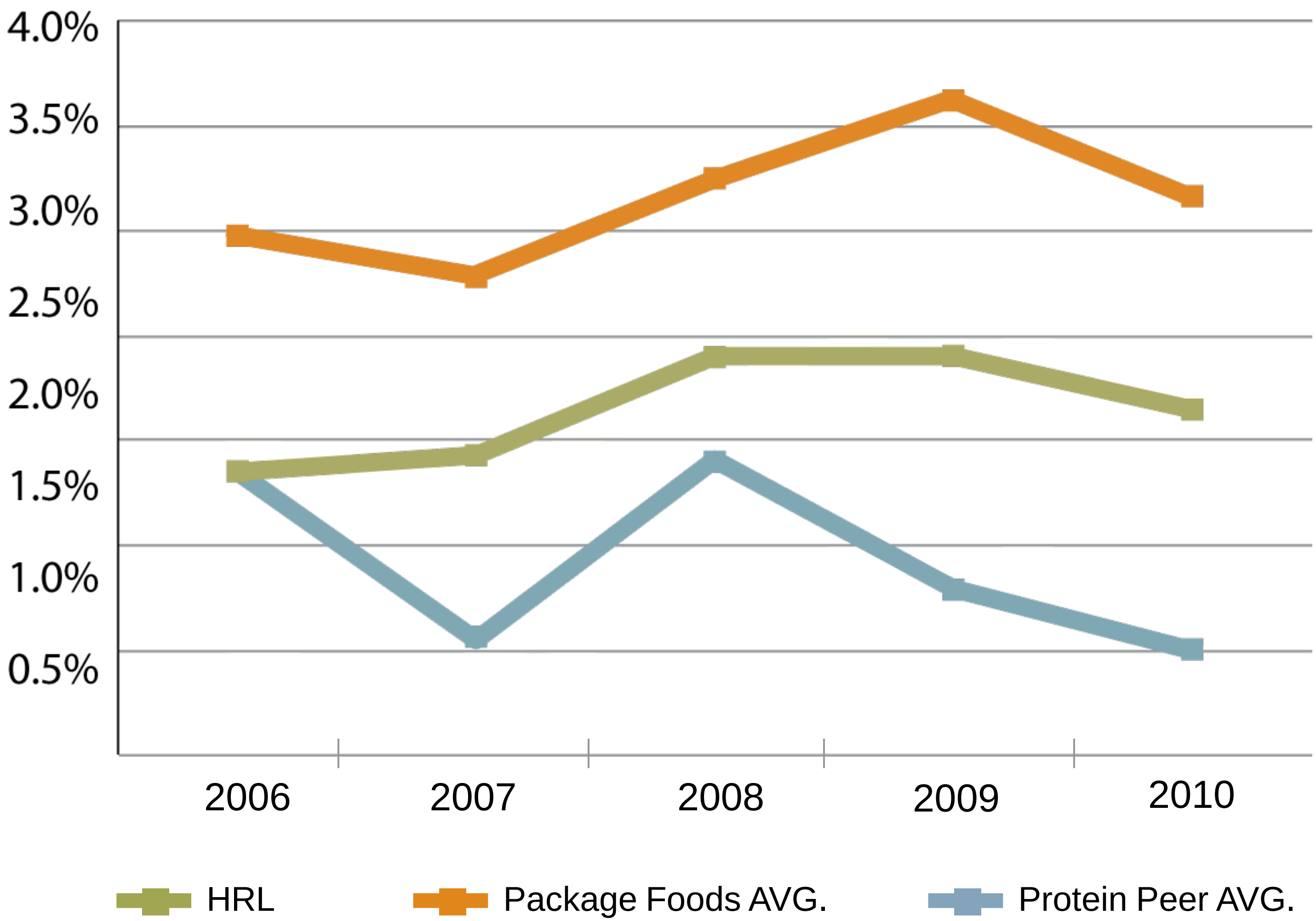
Plan to Maintain Investment Grade Credit Rating and Outlook

Significant Dividend Increase

- Member of S&P 500 Dividend Aristocrats
- 45 Consecutive Years

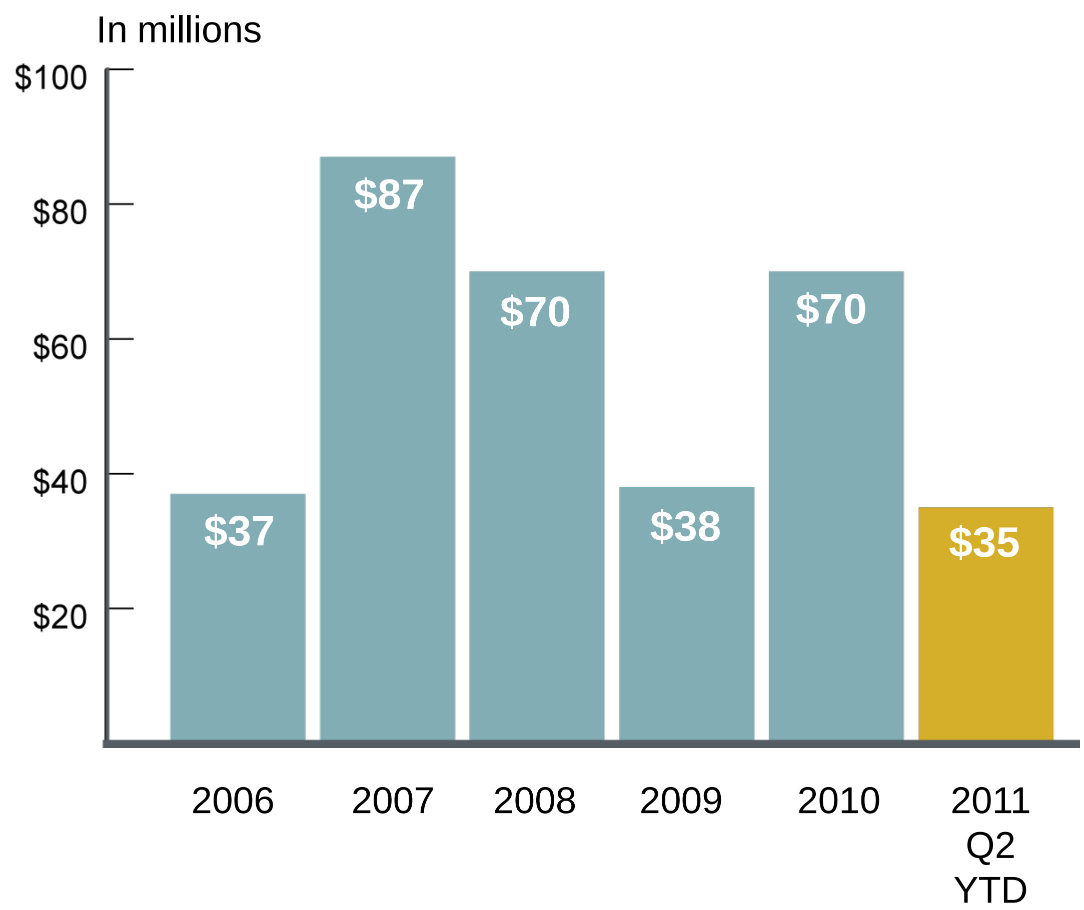


Dividend Yield

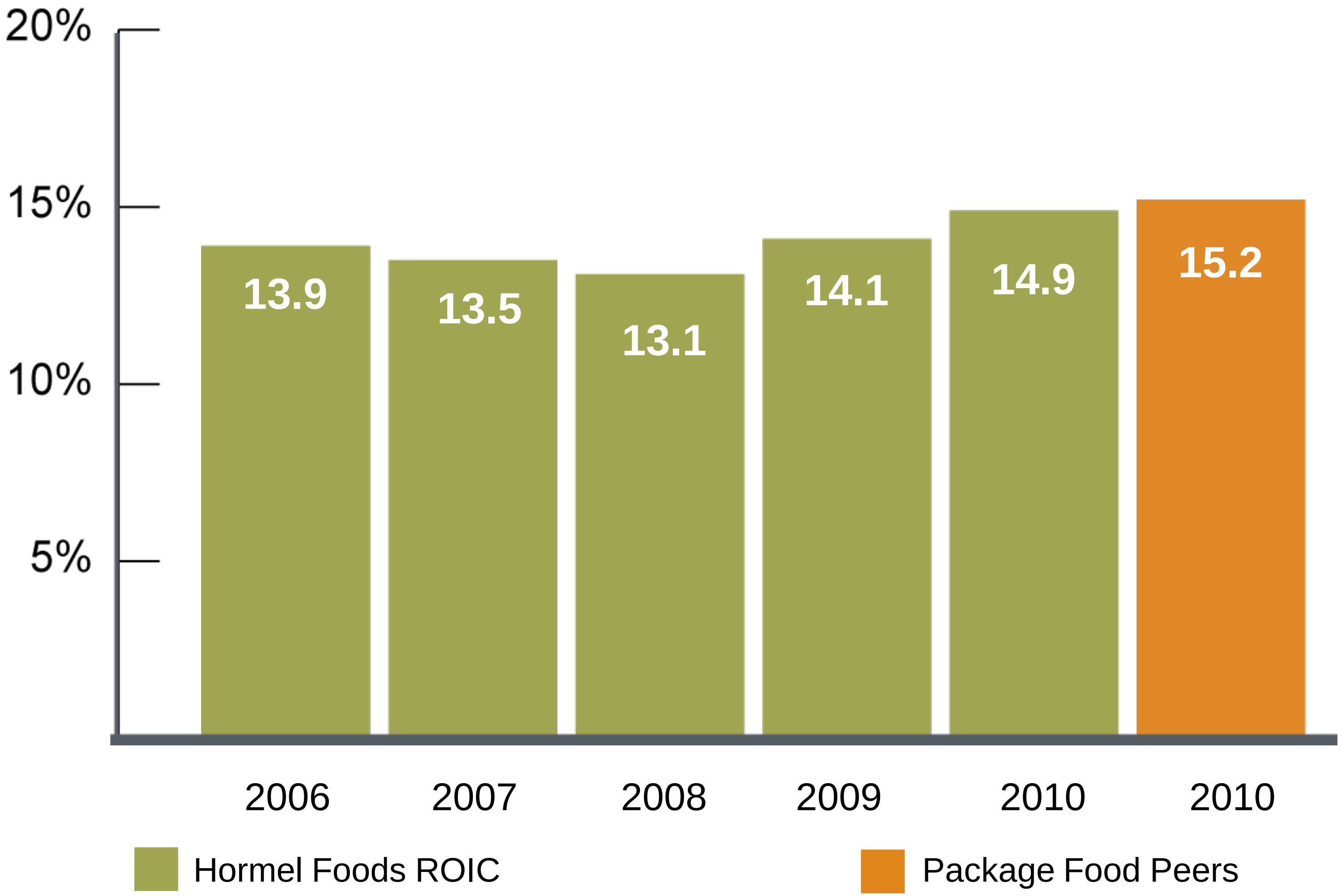


Share Repurchases

- Future levels will reflect opportunistic purchases
- 7.5 million shares remain under current authorization



Return on Invested Capital



Hormel Foods

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Hormel Foods 2011 Investor Day

