

SUMMER 2016

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HORMEL FOODS

A MINNESOTA MUST-SEE

The SPAM® Museum has a new home in downtown Austin, Minn.

125 Years of
CONNECTING
..... with
CONSUMERS

EVERY DAY IS GAME DAY

The People and Culture of CytoSport

125th ANNIVERSARY COMMEMORATIVE ISSUE

Inspired by the past. Innovating for the future.

We are Hormel Foods, a global Fortune 500 company
born in Austin, Minnesota and raised around the world.
And while we are 125 years old – we are just getting
started. Come with us on our journey and watch us grow.
www.hormelfoods.com



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HORMEL FOODS

A MINNESOTA MUST-SEE 10

The SPAM® Museum has a new home in downtown Austin, Minn. and is a happening location where history, pop culture, education and fun all come together in this 14,000-square-foot attraction.

BEHIND THE JAR 28

Since acquiring SKIPPY® peanut butter in 2013, Hormel Foods has learned a lot about peanut butter. This is the story behind each one of the over 90 million jars produced each year.

EVERY DAY IS GAME DAY 38

Learn more about the people and culture of what makes a brand like Muscle Milk® so successful.

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To celebrate the 125th Anniversary, we've created a cake and are sharing the recipe!

32 PRODUCING FOOD RESPONSIBLY SINCE 1981

This year is the 10th annual corporate responsibility report, and we are excited to share our food journey of how we produce food responsibly for customers and consumers around the world.





125th ANNIVERSARY COMMEMORATIVE ISSUE

Dear friends,

This year, we unite more than 20,000 people worldwide to reflect upon our rich heritage and to celebrate the future direction of our company. We are extremely proud to be marking our 125th anniversary – a significant milestone that few companies achieve.

This is a great opportunity to appreciate what George A. Hormel and his family began many years ago. It is exciting to see how far we have come since Geo. A. Hormel & Co. opened in 1891 in a small abandoned creamery just outside of Austin, Minnesota. Although much has changed, the values on which our company was founded still define our company today – integrity, an uninterrupted quest for quality and innovation, a respect for one another, and a commitment to community.

Hormel Foods has accomplished a great deal during its first 125 years, but what matters now is what we do next. We want to sincerely thank you for being part of this amazing company and for continuing to drive us forward so that our future can be just as remarkable as our past – another 125 years of continued success.

Sincerely,

A handwritten signature in black ink that reads 'Jeff Ettinger'.

Jeff Ettinger
Chairman and CEO

A handwritten signature in black ink that reads 'Jim Snee'.

Jim Snee
President and COO



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A note from your contributors

WELCOME TO THE 125TH ANNIVERSARY COMMEMORATIVE ISSUE OF THE MAGAZINE! We're so excited to be able to provide you with this issue in honor of this special milestone. Not only will you find stories that celebrate our rich history, but also be able to take a look inside the important things our brands and businesses are doing



to stay relevant for the future. Much like the anniversary is an opportunity to reflect and set the stage for the future, we intend for this issue to pioneer our new look and feel for your magazine.

Going forward, your magazine will be published quarterly so that we can create rich content and design for you to

enjoy. In between published issues, you can keep up-to-date by checking us out online on our website and social media channels. We are very excited about this redesign, and hope you are too. This issue is like a sneak peek into what future magazines going forward will look like!

Sharing your stories is something we feel is important not only because it builds positive awareness for the many great things you are doing, but also because we feel it builds and strengthens our community.

We continue to evolve and build upon our success, and the launch of this magazine is just one way we are sharing your stories in celebration of this anniversary. The people who make up the Hormel community are our legacy and our future, and by sharing your stories we can look forward to what's next — another 125 years of elevating the everyday.

Wendy
Natalie
Katie
Holly
Amy
Elizabeth

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Scan this QR code to learn more about the 125th Anniversary.



inside

HORMEL FOODS

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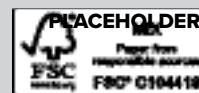
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LA VICTORIA® Brand salsas are a tasteful assortment of distinctive flavors and ingredients—including tomatoes that go from field to jar in just 24 hours. The difference is night and day. For new recipes and fresh ideas visit LaVictoria.com.



