Innovating In A Changing Consumer Environment

Jeff Ettinger
Chairman, President & CEO
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 32-38 in the Company’s Form 10-Q filed June 6, 2014.
### Third Quarter Revenue & Earnings

<table>
<thead>
<tr>
<th></th>
<th>Revenue ($Millions)</th>
<th>Earnings Per Share</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2013 Q3</strong></td>
<td>$2,160</td>
<td>$0.42</td>
</tr>
<tr>
<td><strong>2014 Q3</strong></td>
<td>$2,285 (+6%)</td>
<td>$0.51 (+21%)</td>
</tr>
</tbody>
</table>

- Record sales and earnings for the quarter
- Three of five segments delivered operating profit growth
- High input costs pressured Grocery Product segment results
YTD Q3 2014
Balanced Model Highlighted

<table>
<thead>
<tr>
<th>Segment</th>
<th>Net Sales Change</th>
<th>Segment Profit Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grocery Products</td>
<td>+ 5%</td>
<td>- 3%</td>
</tr>
<tr>
<td>Refrigerated Foods</td>
<td>+ 9%</td>
<td>+ 64%</td>
</tr>
<tr>
<td>Jennie-O Turkey Store</td>
<td>+ 2%</td>
<td>+ 13%</td>
</tr>
<tr>
<td>Specialty Foods</td>
<td>- 13%</td>
<td>- 21%</td>
</tr>
<tr>
<td>International &amp; Other</td>
<td>+ 22%</td>
<td>+ 26%</td>
</tr>
<tr>
<td>Total</td>
<td>+5%</td>
<td>+19%</td>
</tr>
</tbody>
</table>
Consistently Delivering Results

Sales (Billions)

- **2010:** $6.5
- **2011:** $7.2
- **2012:** $8.0
- **2013:** $9.2
- *2014 est.:* $10.0

Growth: +7% CAGR

EPS

- **2009:** $1.27
- **2010:** $1.37
- **2011:** $1.75
- **2012:** $2.07
- **2013:** $2.22
- **2014 est.:** $2.50

Growth: +12% CAGR

*Based on 5% growth over 2013 actual
** Based on midpoint of fiscal 2014 guidance
Strong Legacy Portfolio
Core Innovation
Core Innovation
Core Innovation
Keeping the Portfolio Vital

Danny Meyer

Growth Opportunities

Global  Multi-Cultural  Nutritious  On-the-Go
Growing Global Presence

International & Other Segment Sales ($Millions)

- 2005: $146
- 2014: $500 est.
Multi-Cultural Flavors

MegaMex Foods Joint Venture Sales ($Millions)

- 2010: $198
- 2014: $600 est.
Who Can Give Taco Night a Kick in the Maracas!

Who Can Send Taste Buds on a Hawaiian Vacation?
Better-For-You
On-the-Go

Source: IRI State of the Snack Industry

- 3 Square Meals; No Snacks: 14%
- 3 Square Meals; Several Snacks: 21%
- 4 - 5 Mini-Meals: 28%
- Grab & Go: 38%
Recent Investments
Chile  
Japan  
South Korea  
Israel  
Australia  
United Kingdom  
Canada  

• #1 share in U.S. guacamole  
• All-natural, along with an organic offering
#1 natural peanut butter in the U.S.

SKIPPY® Singles - Progressive Grocer 2014 Editor's Pick
• Driving double-digit category growth
• Currently launching REV® AM breakfast wraps
• #1 brand ready-to-drink
• Significant distribution in convenience channel
Raw Material Diversification
More Than

30 Brands Have

#1 or #2 Market Share Positions in Their Category
Supporting Our Brands
Financial Performance Goals

- **5%** Revenue Growth
- **10%** Operating Income Growth
- **$3 Billion by 2016** New Product Development
  - New Products Introduced Since 2000
- **<1%** Operating Expense Growth
World Class Financial Performance

2003-2013 Performance

- Sales CAGR: 8%
- EPS CAGR: 11%
- Dividend CAGR: 12%
- Avg. ROIC: 14%
Uses of Cash

Member of S&P 500 Dividend Aristocrats

48

Consecutive Years of Dividend Increases

CAGR + 17%

$0.42 + 18%

$0.68

$0.80

Innovation

NPD as % of Total Sales

<table>
<thead>
<tr>
<th>Year</th>
<th>NPD %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>23.6%</td>
</tr>
<tr>
<td>2011</td>
<td>23.4%</td>
</tr>
<tr>
<td>2012</td>
<td>25.3%</td>
</tr>
<tr>
<td>2013</td>
<td>26.2%</td>
</tr>
<tr>
<td>2016 (est)</td>
<td>30%</td>
</tr>
</tbody>
</table>

New Products Introduced Since 2000

1. Understand our customer
2. Understand how they use our product
3. INNOVATE (New products; marketing & merchandising)
Total Shareholder Return

% Change


Experienced Team

Officer Average

26 Years Tenure
Innovating In A Changing Consumer Environment

Jeff Ettinger
Chairman, President & CEO