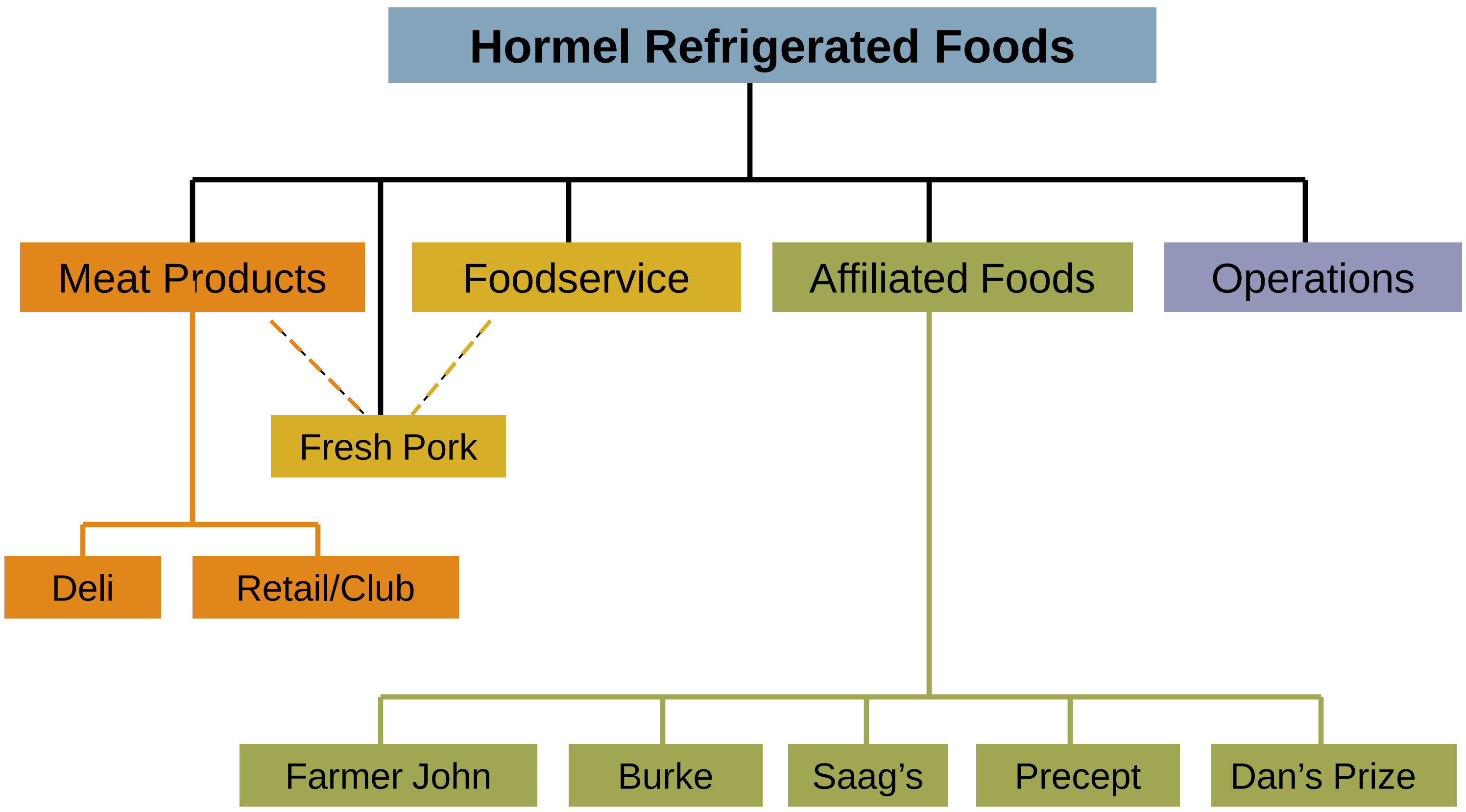
Steve Binder

Executive Vice President,
Refrigerated Foods

Steve Venenga

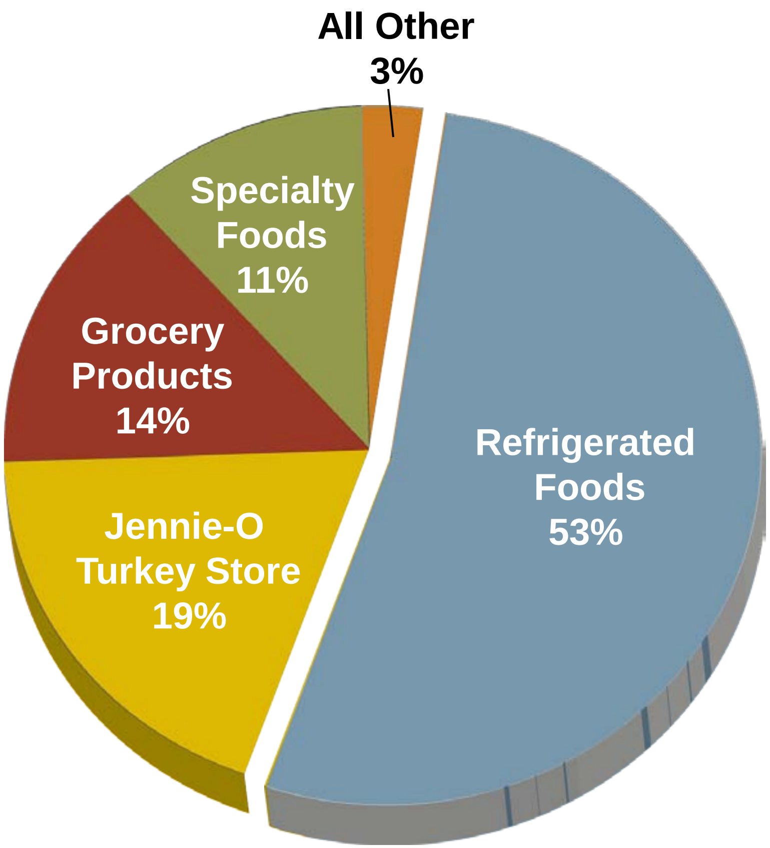
Director of Marketing, Meat Products

Refrigerated Foods
Business Units

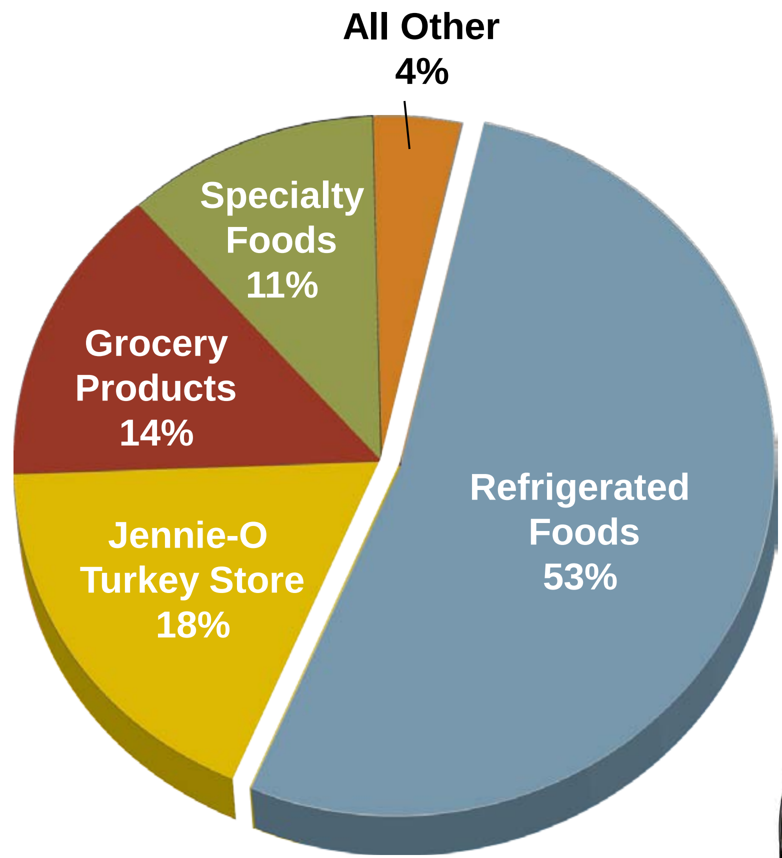


Segment Breakdown

Net Sales 2007

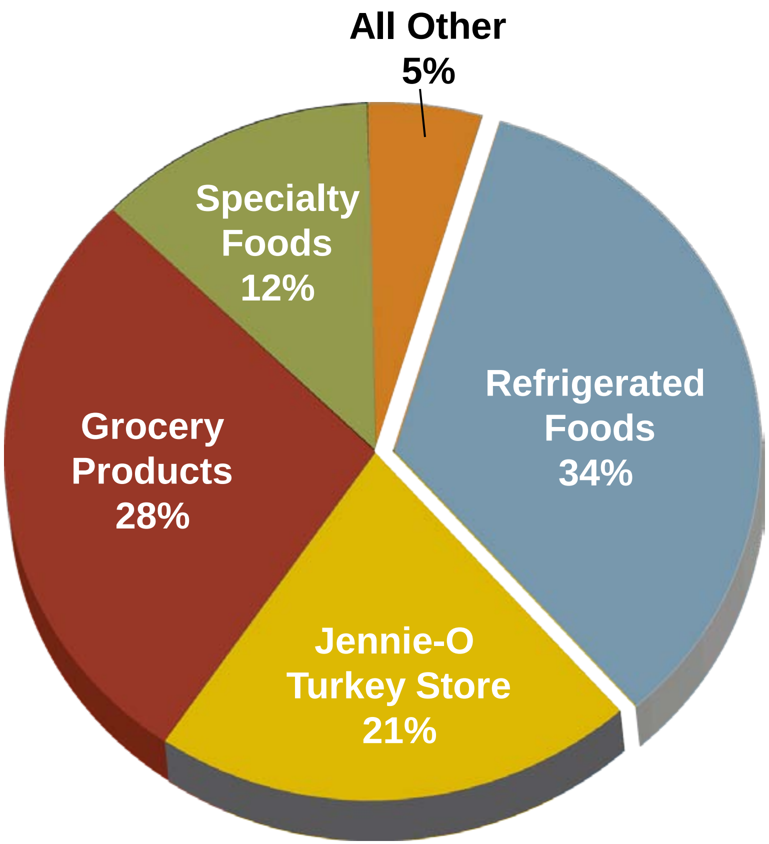


Net Sales 2010

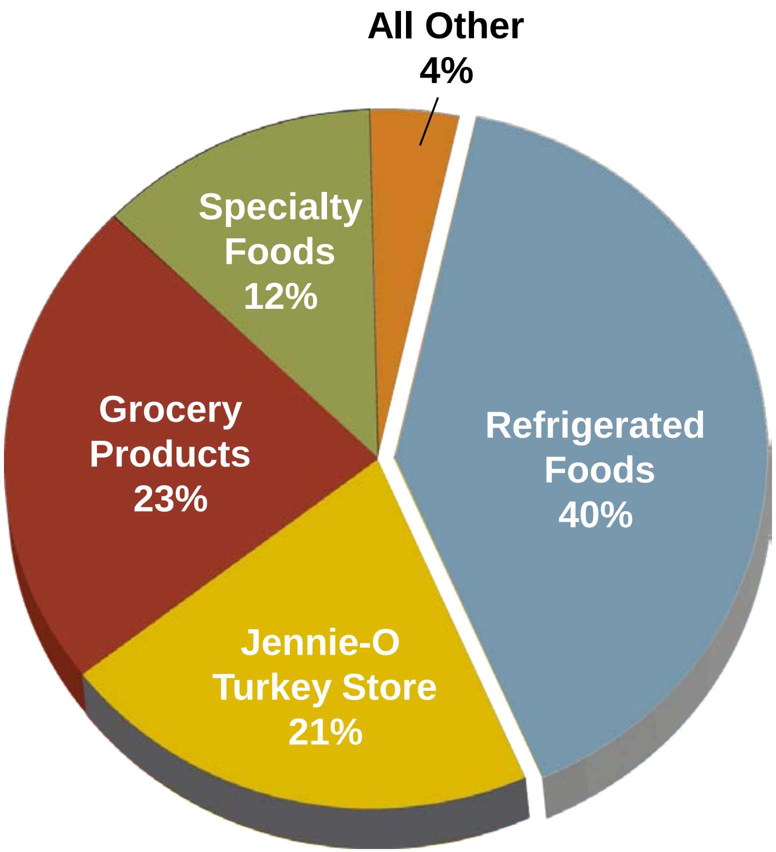


Segment Breakdown

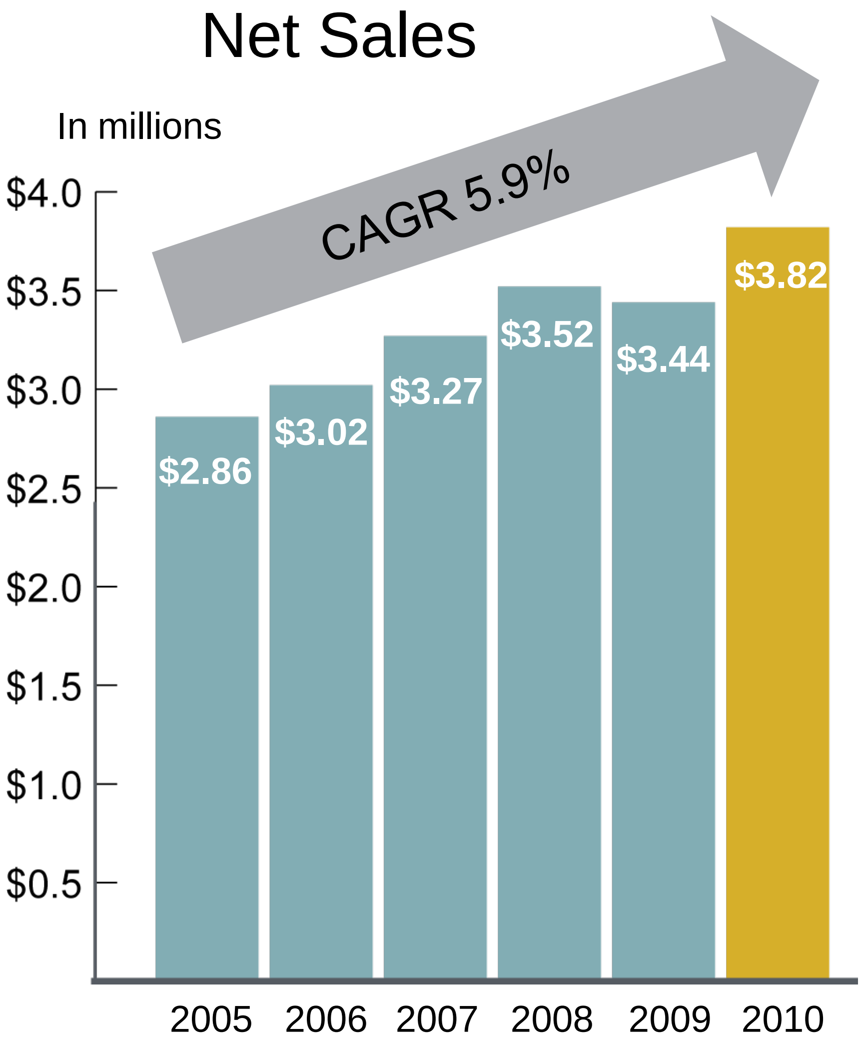
Segment Profit 2007

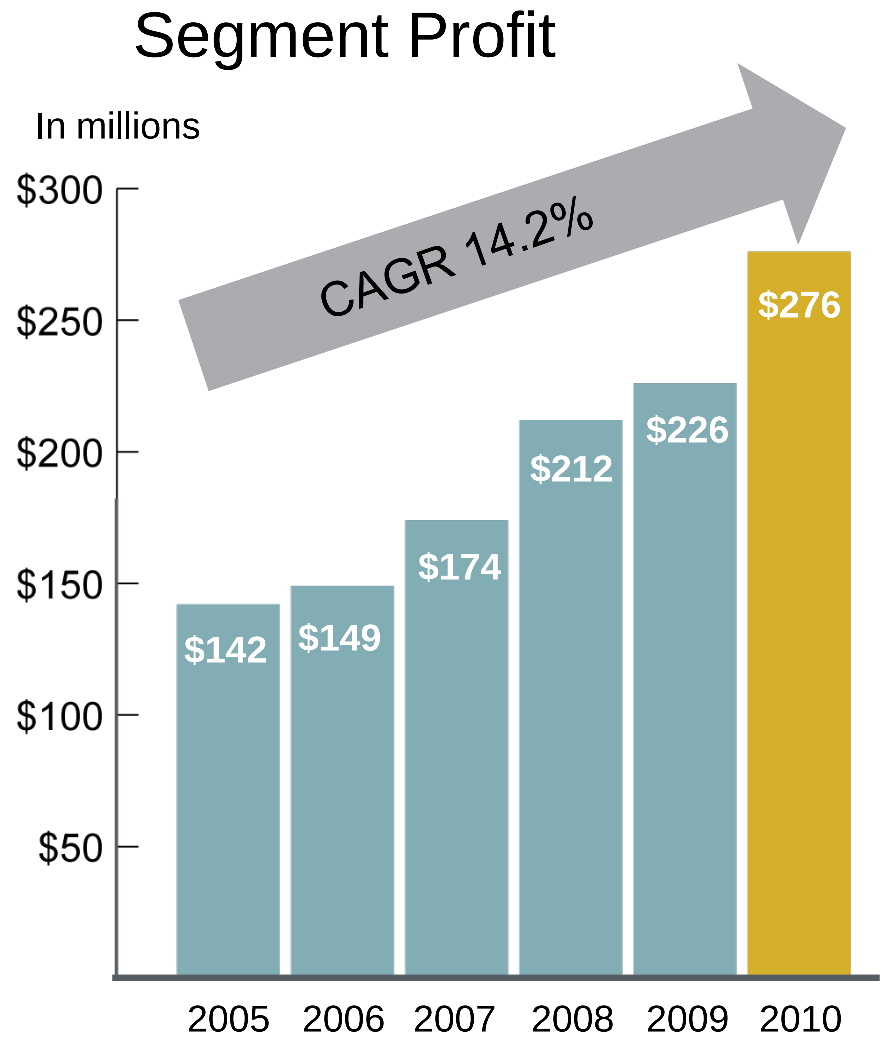


Segment Profit 2010

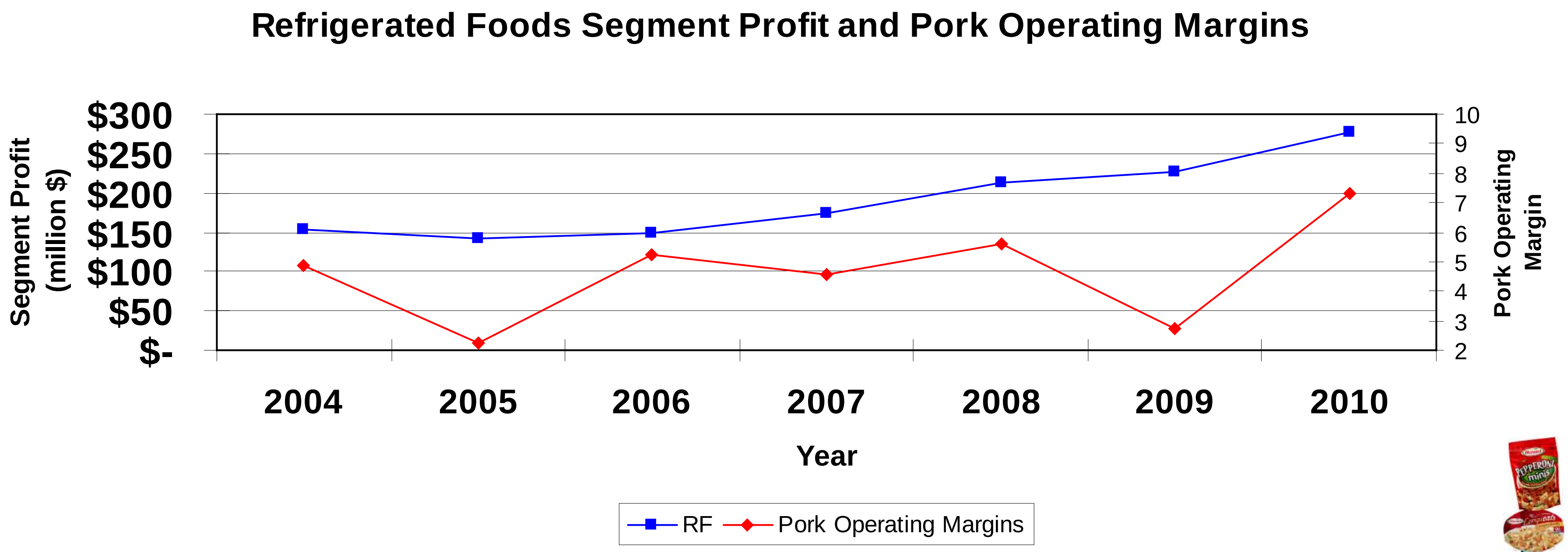


Refrigerated Foods Historical Results

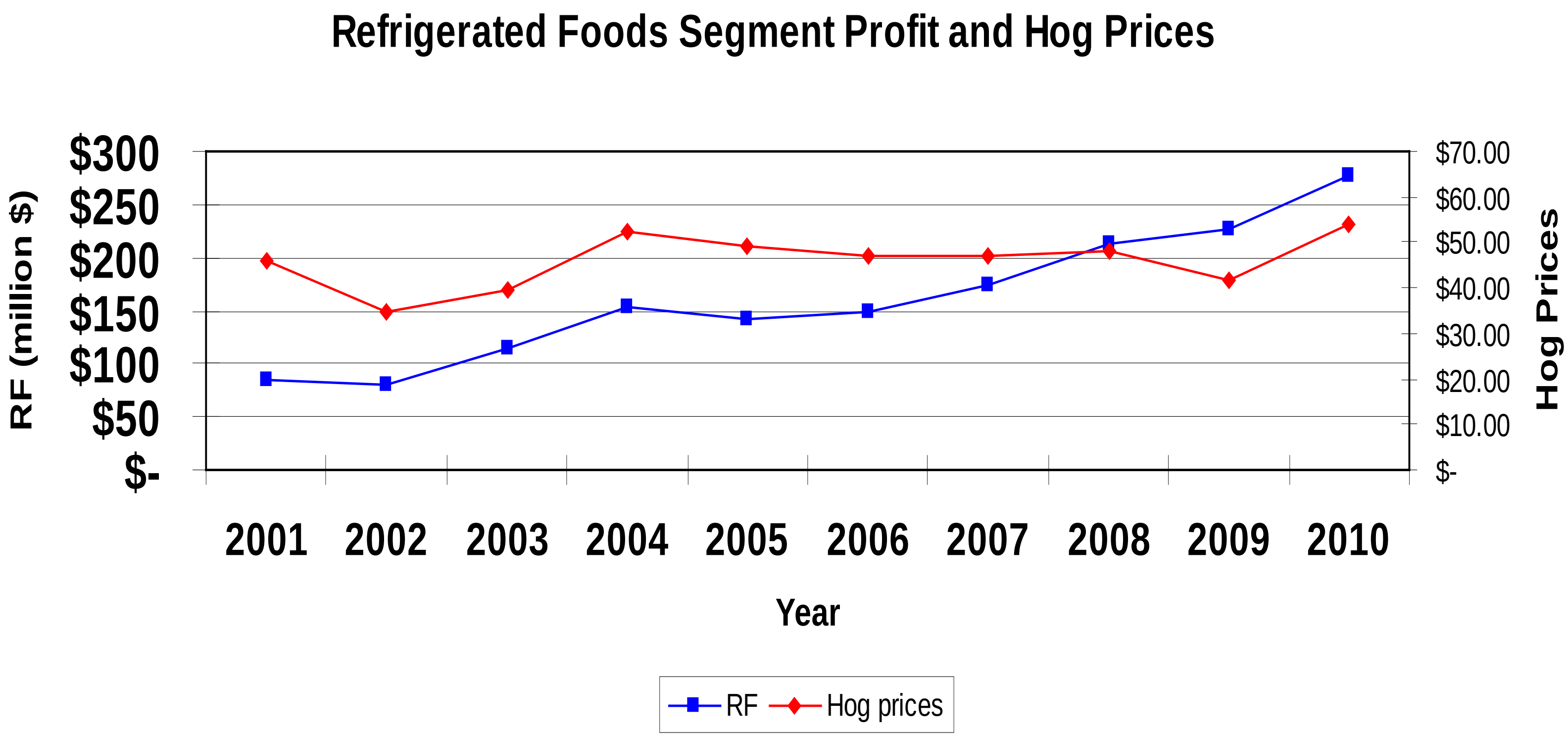




Performance in Volatile Markets



Performance in Volatile Markets

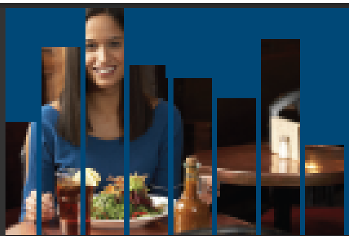


Performance Imperatives

- Drive operational efficiencies
- Grow value-added branded portfolio
- Innovate with relevant products
- Support brand-building efforts

Operational Efficiencies

- Process Improvement
  - Culture of continuous improvement
    - Best of the Best
  - Reliability
  - Sustainability
    - Dow Jones Sustainability World Index
    - Maplecroft CII Benchmark



May 2011

TECHNOMIC

2010/2011 U.S. Foodservice Industry
Food, Alcoholic & Non-Alcoholic Beverages and Non-Foods

Segment	2010 Retail Sales Equivalent ($ Billions)	(Share)	2010 Operator Purchases ($ Billions)	(Share)	2010 Manufacturer Shipments ($ Billions)	(Share)	Potential Contact Points 2010	Nominal Growth 2010R	Nominal Growth 2011F	Real Growth 2010R	Real Growth 2011F
Total Restaurants and Bars	*$386.480*	*66.0%*	*$124.073*	*58.2%*	*$107.969*	*58.4%*	*595,567*	*0.5%*	*2.6%*	*-1.0%*	*-0.8%*
Limited Service Restaurants	192.900	32.9	64.446	30.2	57.991	31.4	309,573	1.9	3.5	0.4	0.0
Full Service Restaurants	174.677	29.8	54.970	25.8	45.914	24.8	247,994	(1.3)	1.5	(2.8)	(1.9)
Bars and Taverns	18.903	3.2	4.658	2.2	4.064	2.2	38,000	0.5	2.0	(1.0)	(1.5)
Total Beyond Restaurants	*$199.144*	*34.0%*	*$89.086*	*41.8%*	*$76.834*	*41.6%*	[illegible]	*1.1%*	*3.1%*	*-0.4%*	*-0.2%*
Retail Hosts	$35.350	6.0%	$18.368	8.6%	$16.404	[illegible]	[illegible]	[illegible]	2.8%	0.2%	-0.7%
Supermarket Foodservice	18.760	3.2	10.986	5.2	9.888	[illegible]	[illegible]	[illegible]	4.5	1.5	1.0
Convenience Stores	10.454	1.8	4.825	2.3	[illegible]	[illegible]	[illegible]	[illegible]	1.0	(1.5)	(2.4)
All Other Retailers	6.137	1.0	2.557	1.2	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	(1.0)	(2.9)
Travel & Leisure	$58.666	10.0%	$18.599	8.7%	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	2.0%	0.5%
Recreation	20.318	3.5	6.814	3.2	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	(4.0)	(2.0)
Lodging	32.774	5.6	9.678	4.5	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	5.9	2.4
Transportation	5.573	1.0	2.107	1.0	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	2.0	(1.9)
Business & Industry	$13.203	2.3%	$7.138	3.3%	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-3.5%	-1.0%
Education	$30.848	5.3%	$16.122	7.6%	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	1.1%	1.4%
Primary/Secondary Schools*	17.288	3.0	9.448	4.4	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	0.5	0.6
Colleges/Universities	13.560	2.3	6.674	3.1	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	2.0	2.5
Healthcare	$21.808	3.7%	$11.070	5.2%	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-0.1%	-0.4%
Hospitals	10.063	1.7	4.634	2.2	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	0.5	0.5
Long-Term Care	6.534	1.1	3.517	1.6	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	(2.5)	(3.4)
Senior Living	5.211	0.9	2.920	1.4	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	2.0	1.5
All Other	$39.269	6.7%	$17.789	8.3%	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-4.7%	-1.5%
Vending/Office Coffee Service	20.881	3.6	9.559	4.5	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	(6.5)	(2.5)
Caterers	5.787	1.0	1.984	0.9	1.642	[illegible]	[illegible]	[illegible]	[illegible]	(3.0)	0.0
Military*	3.597	0.6	2.012	0.9	1.811	[illegible]	[illegible]	[illegible]	[illegible]	2.0	1.0
Corrections*	4.095	0.7	2.252	1.1	2.026	1.1	[illegible]	(2.0)	(0.5)	(3.4)	(1.5)
Other Segments	4.908	0.8	1.984	0.9	1.774	1.0	24,500	(1.5)	3.5	(2.0)	0.0
TOTAL FOODSERVICE	*$585.624*	*100.0%*	*$213.159*	*100.0%*	*$184.803*	*100.0%*	*1,038,527*	*0.7%*	*2.8%*	*-0.8%*	*-0.6%*

Source: Technomic, Inc.

( ) = Decline. R = revised. F = forecast.

Note: Nominal growth assumes menu price inflation rate of 1.5% for 2010 and 3.5% for 2011. Numbers may not add due to rounding. Forecasts and numbers subject to change. Data may not be comparable to previous editions of this chart due to restatement, resegmentation, and revisions.

*Segment uses special "government" inflation rate of 1% for 2011.

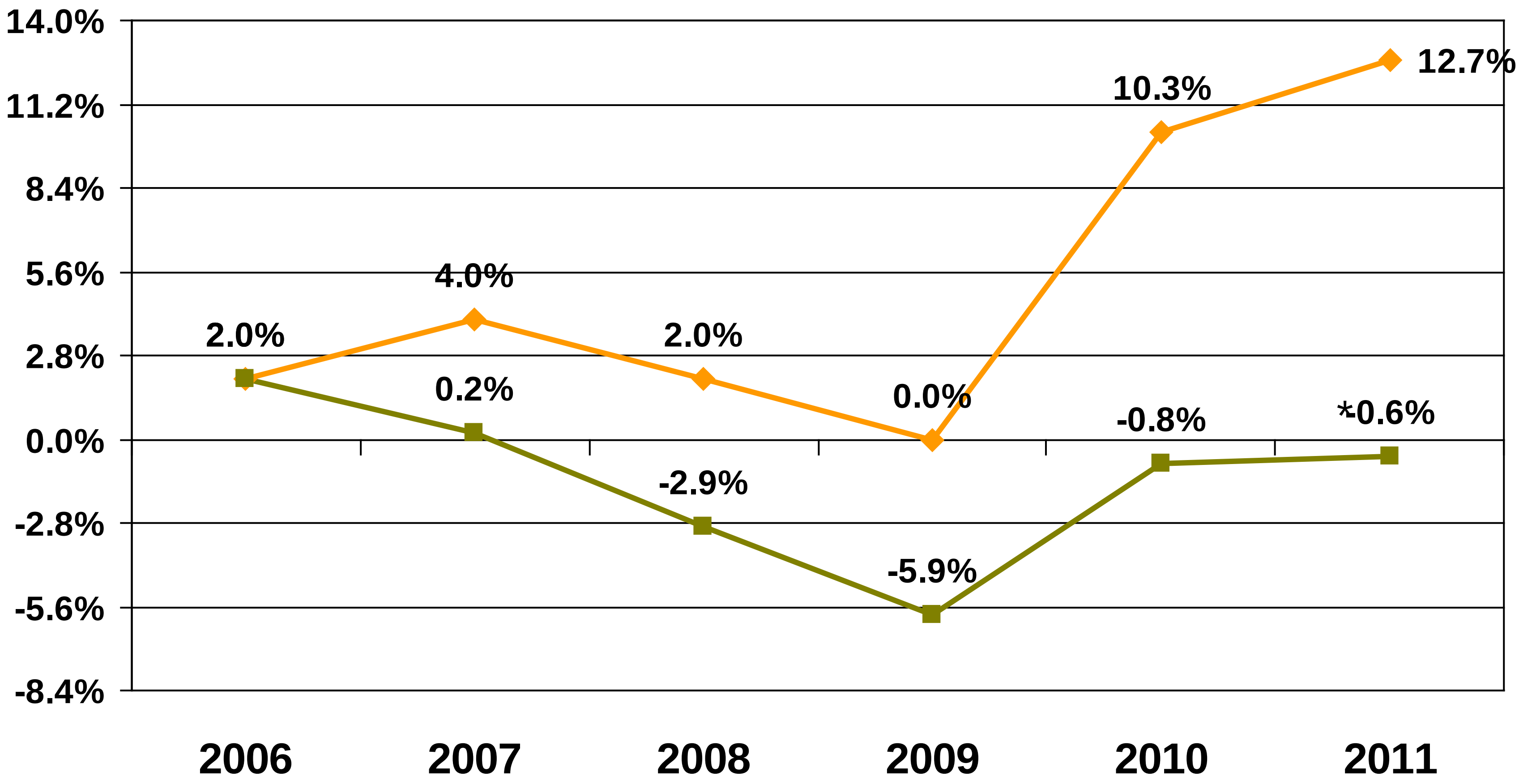
Note: The data shown does not reflect the impact of changes in portion sizes and/or sales mix.

300 South Riverside Plaza, Suite 1200, Chicago, Illinois 60606 ph. 312-876-0004 fx. 312-876-1158 foodinfo@technomic.com technomic.com

Real Industry Growth
2010: -0.9%
2011: -0.6%

Balance.

Hormel Foodservice Branded Growth



* 2011 Foodservice Industry Real Growth Forecast

Hormel Foodservice Sales Growth

Foodservice Industry Real Growth – Source: Technomics, Inc.