HORMEL FOODS

CEO ROUNDTABLE

THE COMPANY'S LAST THREE CHIEF EXECUTIVES CONVENE TO TALK STRATEGY, INNOVATION AND VALUES

By: ETHAN WATTERS

LAST SPRING, HORMEL FOODS CEO JEFF ETTINGER AND HIS TWO PREDECESSORS, JOEL JOHNSON AND RICHARD KNOWLTON, SAT DOWN FOR A LUNCH AT THE VINTAGE CLUB GOLF COURSE IN PALM SPRINGS TO SHARE A MEAL OF FRIED RICE WITH TERIYAKI SPAM® — A RECIPE THAT ETTINGER HAD LEARNED FROM HIS SON'S COLLEGE ROOMMATE.

“This is my eleventh year as CEO,” Ettinger said at the outset. “So now we’ve all had double digit tenures as CEOs, which is pretty rare in modern American business. It’s a wonderful legacy to share.”

“Put together, we’ve shared 35 years as CEO,” said Johnson, who was CEO from 1993-2004. I feel like we should all be wearing green Master’s jackets.”

Over the course of the lunch, the three shared stories of old co-workers, adventures they had on their international travels and their individual perspectives on what has kept the company so vibrant for so long.

One key, Johnson suggested, was that Hormel Foods had always remained on the cutting edge.

“I think the company has always been very contemporary, even back in the day,” he said. “Think of the Italian products that were introduced back in the teens and twenties — the salamis and the pepperonis. Italian food wasn’t widely popular at that point and we were there to grow that phenomenon. It was similar with the Hispanic food as well. When I was a kid, I couldn’t have told you what a taco was, much less a chimichanga. We’ve kept the portfolio fresh instead of doing the same tired old thing, over and over again.”

Knowlton, who was CEO from 1981 to 1993 when the company began to invest in Hispanic food products, remembers those new product lines fondly. “That was a fun time,” he said. “I think everyone in the company was excited when we partnered with the

CHI-CHI’S® brand. We were convinced that business was going to be one of our strengths. I was glad to be part of that era of so many new products.”

Ettinger added how important it was to create a balance between Americanized ethnic foods and ones that had an authentic connection to their country of origin. “The Mexican franchise has such a great balance of made-in-America brands like CHI-CHI’S® salsa, which was derived from a Tex-Mex restaurant chain, but I think having those authentic items — the *Herdez*® brand, *Bufalo*® brand, *Embasa*® brand and the *Dona Maria*® brand, have also been a boon for us. We really offer the full portfolio now.”

The mention of Herdez got Johnson remembering the day he finalized the partnership with Don Enrique Hernandez-Pons, the head of the company. “We signed the original deal on a paper napkin in a restaurant in Florida.”

The three Hormel Foods CEOs all shared the belief that creating great brands and partnering or purchasing brands with great promise was certainly central to the company’s success. But they also agreed that the company had assets that customers might be less aware of.

“I think our greatest strength is something that that outsiders don’t see,” said Johnson. “It’s the core strength we have in function by function, from R&D, to production, to cost control. I’d put Hormel people up against anyone in the industry. When Hormel gets

“I’D PUT HORMEL PEOPLE UP AGAINST ANYONE IN THE INDUSTRY. WHEN HORMEL GETS BEHIND SOMETHING, WE HAVE THE FIREPOWER AND CONFIDENCE TO DELIVER.”

behind something, we have the firepower and confidence to deliver.”

Knowlton added that keeping all those parts of the company constantly communicating and understanding the needs of each other was also important. CEO from 1981 to 1995, Knowlton was the senior of the trio and also had the distinction of having the longest history with the company. Besides his two years in the Air Force, he spent his entire working life at Hormel Foods and saw the company through some difficult years that saw rising labor costs and falling red-meat sales. “We kept marketing very close to production,” Knowlton said, “and that is one of the things that allows for cost savings and our ability to identify opportunities and find the product that will fit.”

“That’s right,” Johnson agreed. “The marketing people aren’t sitting in some skyscraper in New York with the plant workers out in the midwest. Our marketers are right across the street from one of our biggest plants.”

All three of the former CEOs agreed that employee loyalty at Hormel Foods creates a spirit of teamwork and company cohesion. “Frankly,” said Ettinger, “We’re admired by others in the industry and they’re a little jealous when they see how loyal our employees are and how long they stay with the company.”

Where exactly that spirit of solidarity comes from, was the topic of much of the discussion at the lunch. Johnson suggested that the company’s small town location might select for a certain type of grounded and value-driven person.

“For the most part we grow our own people,” said Johnson. “You know Austin isn’t for everybody. So, there is a self-selection that takes place right at the beginning of people’s careers. Once they are five or six years into working here, they realize how good a company Hormel Foods is and we often have them for the rest of their career.”