Hormel® Natural Choice®

Deli Sandwich Meats

<u>Hormel® Natural Choice® Net Sales</u>

2009 Full Year Index	**148%**
2010 Full Year Index	**138%**
2011 H1 Index	**135%**

Austin Blues® Barbeque

Austin Blues*® *Net Sales

2009 Full Year Index	**98%**
2010 Full Year Index	**111%**
2011 H1 Index	**115%**

CAFÉ H® Ethnic Meats

Today's Flavors Made Simple™

CAFÉ H ® Net Sales

2009 Full Year Index	**99%**
2010 Full Year Index	**125%**
2011 H1 Index	**124%**

Hormel® Pepperoni

<u>Hormel® Pepperoni Net Sales</u>

2009 Full Year Index	**108%**
2010 Full Year Index	**109%**
2011 H1 Index	**125%**

Foodservice
Growth Segment Expansion

C/U

Hospital

Retirement Center

Military

C-Store

Meals on Wheels

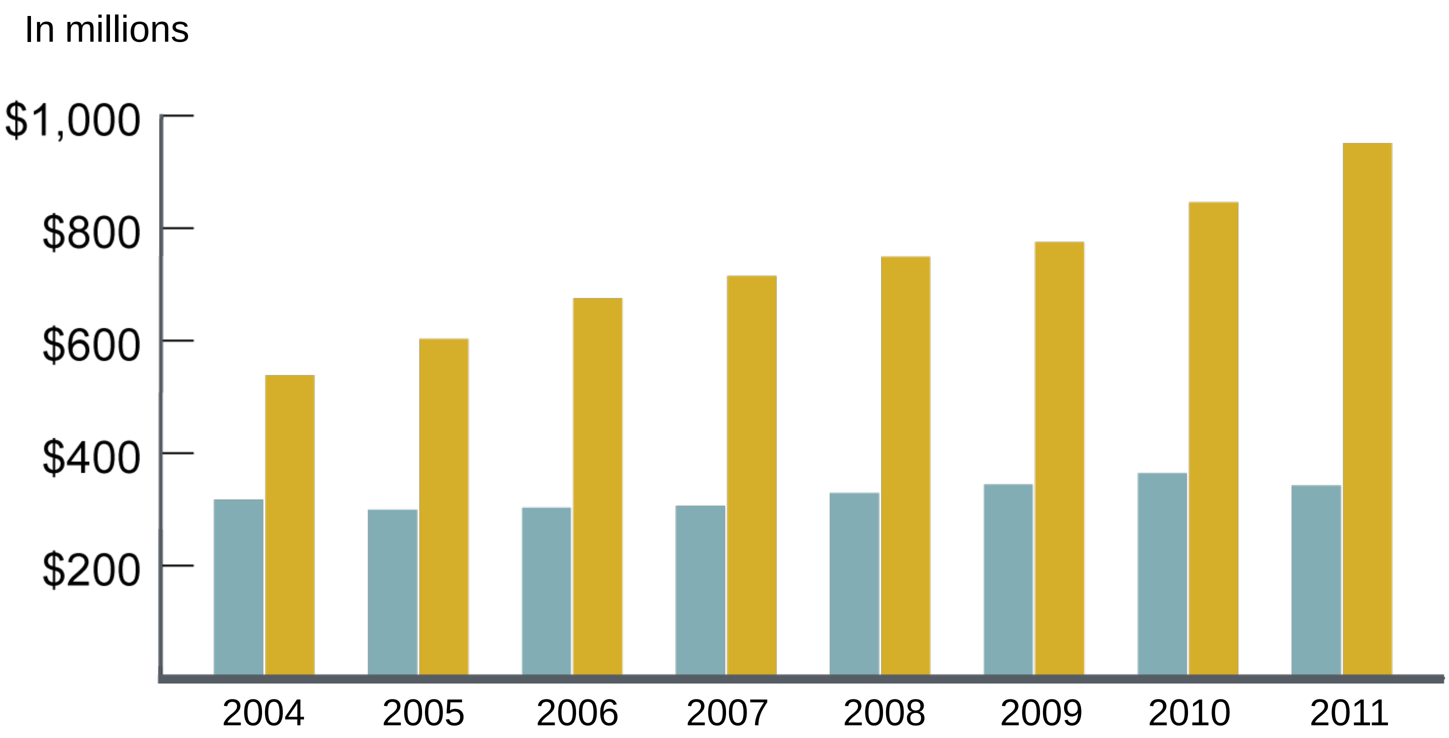
Sales and Volume Across the Branded Portfolio Remain Strong

Product 12 Week End 04/30/2011	Brand Eq	Brand $	Baseline Chg vs YA	Incremental Chg vs YA
Hormel® Natural Choice®	↑	↑	↑	↑
Hormel® Pepperoni	↑	↑	↑	↓
Hormel® Party Trays	↑	↑	↑	↑
Lloyd's® BBQ Tubs	↑	↑	↑	↓
Lloyd's® BBQ Ribs	↓	—	↓	↑
Hormel® Traditional Entrees	↑	↑	—	↑
Hormel® Sides	↑	↑	↑	↓
Hormel® Always Tender®	↑	↑	↑	↑
Hormel® Bacon	↑	↑	↑	↑

•Nielsen syndicated Total U.S. $2MM 12 Weeks thru 04/30/2011

Our Mix is Shifting

Net Revenue Mix: High Value vs. Supply Chain

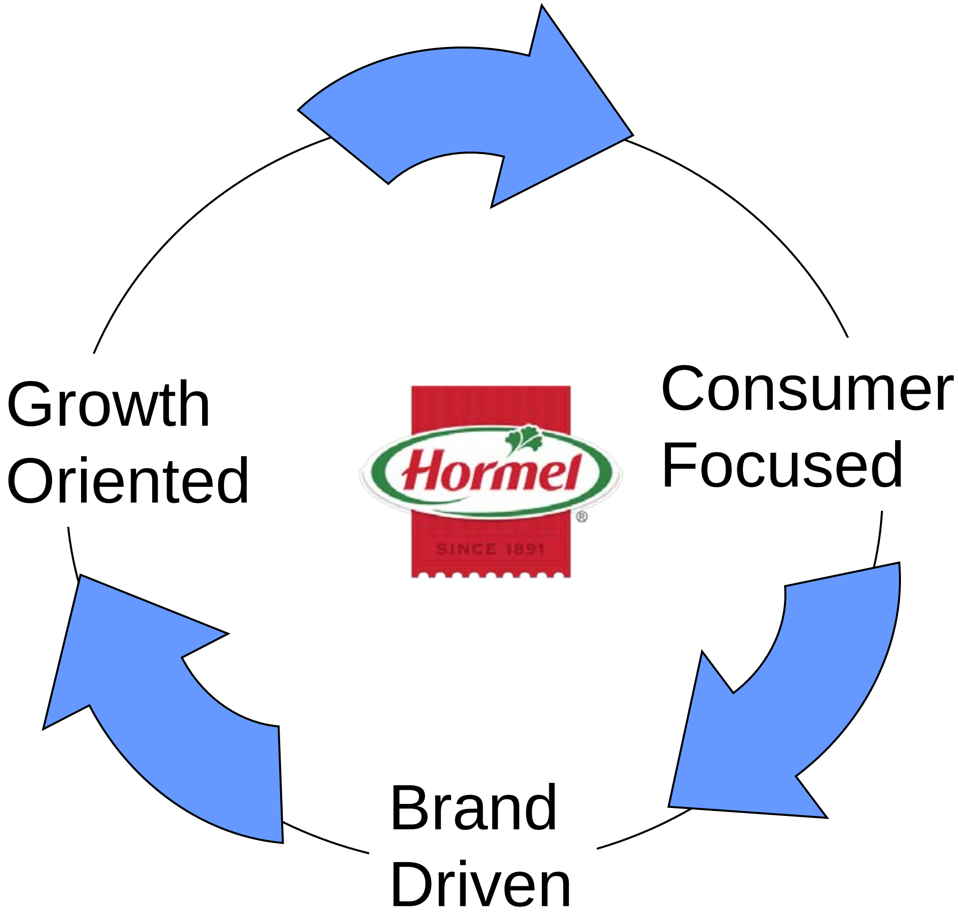


Meat Products
5Y CAGR = 7%

High Value 5Y CAGR = 9%

Supply Chain 5Y CAGR = 3%

Our High Level Strategy…



A Portfolio of Leading Brands

Over 75% of Refrigerated Foods brands have #1 or #2 market share positions in their category

Refrigerated Entrees

We are Accelerating the Growth of *Hormel*® Pepperoni…

- Consumer Insights
  - Fun foods
  - Healthy snacks
  - Versatility

Driving Consumer Relevant Product Innovation

- Pizza
- Snacking
- Ingredients

All Backed By A Consumer Campaign Focused On Gatekeeper Mom

Digital

TV

"Want to make meals more fun?"

Print

In-store

HORMEL® Pepperoni Commercial

Serving Up Results

Hormel® Pepperoni

Household Penetration
+2.6 pts

Purchase Frequency
+13%

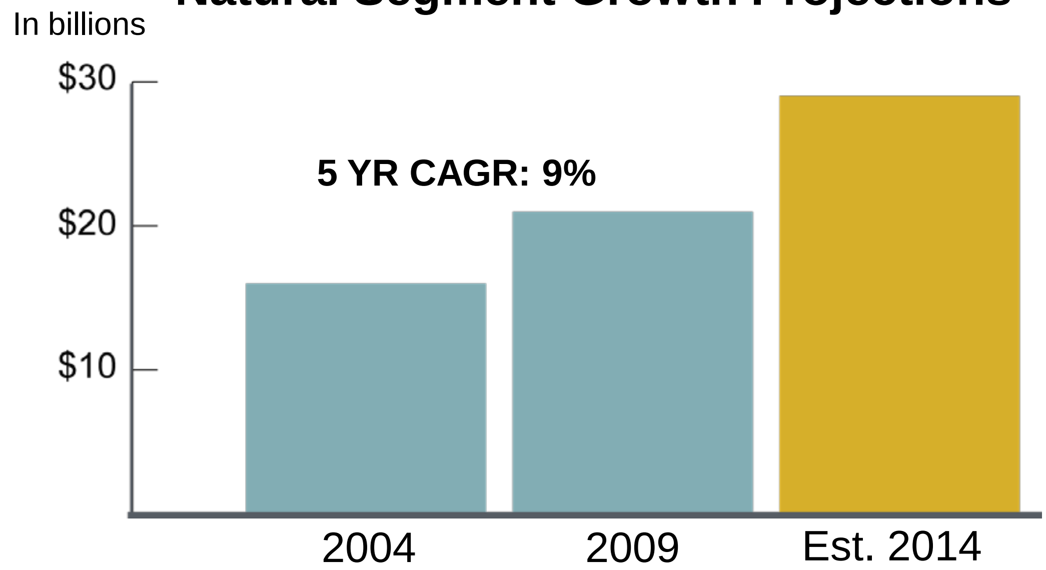
Buy Rate
+10%

Nielsen Scantrack 52 Week End 04/30/11
Nielsen Panel 52 Week End 12/25/10

We are Accelerating the Growth of *Hormel®* *Natural Choice®* Deli Sandwich Meats

- Consumer insights
  - Health trend
  - Taste ***and*** health

Natural Segment Growth Projections



Source: AC Nielsen Label Trends Report, 2010

Driving Consumer Relevant Product Innovation

- 100% natural
- Increased variety
- More sustainable

100% Recycled Paperboard

Investing in Advertising and Consumer Support to Drive Awareness

"Do you have to go all out to go all natural?"

In-Store

TV

FSI

Magazine

HORMEL® NATURAL CHOICE®
Commercial

Balance.

Serving Up Results

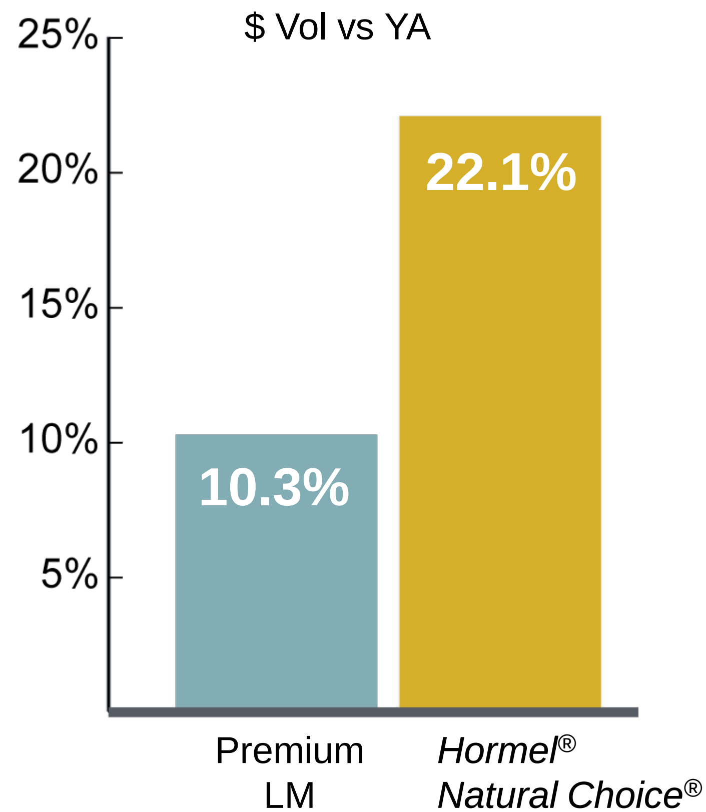
Hormel® *Natural Choice®* Deli Sandwich Meats

Household Penetration
+1.5 pts

Distribution
+2.2%

Growing faster than category

Sales

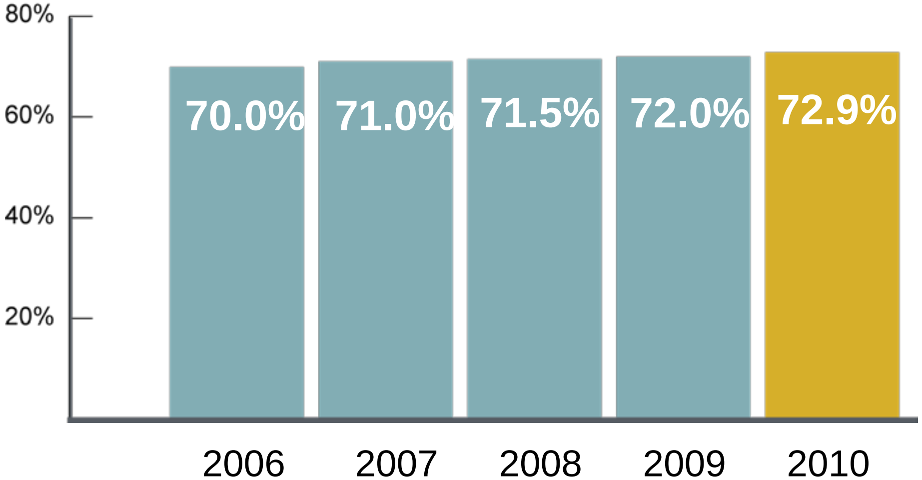


Source: AC Nielsen Scantrack, 52 weeks ending 4/30/2011

Transforming from Meats to Meals

- Dinner Prep Time
  - 62% of meals prepared and eaten at home have prep time of 6 minutes or less

Meals at Home



Source: The NPD Group's National Eating Trends® and CREST® services

Country Crock™ Side Acquisition Exceeding Expectations

- Negative sales trends reversed and growing
- HHP up 0.4pts
- 1+1=3

Nielsen Scantrack 12 Week End 4.30.2011
and panel 52 w/e 3/26/11

“Meats to Meals”
Investing in Consumer Support

Serving up Results

Hormel® Refrigerated Entrees & Sides

Net Sales Growth
+2.5%

Entrees #1 Share
+3.6%

Lloyds Tub #1 Share
+0.4%

Nielsen Scantrack 12 Week End 4.30.2011

We are Accelerating the Growth of *Hormel*® Party Trays

- Consumer Insights
  - Casual gatherings
  - Reduce prep time
  - Multiple occasions
  - Variety

New Seasonal Trays Are Providing Incremental Sales

Casual Gatherings	Family Snacking	Formal Gatherings	Seasonal
			
			

Serving Up Results

Hormel® Party Trays

Household Penetration
+1.2 pts

Distribution
Year Round

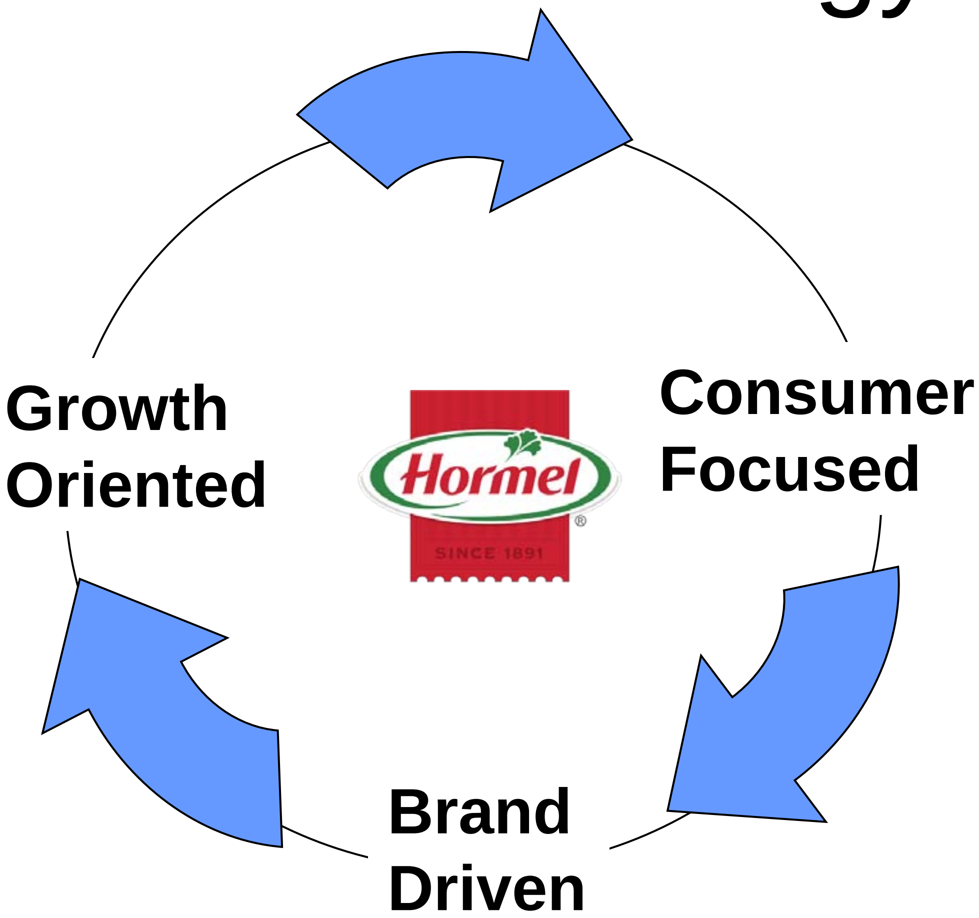
Increased Number of Items on Shelf

Nielsen Panel 52 Week End 3/29/11

Consumer Focus

Brand Driven

Growth Strategy



Balance.

Hormel Foods 2011 Investor Day

Bob Tegt

Group Vice President, Hormel Foods

President, Jennie-O Turkey Store

Jennie-O Turkey Store

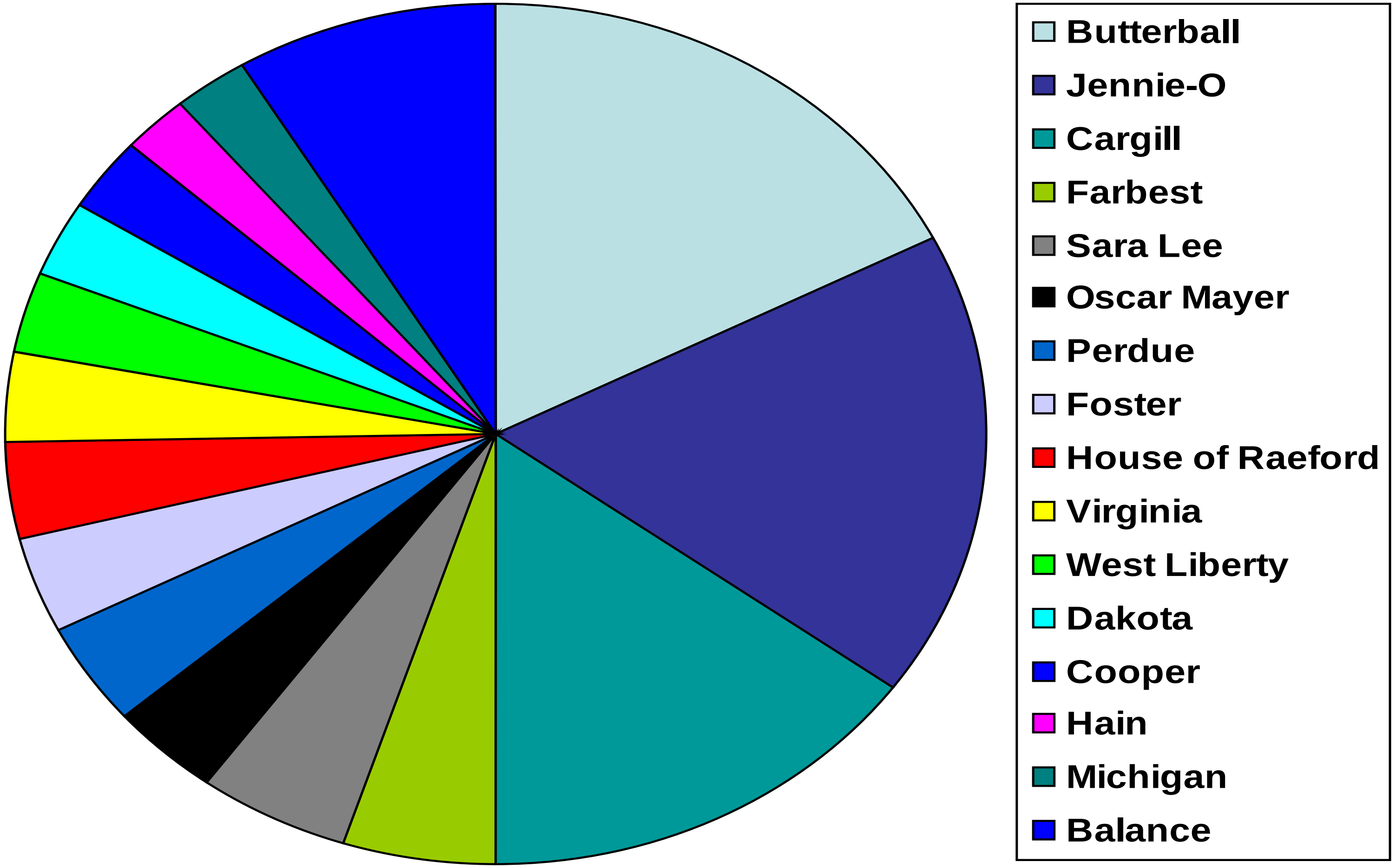
- One of the largest turkey companies in the United States
  - Located in Minnesota and Wisconsin
  - Headquartered in Willmar, Minnesota
  - 6,000 employees
  - 7 processing facilities

Watt Poultry Industry Top 15

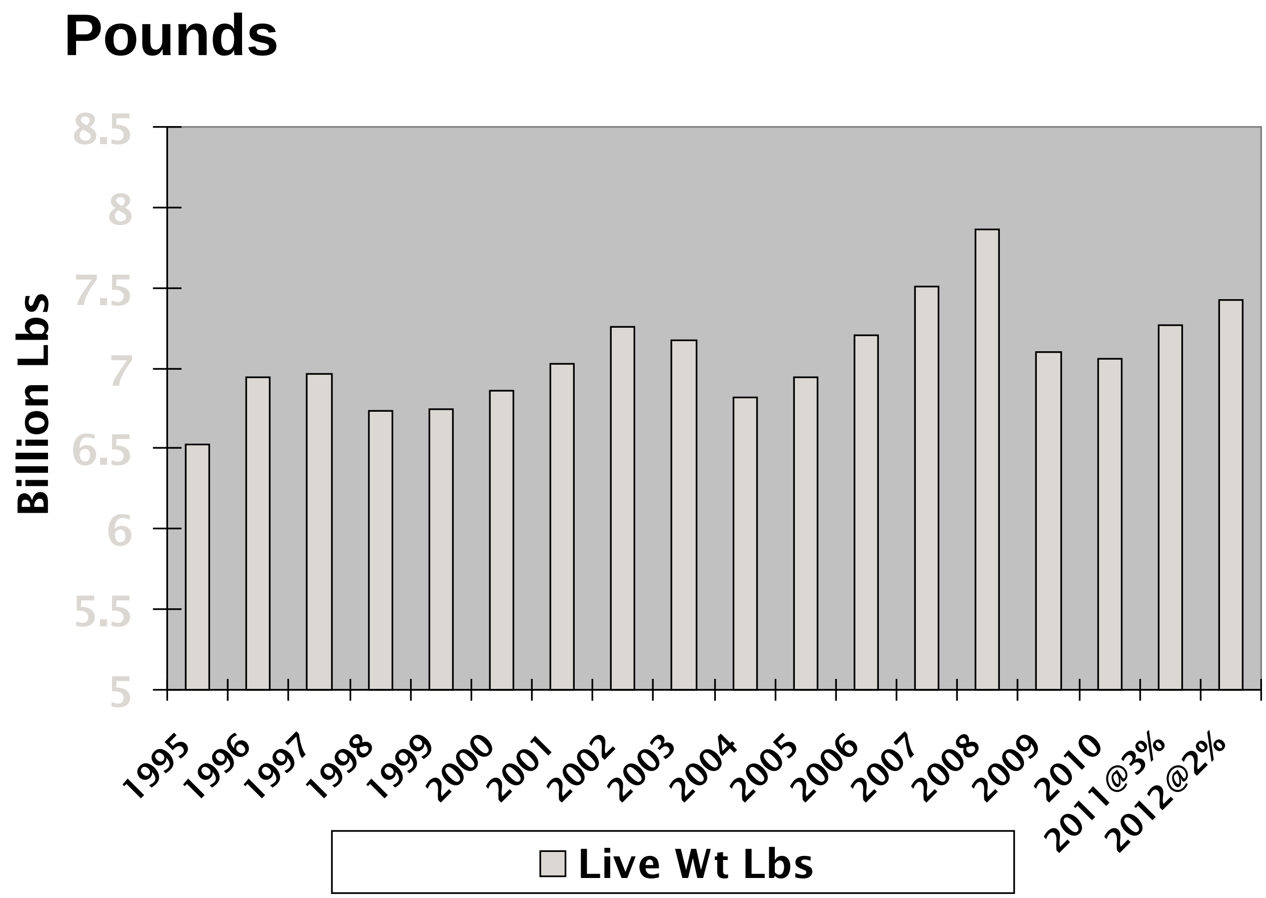
Company	2009 Pounds	2010 Pounds	2010 % Change	2011 Pounds	2011 % Change
Butterball, LLC	1,330.0	1,300.0	-2.30%	1,300.0	
Jennie-O Turkey Store	1,270.0	1,286.0	1.30%	1,290.0	0.30%
Cargill Value Added Meats	1,165.0	1,095.0	-6.00%	1,095.0	
Farbest Foods, Inc.	333.0	374.0	12.30%	360.0	-3.70%
Sara Lee	220.0	330.0	50.00%	370.0	12.10%
Kraft Foods, Inc./Oscar Mayer	289.0	290.0	0.30%	280.0	-3.40%
Perdue Incorporated	267.0	271.0	1.50%	271.0	
Foster Farms[1]	256.5	256.6	0.00%	279.5	8.90%
House of Raeford Farms, Inc.	239.6	247.5	3.30%	259.0	4.60%
Virginia Poultry Growers Cooperative[2]	226.0	224.0	-0.90%	245.0	9.40%
Dakota Provisions	195.0	200.0	2.60%	205.0	2.50%
Cooper Farms	186.0	195.0	4.80%	205.0	5.10%
Hain Pure Protein Corp.	182.0	182.0		182.0	
Michigan Turkey Producers	163.0	170.0	4.30%	180.0	5.90%
West Liberty Foods, L.L.C.	124.2	164.5	32.40%	220.0	33.70%

Industry Market Share

23 turkey companies live weight processing as listed in Watt 2011 survey

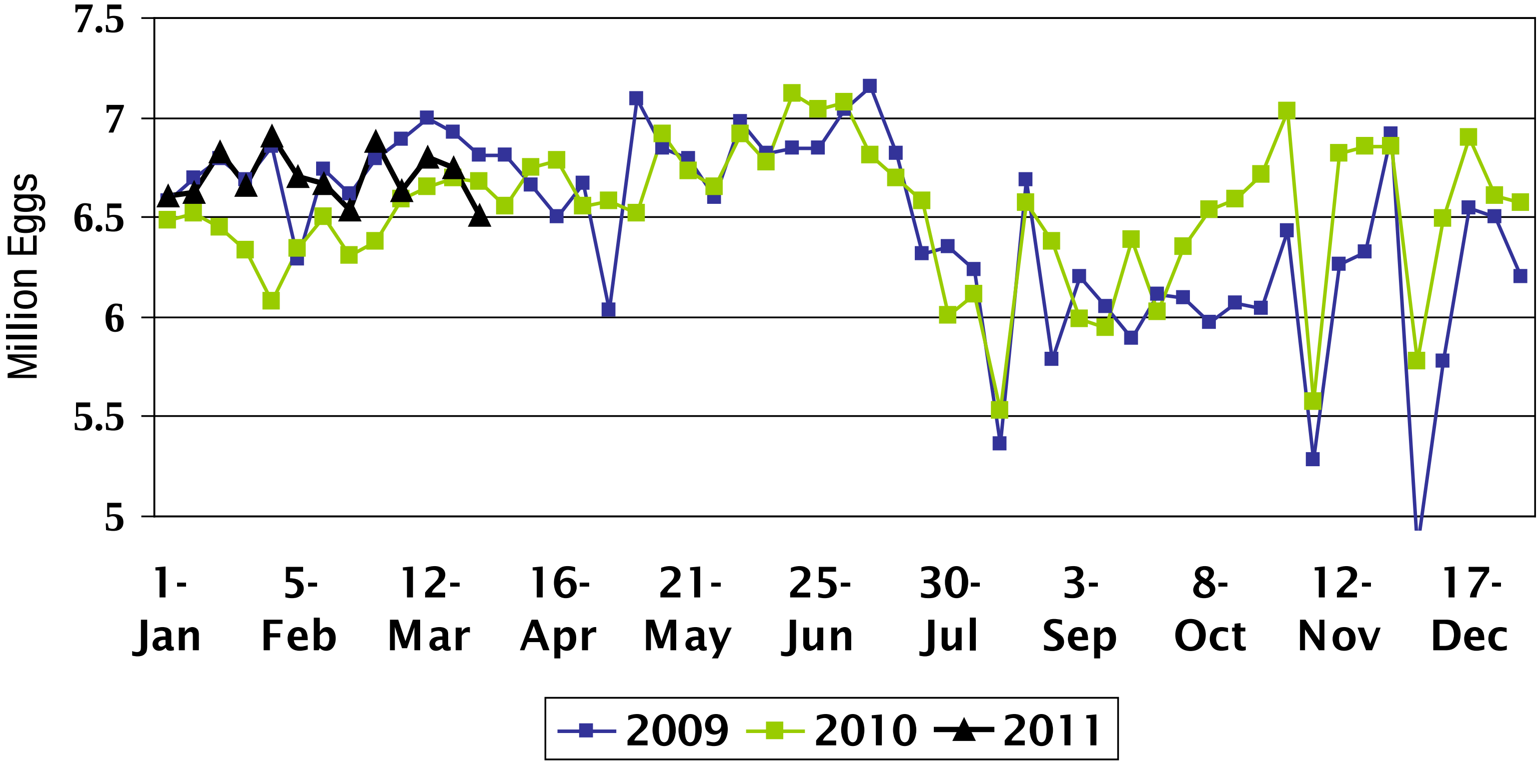


Industry Live Weight Harvest

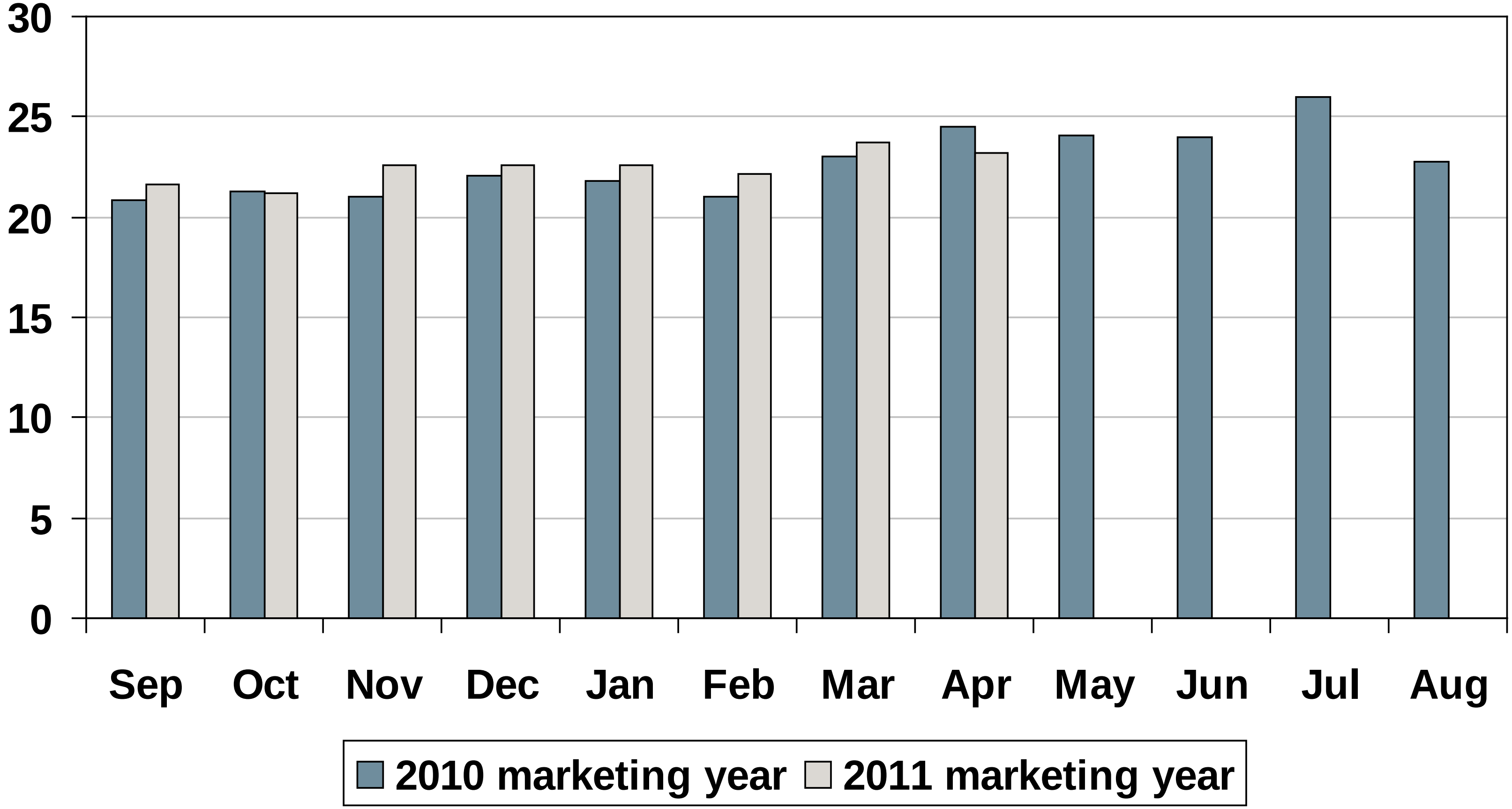


Assumes 3% growth in 2011 and 2% in 2012

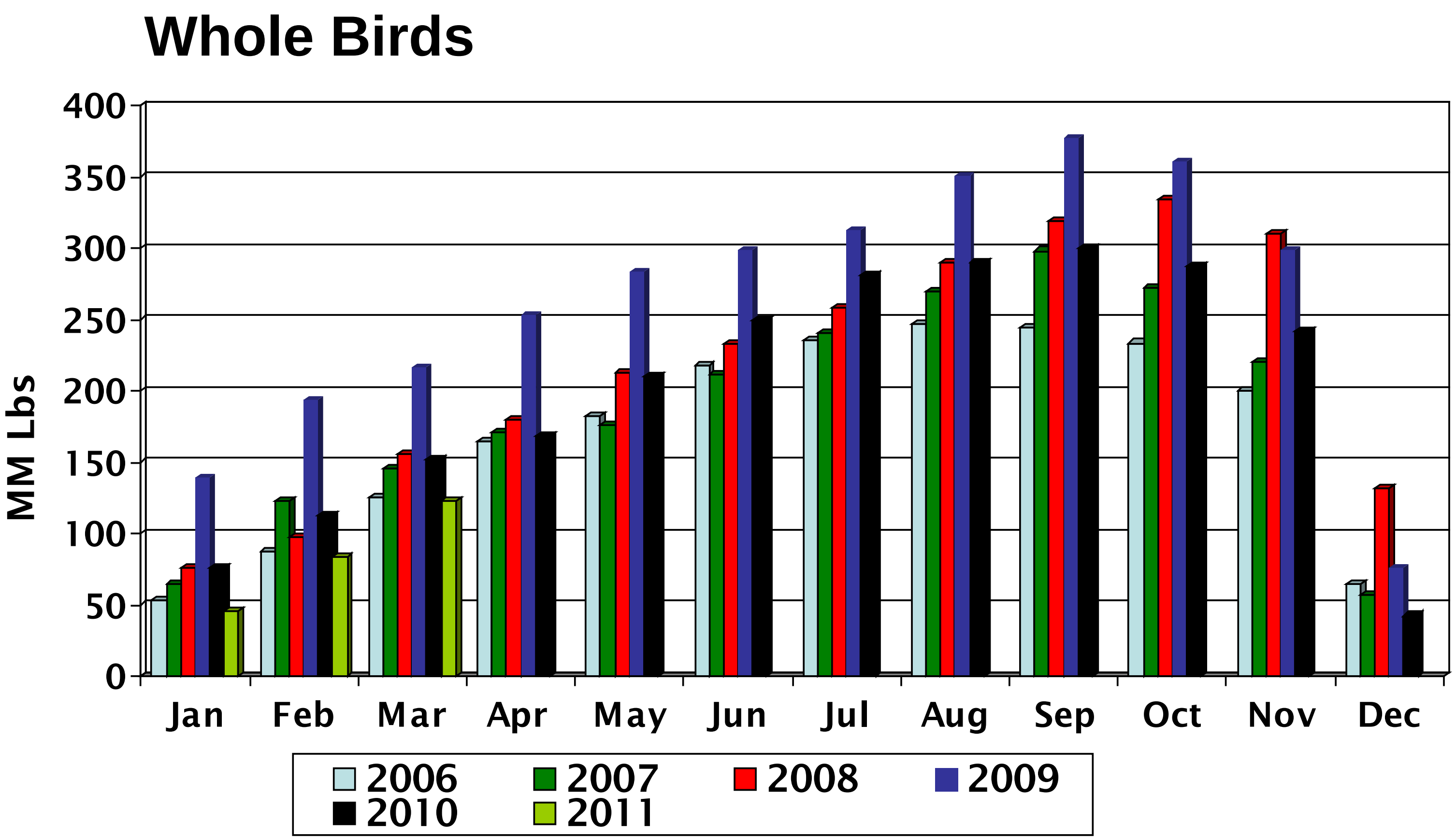
Weekly Eggs Set



Poult Placements by Month
(USDA)