“I think we’ve also benefited from the foresight that Jay and George Hormel had in creating The Hormel Foundation,” said Ettinger, referring to fact that nearly half of the company’s stock is controlled by The Hormel Foundation. “Especially in this day and age of activist investors and takeover threats, the fact we are protected in that regard allows us to make long-term decisions and gives employees who come to the company some confidence that the company is going to be around if they stick with it.”

Because people tend to have long careers at Hormel Foods, their focus tends to be long term. “People are going to get to live their successes,” said Johnson, “and have time to fix their mistakes.”

“Exactly,” Ettinger added, “that impacts the day-to-day culture. By in large they are going to stay for a long career so they are not going to take the shortcut and they are not going to stab a colleague in the back to make themselves look good.”

“I THINK WE’VE ALSO
BENEFITED FROM THE
FORESIGHT THAT JAY
AND GEORGE HORMEL
HAD IN CREATING
THE FOUNDATION.”



make themselves look good.”

Together, the three CEOs described a company culture that shares a deep respect for all layers of the business – from production to marketing.

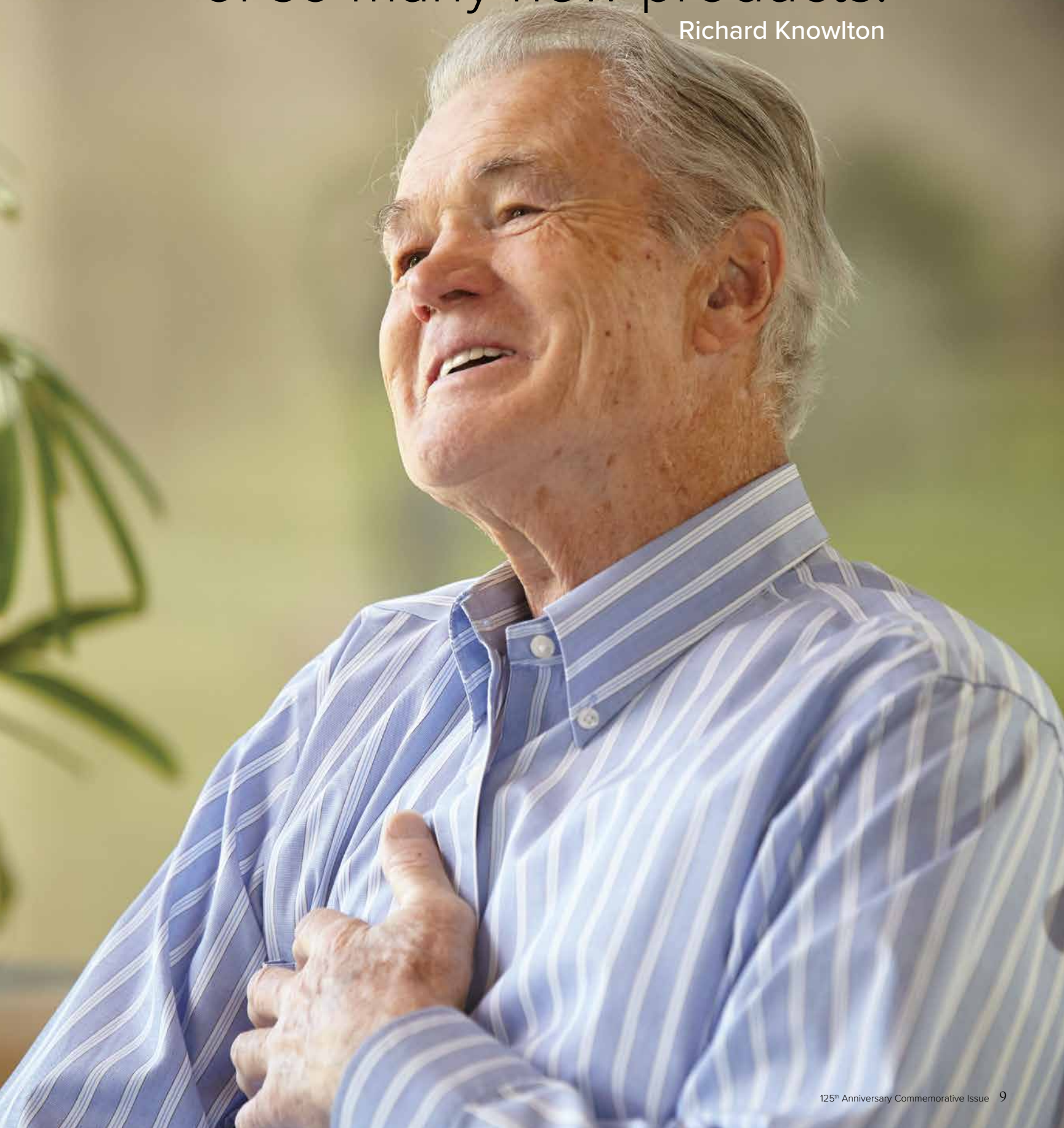
“The marketing people realize that it’s not just marketing sizzle,”

said Johnson. “It’s not just a great ad campaign. The product has to satisfy, surprise and delight the consumer. We are still very much in the business of finding wonderful opportunities.”