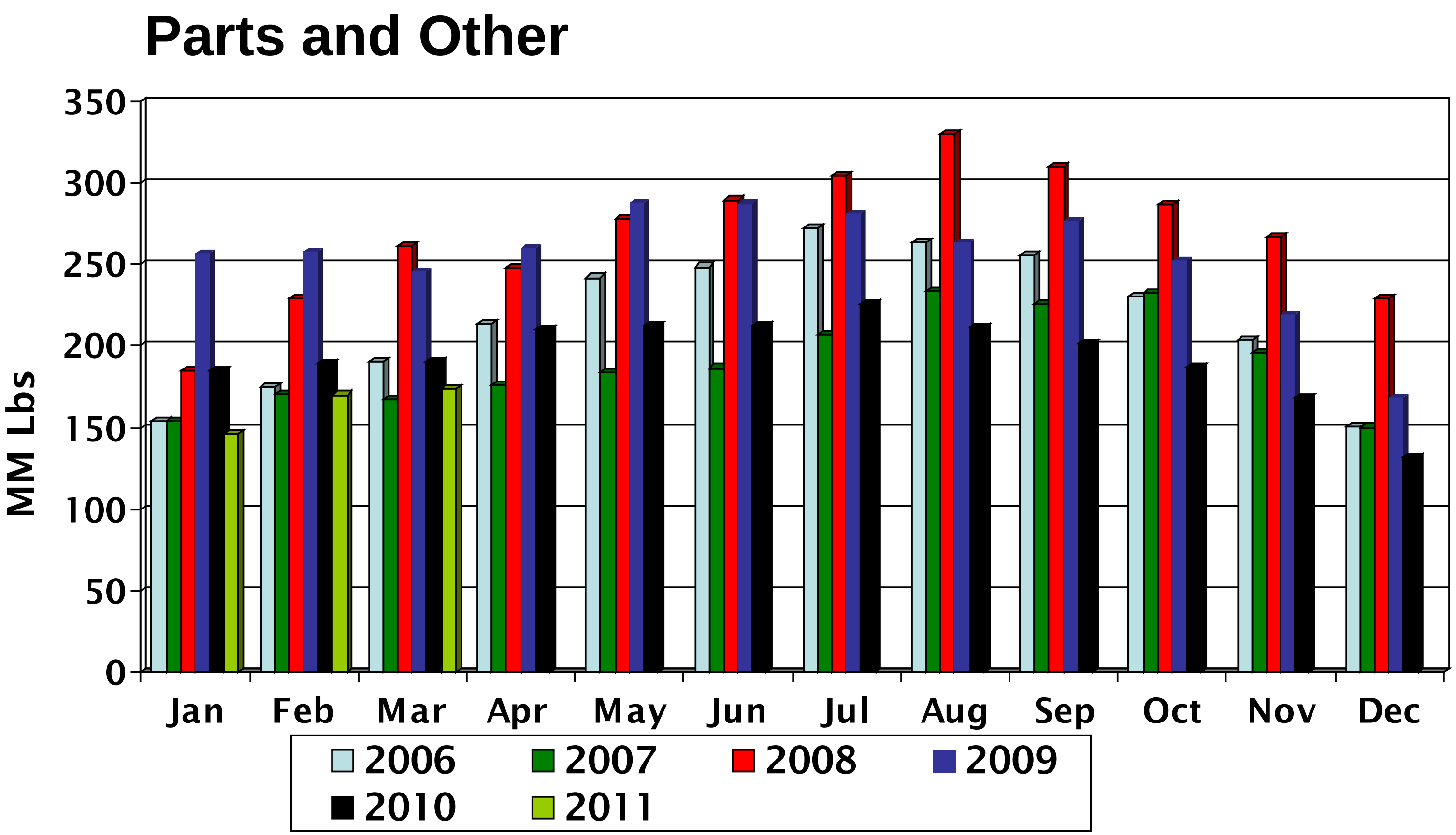


Cold Storage Stocks
First of the Month



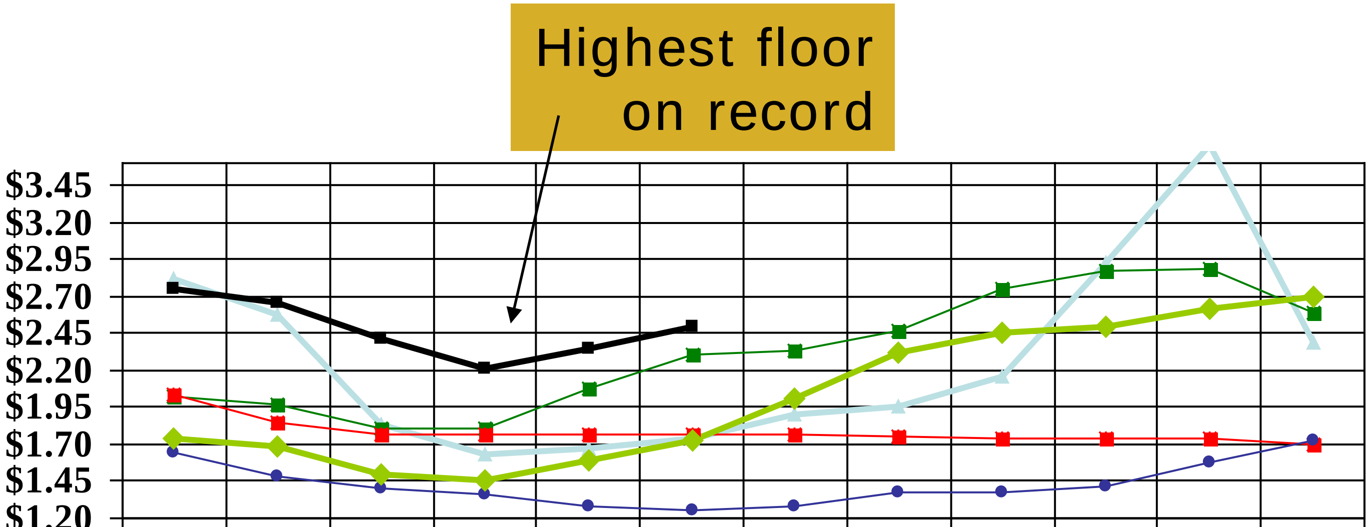
Down 19% from last year

Cold Storage Stocks
First of the Month



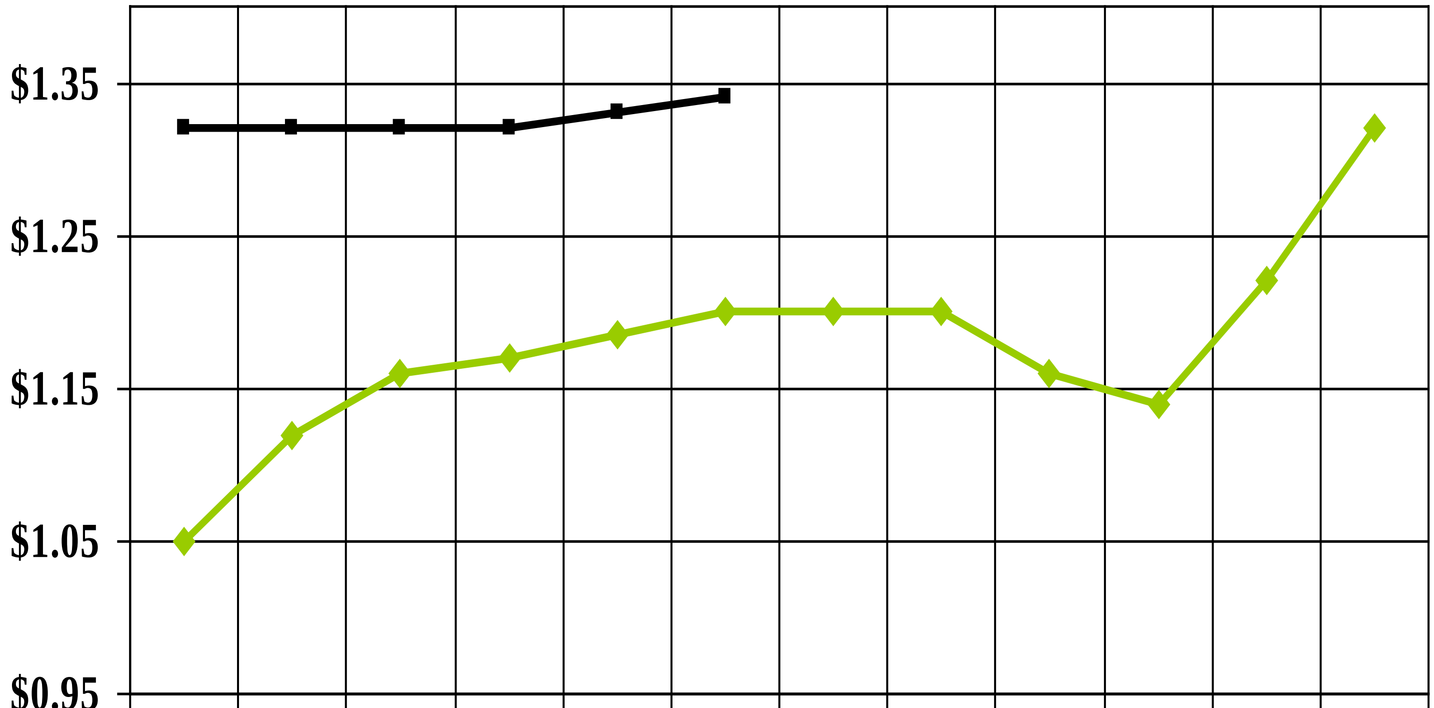
Down 9% from last year

Fresh Breast Meat Historical Floor Price



	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT
FY 06 2.22	2.82	2.58	1.84	1.63	1.67	1.74	1.90	1.96	2.16	2.93	3.72	2.38
FY 07 2.32	2.02	1.97	1.81	1.81	2.08	2.30	2.33	2.47	2.75	2.87	2.89	2.59
FY 08 1.78	2.03	1.85	1.76	1.76	1.76	1.76	1.76	1.75	1.74	1.74	1.74	1.70
FY 09 1.43	1.65	1.48	1.40	1.36	1.28	1.25	1.28	1.37	1.38	1.41	1.58	1.72
FY 10 2.03	1.74	1.69	1.50	1.45	1.59	1.73	2.01	2.32	2.45	2.50	2.62	2.70
F11 Act	2.75	2.65	2.41	2.21	2.35	2.50						

Frozen Thigh Meat



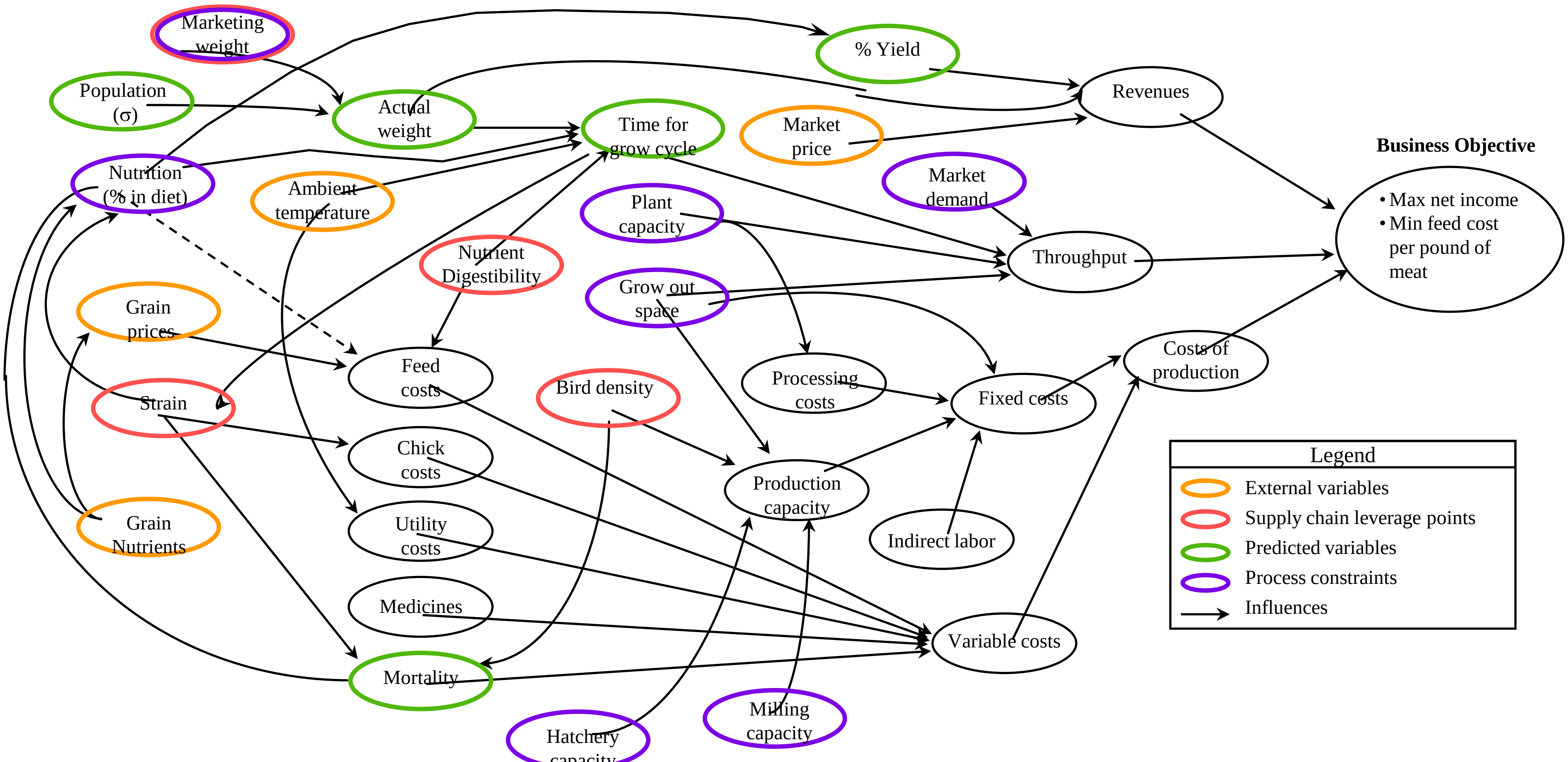
	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT
FY 10 Act 1.18	1.05	1.12	1.16	1.17	1.19	1.20	1.20	1.20	1.16	1.14	1.22	1.32
F11 Act	1.32	1.32	1.32	1.32	1.33	1.34						

Balance.

Jennie-O Turkey Store

Gaining Efficiency Through Supply Chain Optimization

We think we have a good handle on the inputs and constraints…



…unfortunately, it's a little complicated









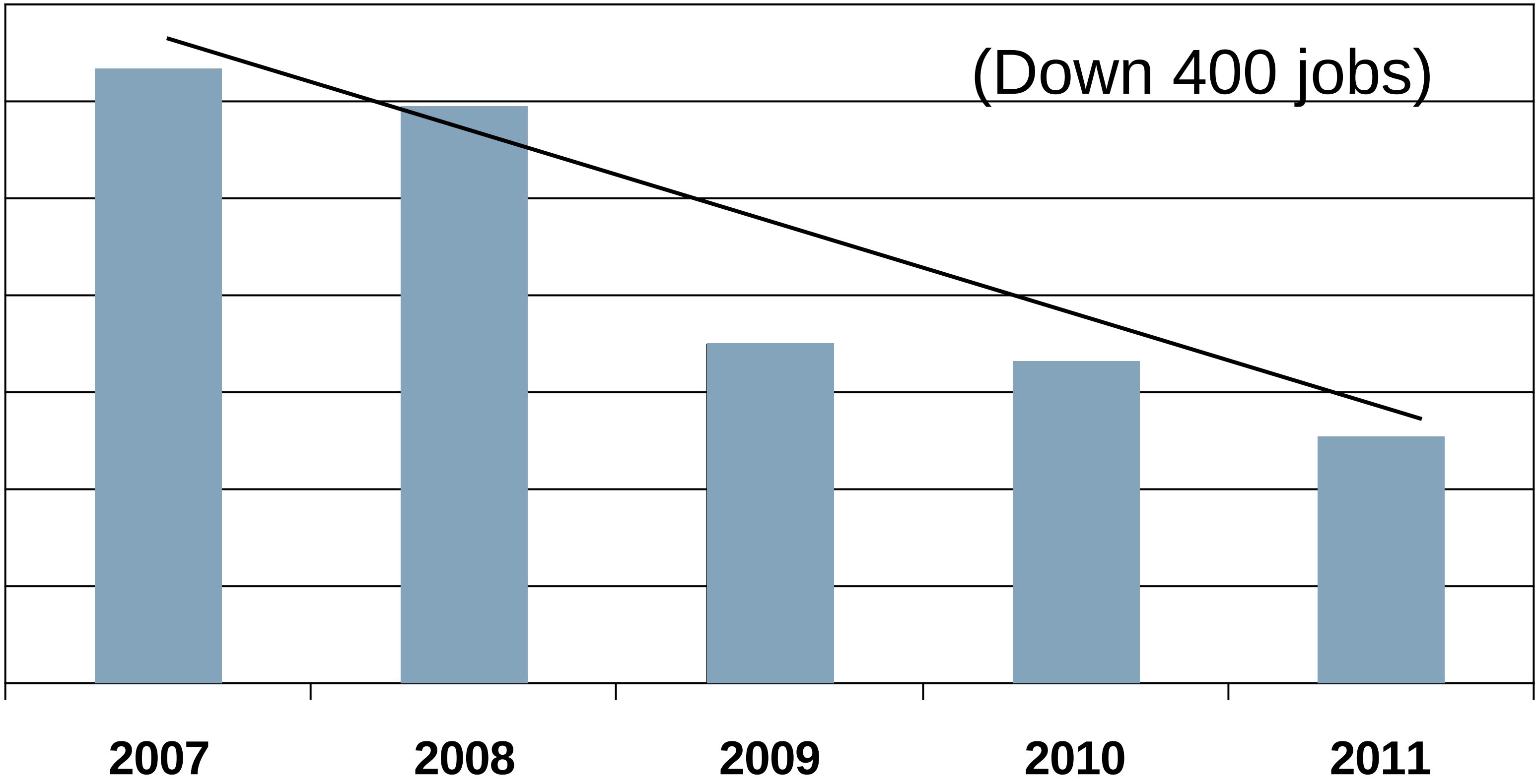
Optimization Strategy

- Goal – Maximize Profit
  - Market conditions impact both input costs and revenue potential
  - Optimization occurs when both input costs and revenue potential are taken into account
    - Control Input
      - Bird environment
      - Feed ingredient cost
    - Control Revenue
      - Manage growth rate to match meat demand

Control Bird Environment

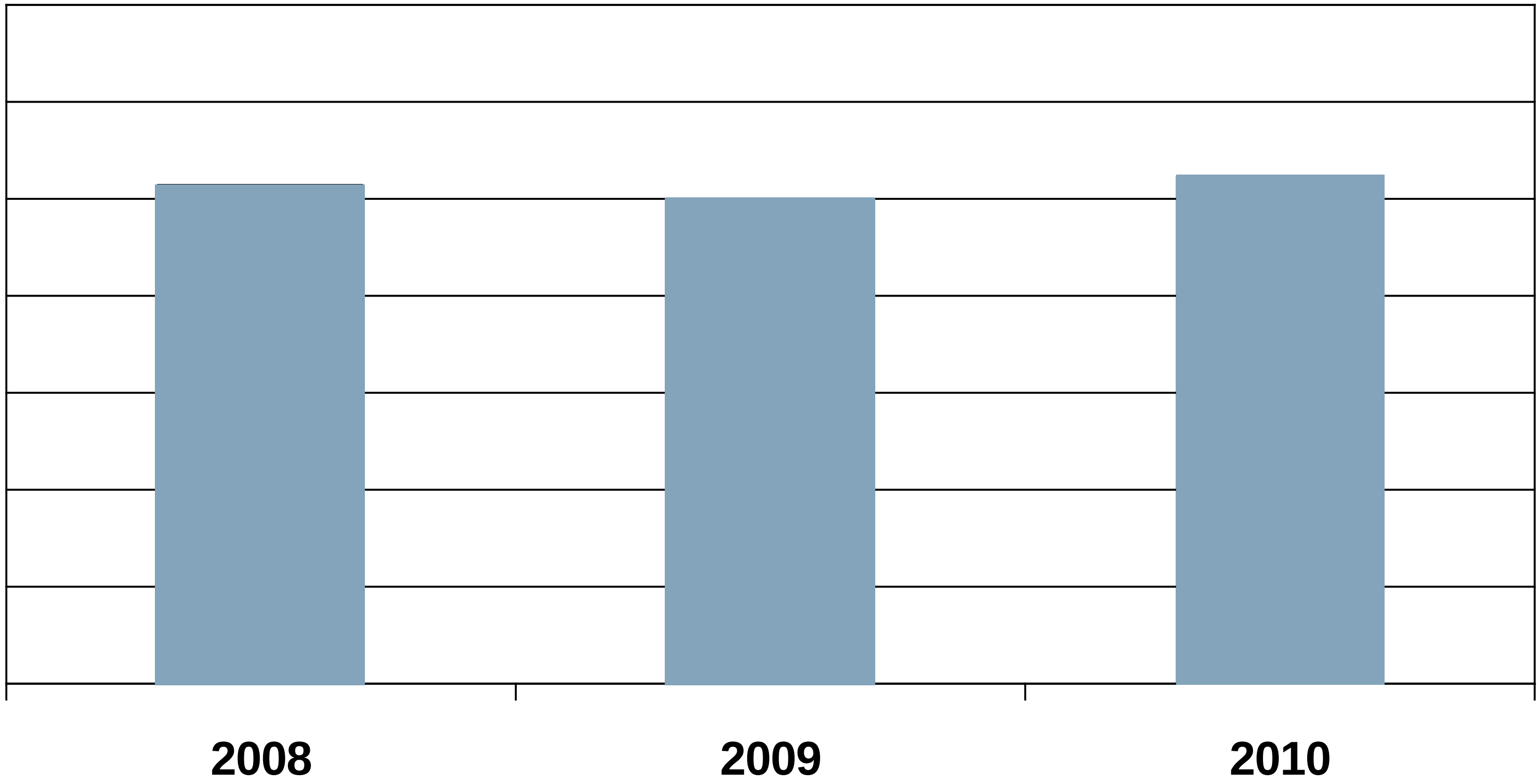
- Facility improvements
- Net result - improved environmental controls
  - Bird health
  - Food safety
  - Welfare

Employee Count

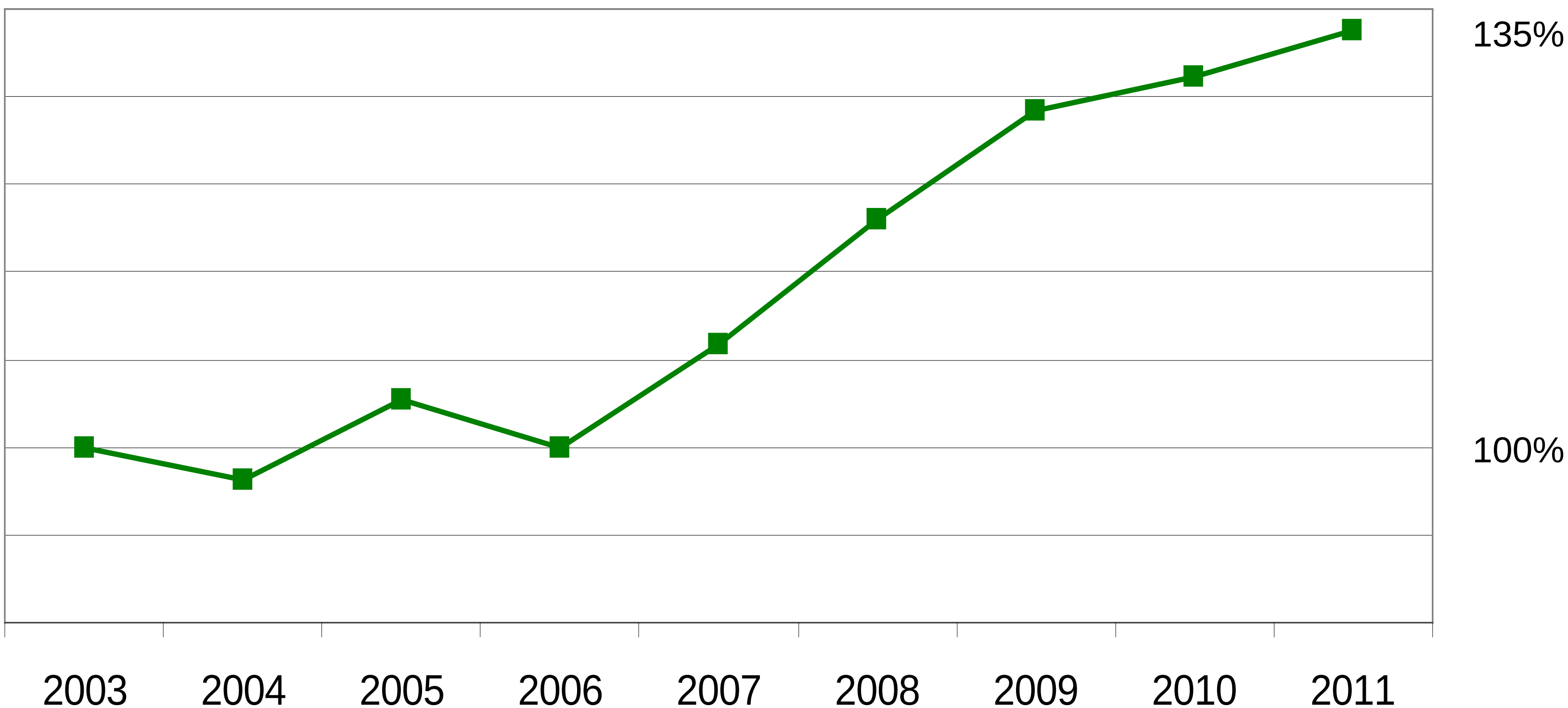


Combined Labor and Overhead Cost

(No Change)



Pounds per Man Hour
Further Processing



When you Optimize the Supply Chain

- Improve your relative industry position (Agri Stats)
- Exceed expectations

Jennie-O Turkey Store

Make The Switch™ Campaign

The time is right for burgers ….

Burgers/Ground Beef is a Huge Category

- Huge opportunity for growth
- Strong, trusted brand
- Leader in category
- Make The Switch™

Consumers are Looking for a Better Burger

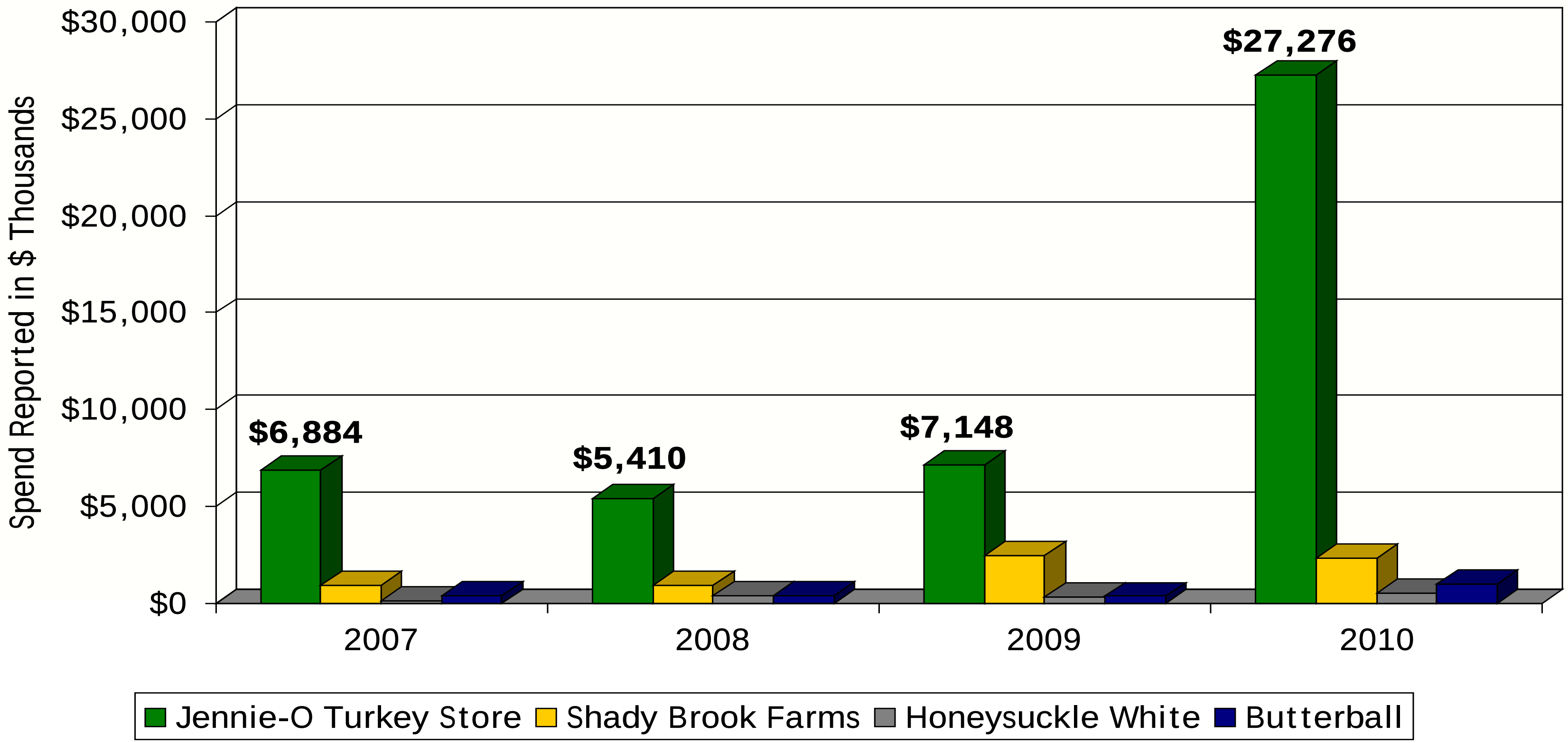
- Half of America would eat more burgers if they were better for them
- If Americans could change one thing about burgers, 39% would make them better for you

Event

- Restaurant One Day Takeover in El Monte, CA
- 2,500 turkey burgers were served
- Real consumer reactions were captured for our TV commercials

THE BIGGEST LOSER

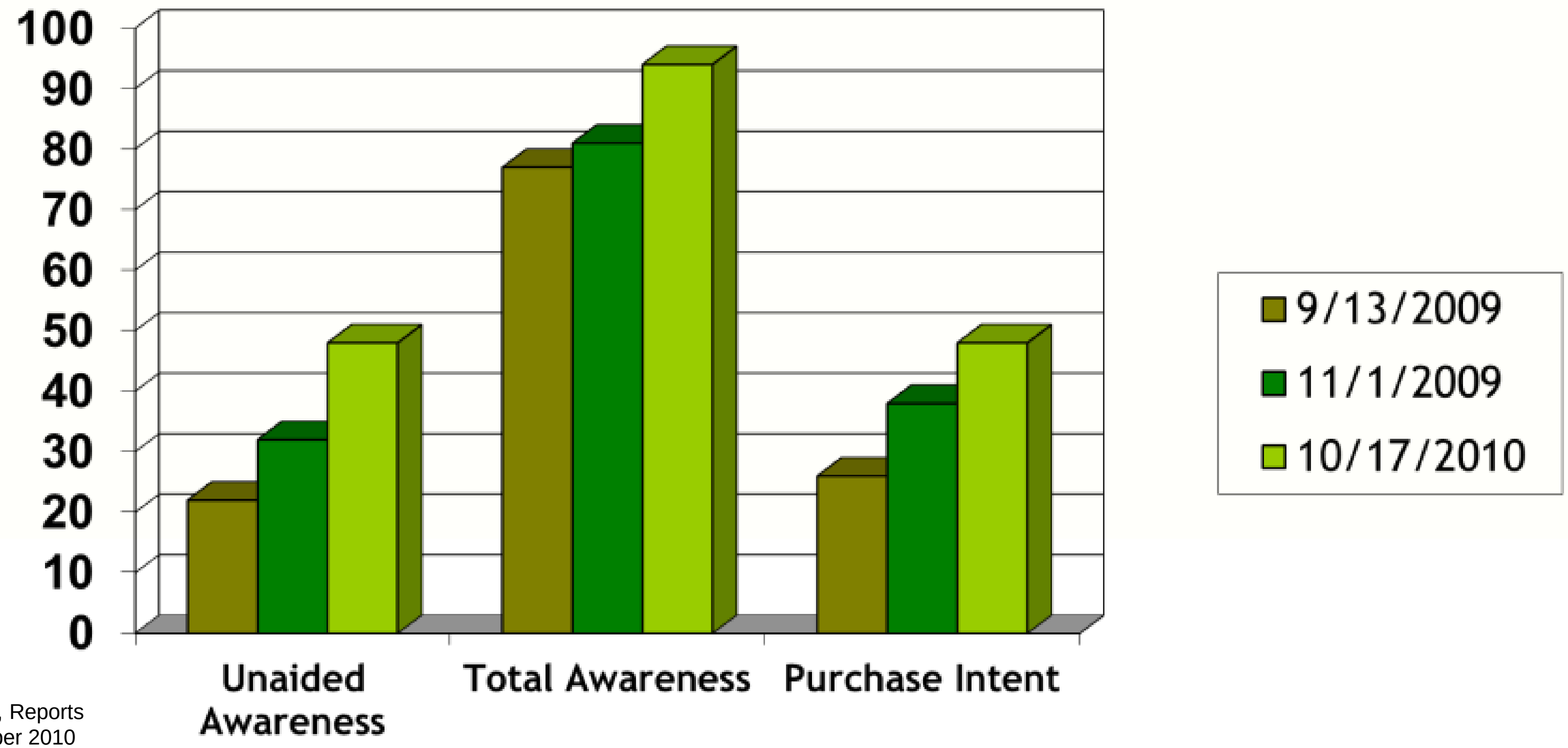
Turkey Brand Spending Summary



Source : Spending thru December 2010, Nielsen Media Research - AdViews

Change in Awareness and Purchase Intent

Jennie-O Turkey Store® brand



Source : Marketing Evolution, Reports December 2009 and November 2010

Key Measures against Communication Strategy

MAKE THE SWITCH™ Campaign

Source : Marketing Evolution, Reports December 2009 and November 2010

Competitor Metrics

Head-to-Head with other major brand

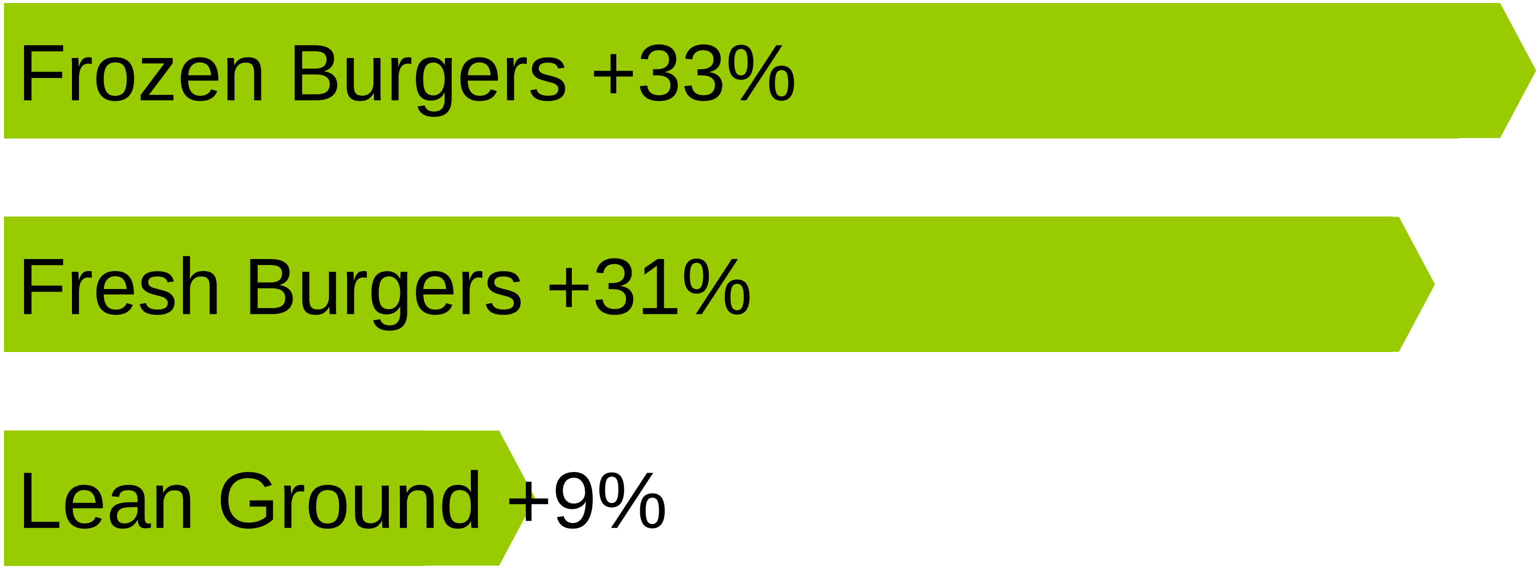
Jennie-O Turkey Store®	9/13/2009	11/1/2009	10/17/2010	CHG
Unaided Awareness	22	32	47	**25**
Total Awareness	77	81	94	**17**
Purchase Intent	26	38	48	**22**

Brand "B"

Other Brand	9/13/2009	11/1/2009	10/17/2010	CHG
Unaided Awareness	46	46	34	**(12)**
Total Awareness	99	100	97	**(2)**
Purchase Intent	48	56	55	**7**

Source : Marketing Evolution, Reports December 2009 and November 2010

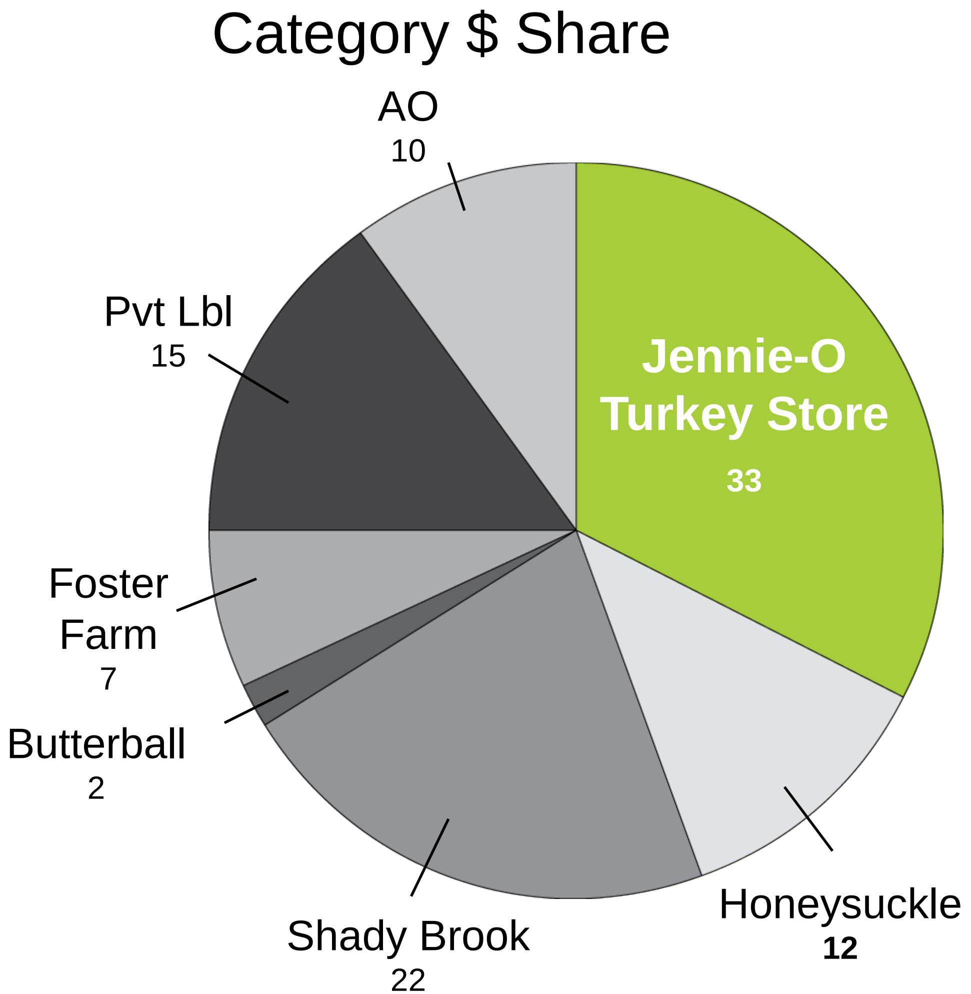
Improvement in Baseline Volume



Source : Nielsen, 4 w/e 10/16/2010, Change vs YAGO

Fresh Tray Pack: Business Review

- Jennie-O Turkey Store is up 10% to year ago
- Jennie-O Turkey Store is the #1 brand in the category at 33% dollar share



Source: AC Nielsen 52 Weeks Ending 04/02/2011

Since the restaurant takeover, millions of *Jennie-O Turkey Store®* turkey burgers have been eaten.

And, this is just the start …

Hot Entrées from the Deli Meatloaf and Pot Roast

- Adds variety to the rotisserie case
  - Options that sell at a value similar to rotisserie chicken
- Benefits of **fully cooked**
  - Consistent product performance
  - Improved food safety
- Addresses execution issues
  - Packaged in boilable film as an alternate cooking method
- Low cost alternative

Snacks + Appetizers
Nachos and Hot Dips

- Growing category
  - 10%+ deli dips category
- Appetizer destination
  - 57% of deli consumers have purchased a deli appetizer in past six-months.
- Jennie-O Turkey Store® dips
  - **New** in May 2011
  - Hot and delicious in two minutes!

Source: Perishables Group Fresh Facts, April 2011; Counter Intelligence™ Deli Consumer Study, 2010/2011

Foodservice Turkey Burgers

- Great eating experience
- Non-red meat
- Healthy option
- +20% year-over-year sales
- Hardees/Carl’s Jr.
  - New to category

School Segment

- Healthier eating
- New USDA guidelines
- Reduced sodium
- Menu expansion
- “Every Thursday”
- Custom product development

Summary

- Jennie-O Turkey Store is consistently one of the top companies in operating profits (Agri Stats)
- Jennie-O Turkey Store has continually improved its operation and focused its efforts on maximizing the business model
- Status Quo at Jennie-O Turkey Store
  - There is no Status Quo

Balance.

Hormel Foods 2011 Investor Day

Jim Splinter
Group Vice President, Grocery Products

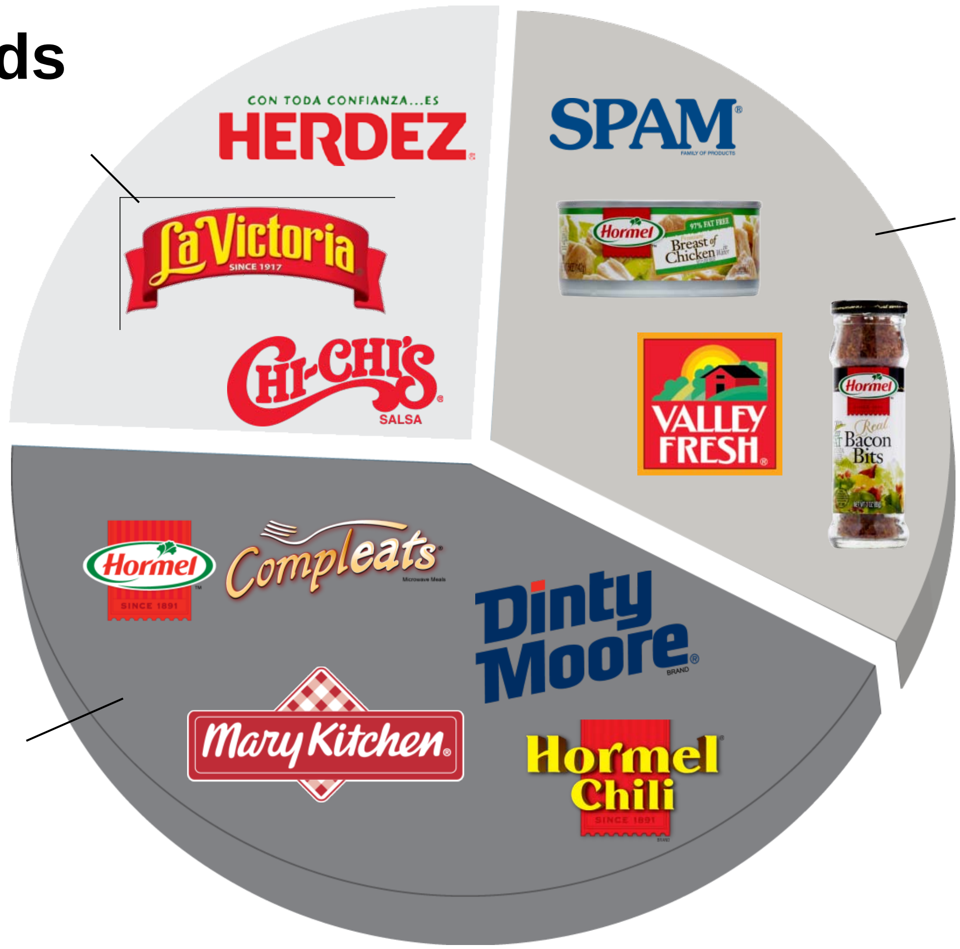
Our growth strategies leverage these strengths…

- Consumer understanding
- Capacity for innovation
- Strength of brand
- Scale of categories
- Collaborative selling approach

…and this balanced portfolio….

Mexican Foods

Value-Added Protein & Enhancers

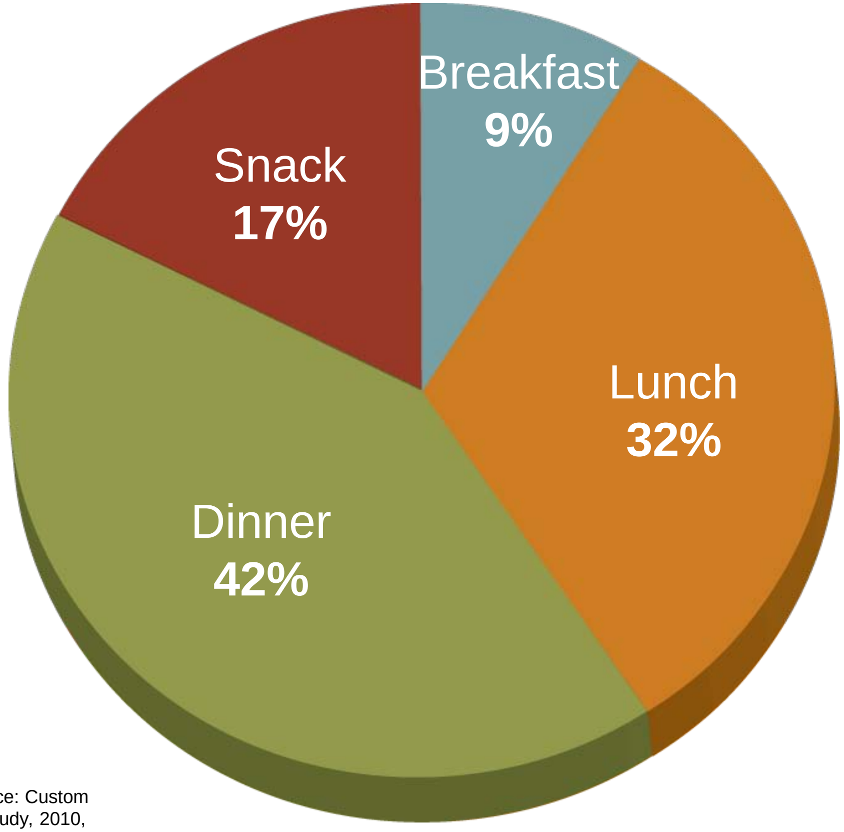


Simple Meals

…to focus on quick prepared meals, ingredients…

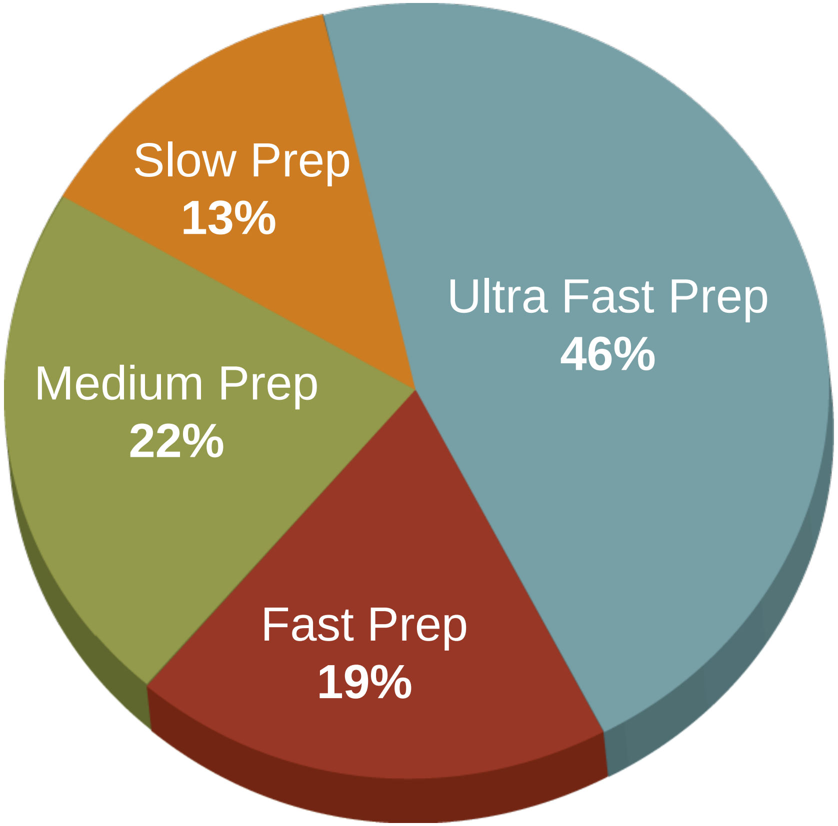
Usage By Day Part*

Percent Of GP Gross Sales



Usage By Prep Time*

Percent Of GP Gross Sales



* = Source: Custom Meals Study, 2010, Property of Hormel Foods

Ultra ≤ 5 Min, Fast = 10 Min, Medium = 15-20 Min, Slow ≥ 25 Min

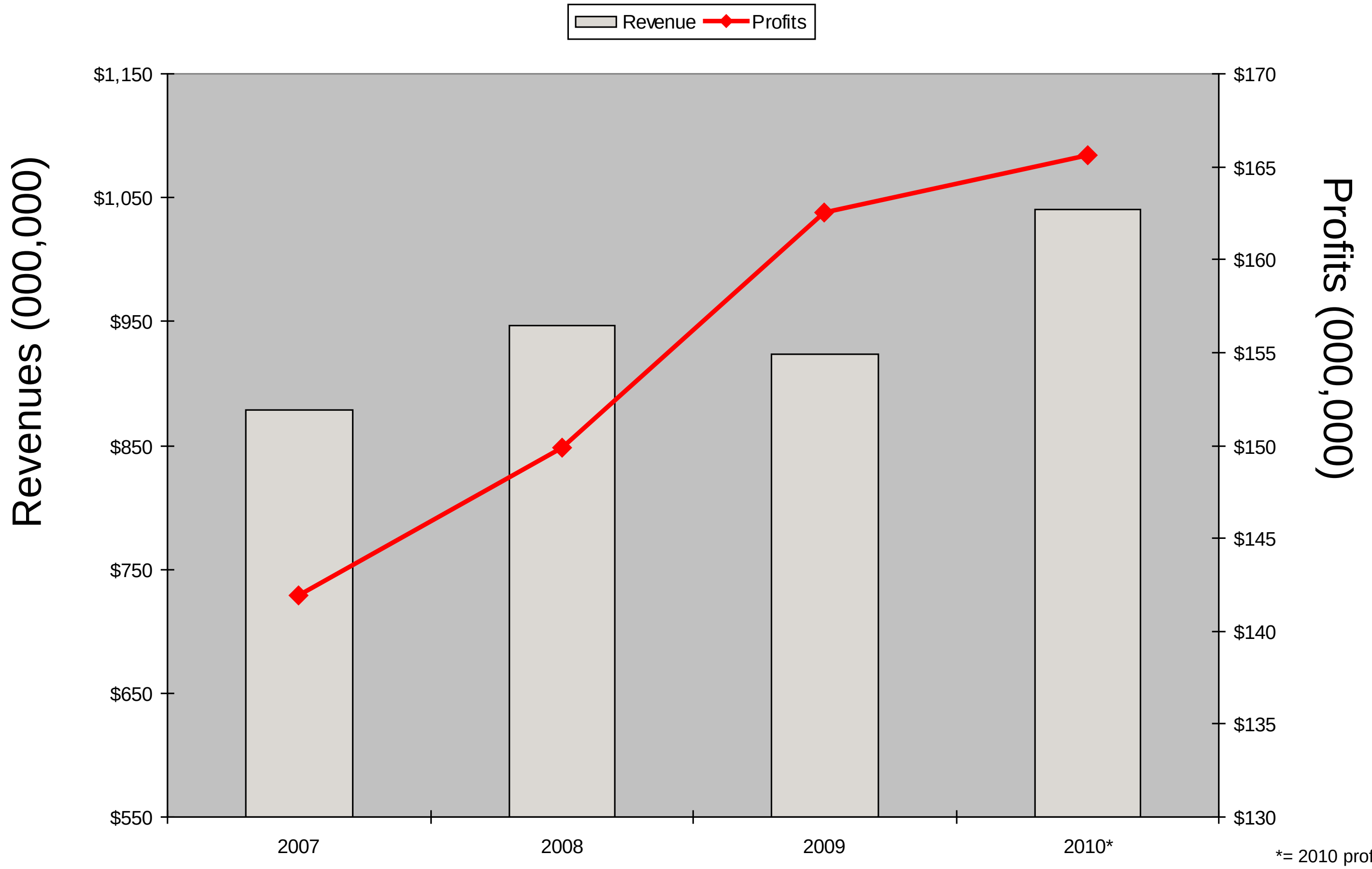
…while leveraging our share position to…

Grocery Products Division								
Category	Luncheon Meat	Chili	Stew	Canned Hash	Microwave Trays	Salsa	Real Bacon Toppings	Chunk Meats
Dollars (000)	$83,979	$250,152	$44,051	$47,264	$167,174	$312,885	$51,701	$156,085
Growth	1%	-2%	-9%	15%	-19%	-4%	11%	4%
Hormel Foods Position								
Value Share	88%	48%	74%	61%	61%	13%	49%	18%
Share Position	#1	#1	#1	#1	#1	#3	#1	#2
Growth	1%	-4%	-7%	7%	-4%	1%	15%	-6%

Source: Nielsen G$2M 26 W/E 3/26/11
Data Rounded to Nearest Whole Number

…to deliver these results.

2007 to 2010: Revenue CAGR of 6% & Profit CAGR of 5%*



*= 2010 profits adjusted to remove a $9.7M write-off for Valley Fresh assets

% Profit Margin	16.1%	15.8%	17.6%	15.9%

* = Source: Hormel Foods Internal Data

Operating Results*

1st Half 2011	Net Sales Change	Segment Profit Change
Grocery Products	+ 3.6%	+0.5%

- Higher raw material input costs
- Sales growth in MegaMex Foods franchise
- Continued momentum in legacy brands
  - *SPAM*® family of products
  - *Hormel*® chili
  - *Hormel*® *Mary Kitchen*® hash
  - *Dinty Moore*® stew

* = Source: Hormel Foods Internal Data

Growth Platform: Legacy Brands

- \$1.1B[*] category comprised of:
  - *SPAM®* family of products
  - *Hormel®* chunk meats
  - *Hormel®* chili
  - *Hormel® Mary Kitchen®* hash
  - *Dinty Moore®* stew
- Representing over \$475[*] million in sales with a combined CAGR of 10%[**]

CAGR +13%

CAGR +9%

CAGR +13%

CAGR +3%

Revenue CAGR 2007 to 2010

* = Source: Nielsen ALL Outlet 52 W/E 3/26/11
** = Source: Hormel Foods Internal Data

Growth Platform: Legacy Brands

Strategic Competitive Advantages

- Trusted Brands
- Operational "Know How" Capabilities
- Strong Association with Quick/Easy Prep
- Key Performance Driver: Consistent Quality

Est: 1951

Est: 1937

Est: 1935

Est: 1935

Growth Platform: Legacy Brands

Strategies for Growth

- Capture Lost & Light (occasional) Buyers
- Promote "How To Use"
- Usage/Occasion Segmentation to Drive Innovation

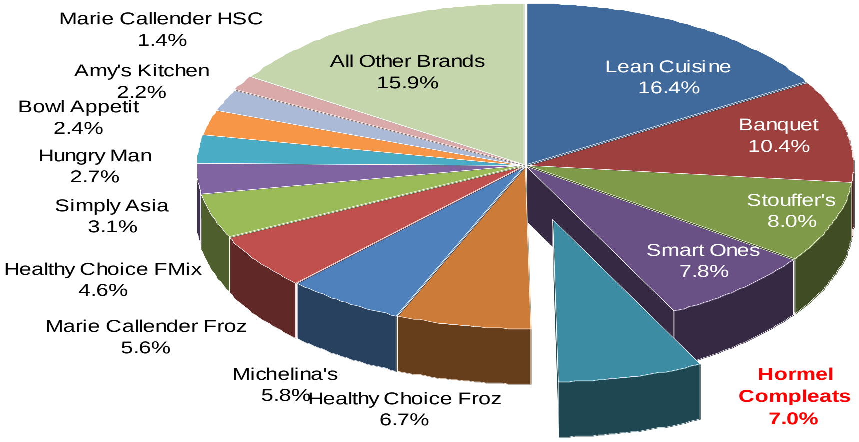
Super Bowl Chili Cheese Dip Display

SPAM® Marketing

Growth Platform: Simple Meals

- Participation in the $5.5B* category of single serve frozen/shelf stable simple meals with:
  - *Hormel® Compleats®*
  - *Hormel® Compleats® Kids*

- On a self reported basis, *Hormel® Compleats®* is the 5th largest brand** overall within the single serve frozen/shelf stable simple meals category



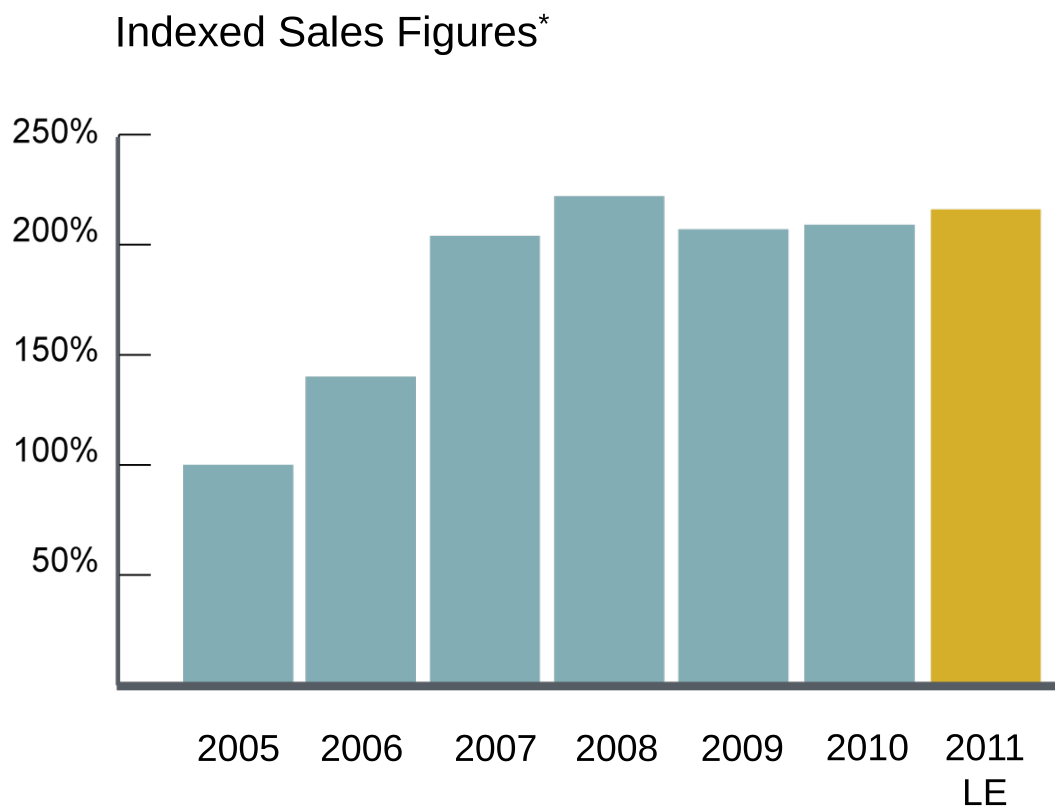
** = Source: F3156 MWSS Tray Market Structure, C&R Research 2010, Property of Hormel Foods

* = Source: Nielsen ALL Outlet 52 W/E 3/26/11

Growth Platform: Simple Meals

Strategies for Growth

- New Products
- New Users
- New Message
- Enhanced Support
- Taste & Quality



* = Source: Hormel Foods Internal Data

New Packaging and New Product *News*

Home-style

Classic home-style favorites that offer real comfort meals you've loved your whole life. These recipes offer you rich, creamy sauces, fork-tender meats, hearty potatoes and delicious pasta to fill you up right.

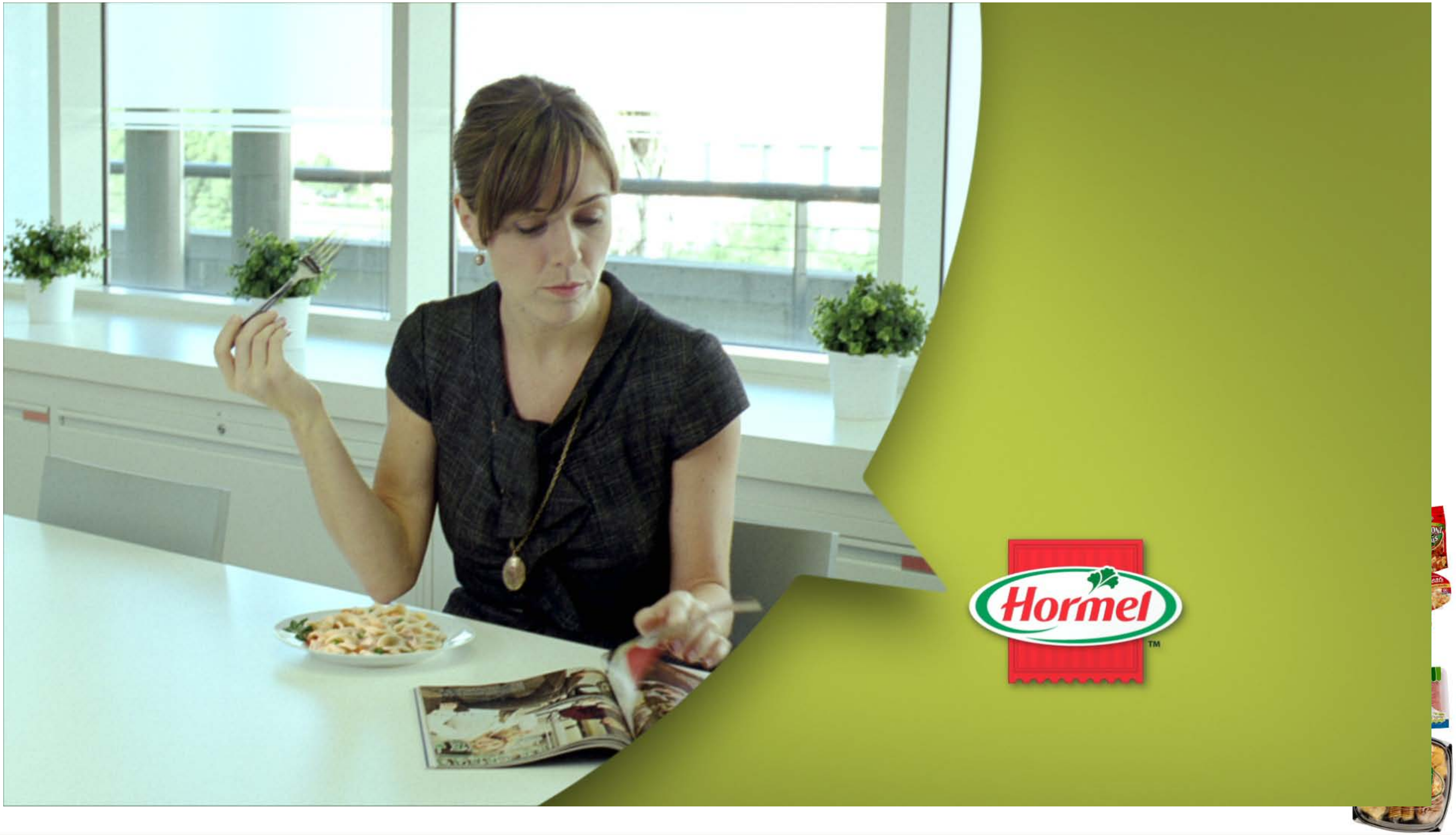
Chef Creations

Restaurant inspired dishes that combine delicate sauces, colorful vegetables, al dente pastas and flavorful pieces of chicken to create simple and delicious meals.

Lighter Fare

Lighter recipe options that balance lean meats, delicious vegetables, whole grain pasta or rice and lighter sauces to create lower calorie and lower fat, nutritious, yet flavorful meals.

Enhanced Marketing Support Levels



Growth Platform: Mexican Foods

- Participation in the $6B* category of Mexican Foods
  1. Range of portfolio offering from authentic to mainstream
  2. Strong brand equities

MegaMex Foods

Fun & Festive

The Heart & Soul of Mexico

Bold & Fresh Flavor

- Don Miguel complements MegaMex with added scale, scope and capabilities:
  1. Access to frozen foods
  2. Strong C-store and Club presence

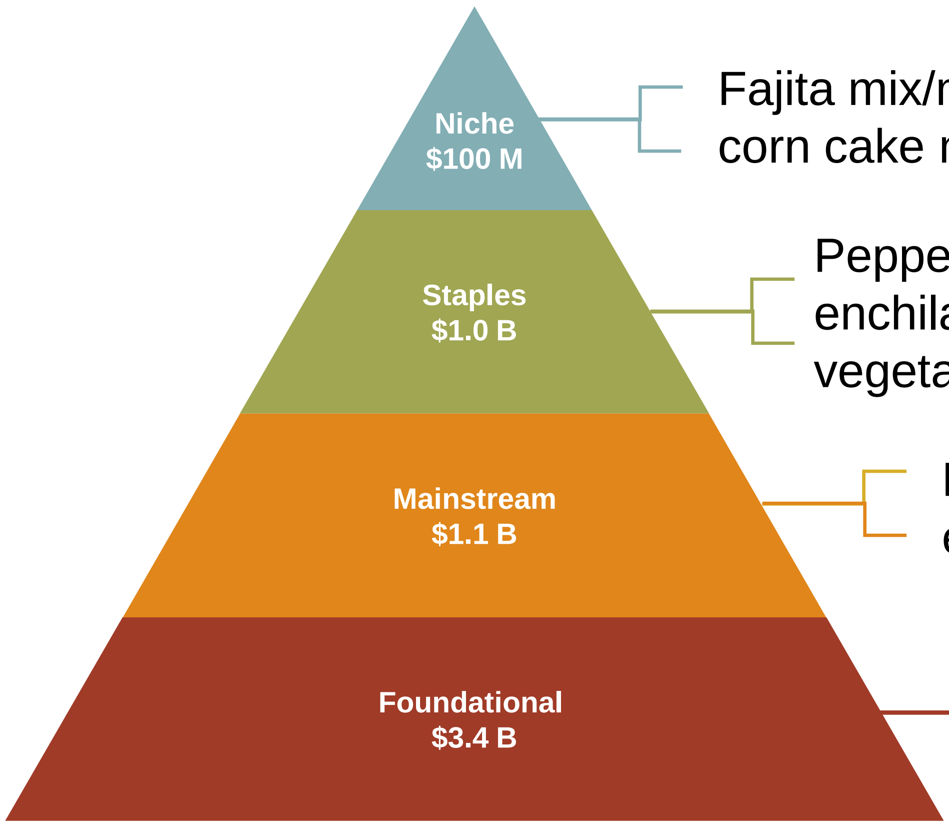
DON MIGUEL

Tradition & Taste Since 1908

* = Source: Nielsen ALL Outlet 52 W/E 3/26/11

Mexican Foods - $6 Billion Category*

A dynamic category with room to grow



Fajita mix/meal kits, tortilla soup mix, corn cake mix, prepared meals

Peppers, Mexican cheeses, sauces [mole, enchilada, hot] canned juices, fruits, vegetables, condiments [guacamole]

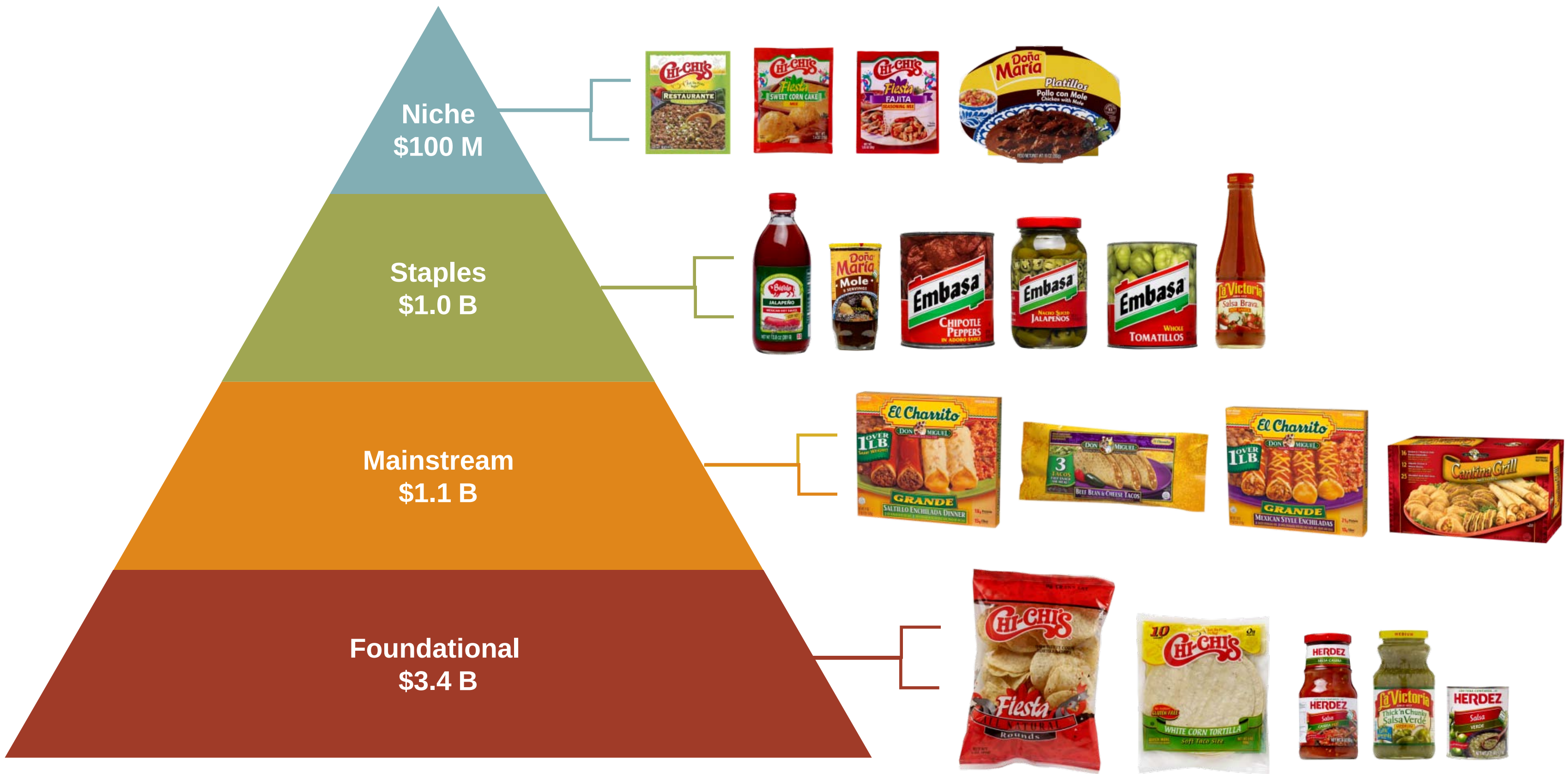
Frozen meals, snacks [burritos, tacos, enchiladas, quesadillas]

Tortilla, tortilla chips, salsa

* = Source: Nielsen ALL Outlet 52 W/E 3/26/11

Mexican Foods - $6 Billion Category*

A dynamic category with room to grow

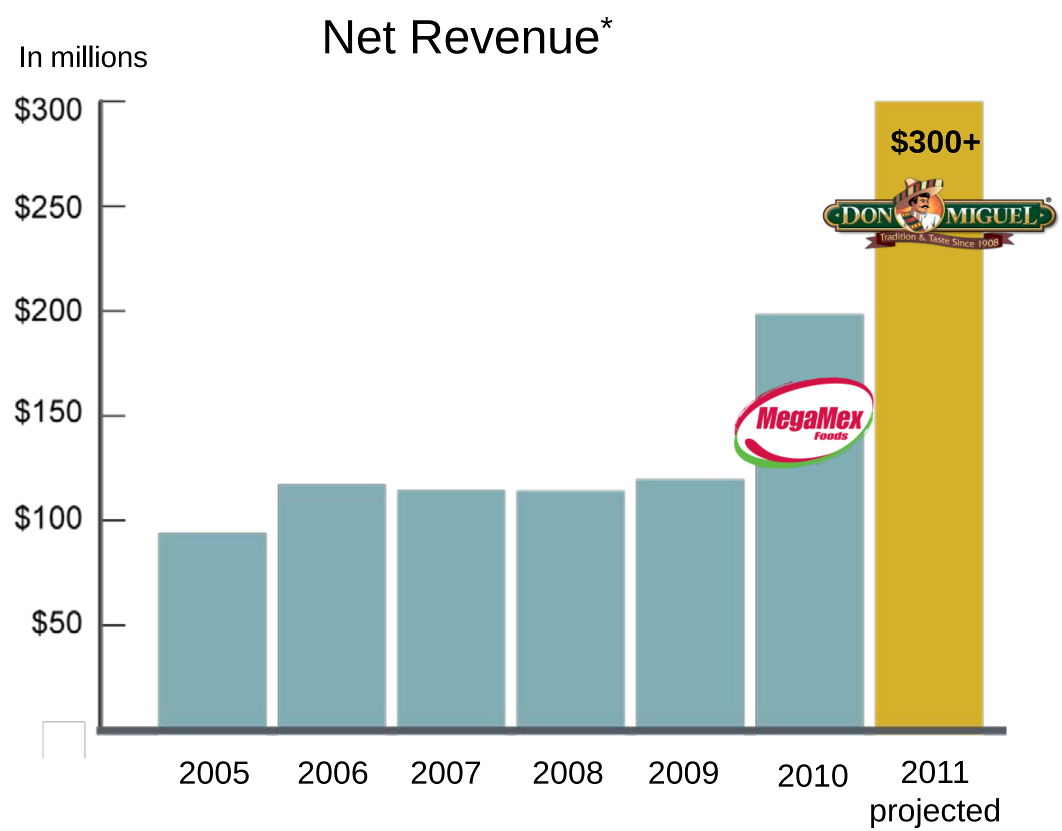


* = Source: Nielsen ALL Outlet 52 W/E 3/26/11

Growth Platform: Mexican Foods

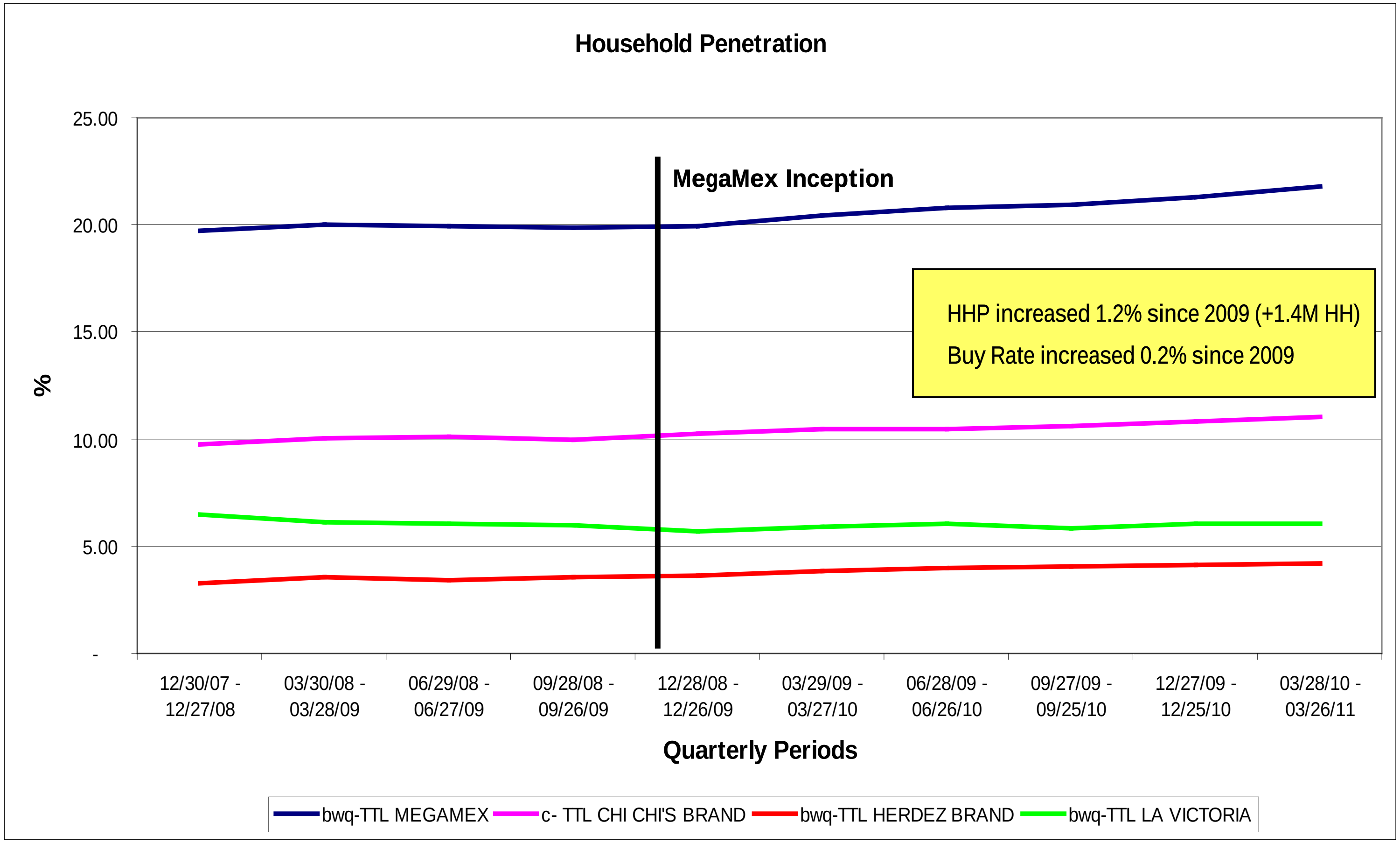
Strategies for Growth

- Brand Building
- Innovation Focus
- Retail Execution
- Food Service Development
- Pursue Strategic Acquisitions

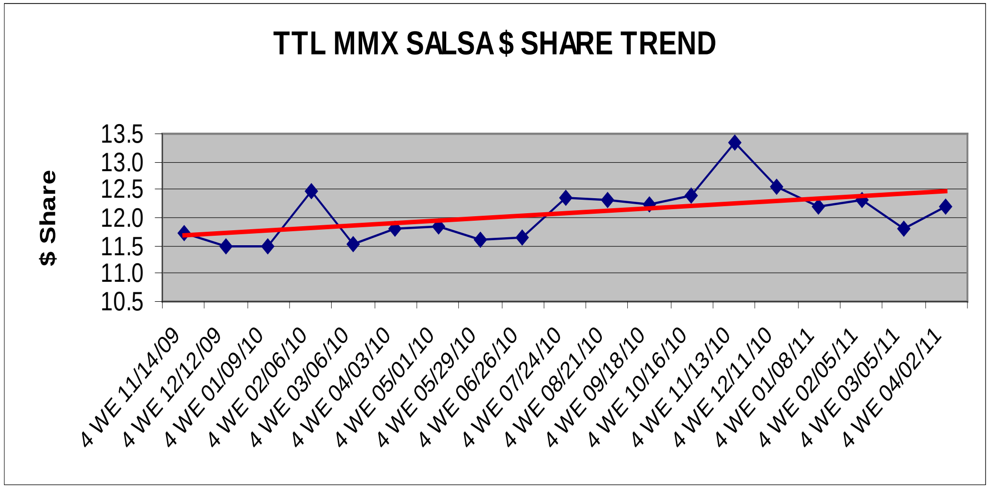


* = Source: Hormel Foods Internal Data

MegaMex: Summary of Household Panel Results*

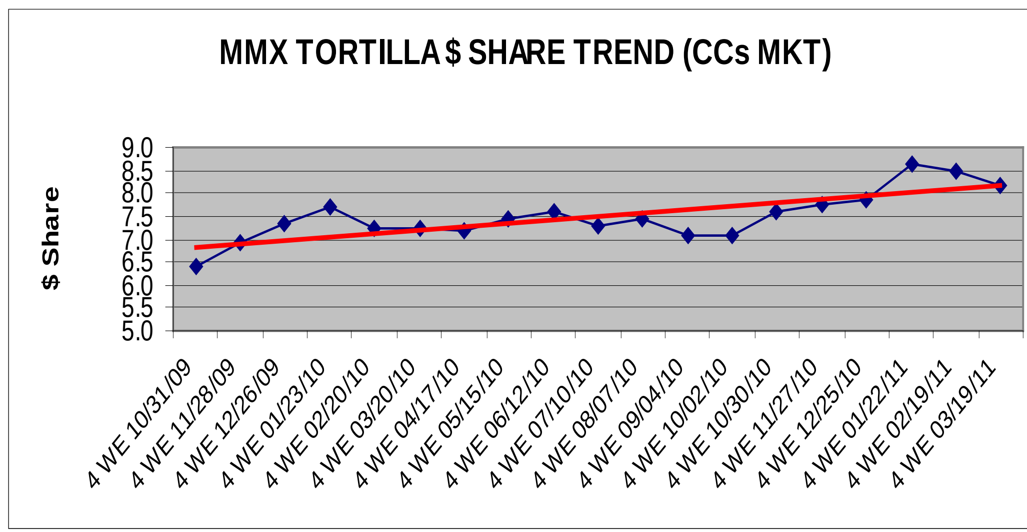


MegaMex: Summary of Dollar Share of Category Results*



Winning in Salsa

Winning in Tortillas



* = Source: Nielsen G$2M Quad Weeks Ending 4/2/11

Marketing Support

MegaMex Foods

Creative Reel

Balance.

Hormel Foods 2011 Investor Day

Mike Tolbert
Group Vice President – Specialty Foods

Specialty Foods Group

CENTURY FOODS INTERNATIONAL

Hormel Foods

Specialty Products

DIAMOND CRYSTAL BRANDS

Specialty Foods Group

The Role We Play

Growth
Engine

Risk
Diversification

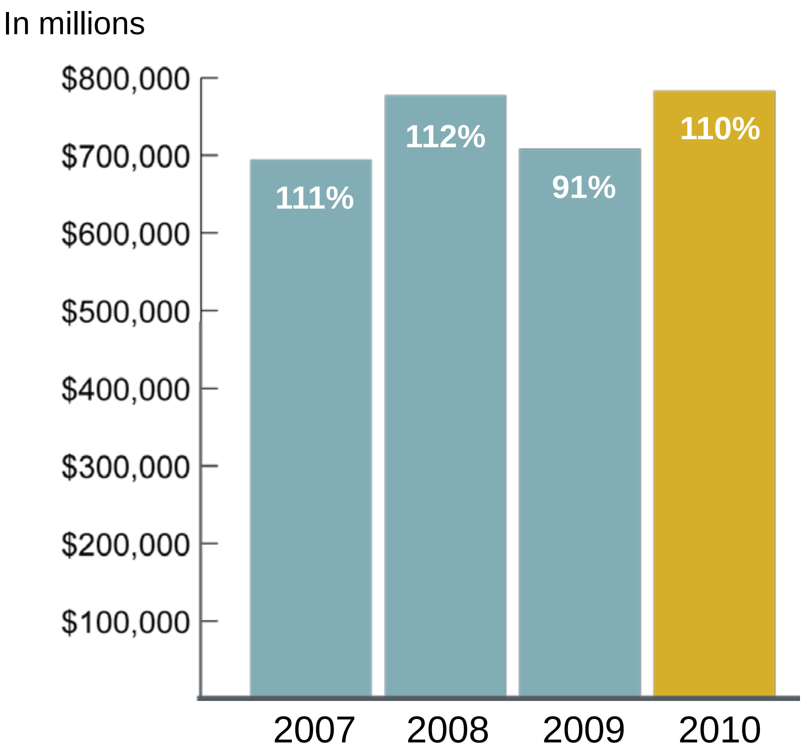
Operational
Synergies

Financial
Contribution

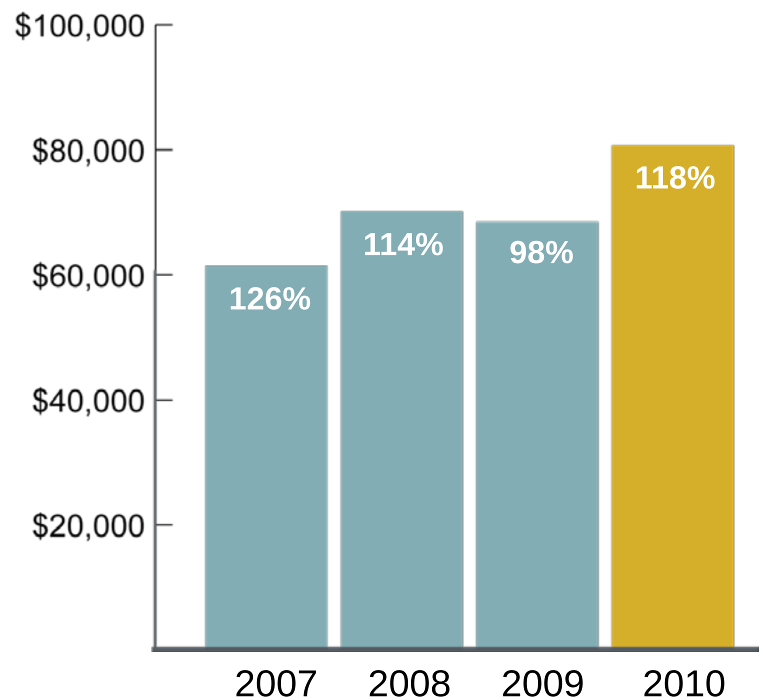
Collectively, Specialty Foods Generates Meaningful Sales and Profits

Index Year Over Year

Net Sales



Segment Profit



CENTURY FOODS INTERNATIONAL

Century Foods International

A preferred provider of contract mfg, services, private label solutions and specialty ingredients

- Broad set of product offerings are on trend and growing
- State-of-art R&D and technical capabilities
- Heavily invested manufacturing facilities with capacity in place to grow
- Favorable macro trends
- Growth strategy in place
- Innovative pipeline of products

CENTURY FOODS INTERNATIONAL

Primary Strategies

- Continue to grow store brands
- Drive volume growth, consume capacity and diversify customer portfolio
- Decrease per pound costs

Initiative – Expand Store Brand Sales

$300MM category

Active Protein Complex is a leader in the category

Index = 228

National Brand Equivalent to meal replacement/diet solutions

$255MM category*

Index = 282

SLIM SUPREME has gained 50% of market share where it's sold

National brand equivalent to nutritional beverages

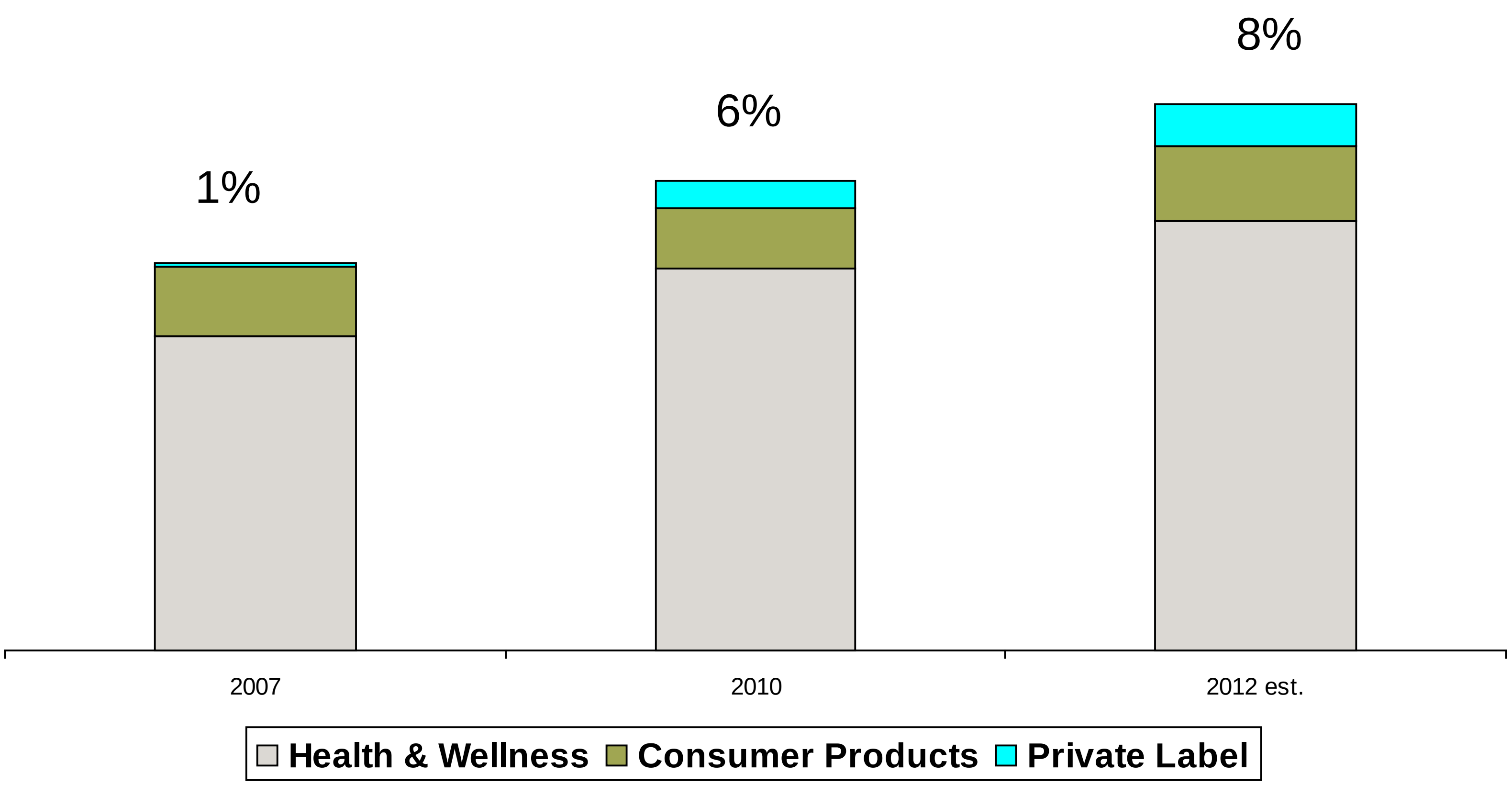
Category Index = 764

National Brand equivalent to fiber solutions

$260MM category*

***Nielsen – US Total Food, Drug, Mass**

Growth Strategy



Specialty Products

Specialty Products

Private Label

- Goal - exploit profits while maximizing overhead contribution
- What sets Hormel Foods apart from our competitors
  - Brand standard equivalent
  - Respect within the industry
  - Food safety
  - Logistics

Leveraging Store Brand Opportunities…

Private label is still growing: are we defensively positioned as a competitor or proactively strategic partnering?

Continue expansion of "Depth and Breadth" of distribution at focus 14 retailers

CPS Focus 14	Can Mt
Retailer A	✓
Retailer B	✓
Retailer C	✓
Retailer D	✓
Retailer E	✓
Retailer F	✓
Retailer G	✓
Retailer H	✓
Retailer I	✓
Retailer J	
Retailer K	✓
Retailer L	✓
Retailer M	✓
Retailer N	

Canned meat: Luncheon Mt, Chili, Beef Stew, Hash

Contract Manufacturing

Leveraging Operational Synergies by…

- – Utilizing Accessible Capacity
- – Drive “Managed Diet” platform

Why it’s important:

- Drive production efficiencies
- Profitable, low capital investment

How we win

- Reduces Brand Conflict
- Provides incremental net sales and gross margin
- Generates significant overhead savings

Ingredients

- Customer oriented provider of “one stop” solution to food and beverage manufacturers for their specialty ingredients needs
- Product lines featuring natural stocks and broths, ethnic flavors and seasonings, health and wellness ingredients (whey protein concentrates and isolates)
- Aligned with macro trends of “Natural” and “Health and Wellness” finished products positioning
- Leverage Hormel Food Corporation’s excellent track record in food safety, financial stability and visibility for preferred supplier status

DIAMOND CRYSTAL BRANDS

Splenda®

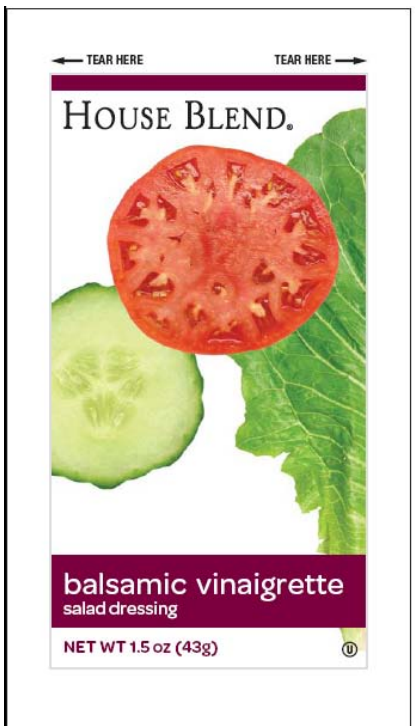
- *Splenda*® has a dominant position with a 68% share*, in the no-calorie sweetener category in foodservice.

- Continue to drive home the message that *Splenda*® is America's favorite low calorie sweetener.

- Expanding beyond packets to introducing pouches for bulk beverage preparation for iced tea and lemonade.

*Technomic

Liquid Portions



Liquid Portions - Background

- Liquid Portions represents a huge opportunity - $1B category
- We can leverage our R&D capability to create new, exciting dressing and sauce flavors to capture private label, national and regional account business
- Liquid Portions remains a growth engine as we experienced 11% sales growth in 2010 and plan to grow the business by another 14% this year

Liquid Portions – Growth Strategies

- Full Service provider across all value propositions:
  - Tier 1 Branded
  - Tier 2 Branded Replaceable
  - Tier 3 Non-Commercial
- Develop selected chain accounts with emphasis on sauces and dressings – leveraging the value of the operator's brand
- Penetrate specific customer segments via targeted channel strategies with specific customized program offerings – pizza chains, supermarket delis, C-stores, etc.
- Introduce new products which add on-trend flavor or broaden winning flavor/application concepts

Hormel Health Labs

- Net sales are >$100MM with a 67% market share
- Aging population will drive continued growth
- Maintained our profitability and have plans to improve
- Have opportunities to further grow our business with innovative products that deliver consumer noticeable benefits

Specialty Foods Group

Growth Engine

Risk Diversification

Operational Synergies

Financial Contribution

Questions ?

Balance.

Hormel Foods

Investor Day 2011