ETHAN WATTERS is an author, journalist and trend spotter who has spent the last two decades writing about culture and social psychology. Most recently, he is the author of Crazy Like Us: The Globalization of the American Psyche. Prior to that, he wrote Urban Tribes: Are Friends the New Family?, an examination of the growing population of the “never marrieds.” Watters is a contributor to The New York Times Magazine, Outside, Discover, Men’s Journal, Details, Wired, and This American Life. His writing on the new research surrounding epigenetics was featured in the 2003’s Best American Science and Nature Writing series.

“I was glad to be part of that era
of so many new products.”

Richard Knowlton





SPAM
MUSEUM

A MINNESOTA MUST-SEE

SPAM® MUSEUM



Take a
look inside!





REOPENS

From its original 1991 small storefront opening in the former Oak Park Mall to its thirteen-year home next to corporate office space, the *SPAM*® Museum has a new permanent home in downtown Austin, Minn. History, pop culture, education and fun all come together in this 14,000-square-foot attraction in southern Minnesota.

By: Katie McNab

Where it started

The museum tells the origin of the *SPAM*® brand and its place in world culture, the history of the Hormel Foods company and the story of a small Minnesotan town built by a family and a dream.

The *SPAM*® brand has become so iconic that it needed its own museum. Marketing director Nicole Behne said, “Of course we have a museum! We are the meat that can do what other meats cannot. We have had a place in history, pop culture and culinary cuisine for almost 80 years – why wouldn’t we have a museum?!”

The *SPAM*® Museum actually found its original roots when the company opened a Hormel Foods First Century Museum in 1991 as a celebration of the company’s 100 year anniversary. The most alluring parts of this history exhibit were those that told the story of the iconic *SPAM*® brand. The company later rebranded the space to be dedicated to the brand.

A much larger museum, entirely *SPAM*® brand-focused, opened in September of

2001. The 16,500-square-foot space included historical displays, a theater, family activities and games, and a gift shop. The lobby of the museum featured a wall made of more than 3,300 *SPAM*® cans and, for many years, the theater showed a short film, “*SPAM*® Products: A Love Story.”

It is only fitting that this year, for the company’s 125th anniversary and 25 years after the concept was born, that the museum finds its new home in the heart of the city.

Please don’t eat the exhibits

Some exhibits were transplanted from the old museum, including a look at the product’s role in supporting the troops during World War II. Others are new, including the international feature that highlights the popularity of the *SPAM*® brand and products around the world.



Always getting asked if she has the best job on earth, the *SPAM*® Museum is managed by Savile.

Galleries

SPAM Can Central, the heart of the museum, features a ten-question interactive quiz, a social media feed that streams posts tagged with #spambrand or #spammuseum and a station where people can email a variety of *SPAM*® brand recipes to themselves.

SPAM The World Market international gallery is where visitors can learn about the advertising and use of *SPAM*® products from over 40 different nations, specifically featuring the United Kingdom, Japan, South Korea, Philippines, China, Latin America and Hawaii.

SPAM World War II and beyond, a war-time-themed exhibit explaining the importance of *SPAM*® products as a staple for American troops and the company's involvement with the military.

SPAM *SPAM*® Brand 101, an interactive exhibit where visitors can learn about how *SPAM*® products are made and the varieties available, and families are able to compete against one another in an assembly game, timing their ability to put together a mock can of *SPAM*® product.

SPAM The indoor kids play area has a large hand-painted mural of a barn and farm house scene by Minneapolis artist Adam Turman, which gives a nod to the agricultural roots of the brand and company.

SPAM The Hormel Foods Corporation overall company gallery features a brand wall, commercials, our corporate responsibility efforts, the company history and more.

SPAM The pop culture area showcases the brand's feature in a Broadway production, a Monty Python *SPAM*® brand-themed skit, the *Sir Can-A-Lot*™ brand character and more.

SPAM The *SPAM*® Gift Shop offers hundreds of branded items and gifts.



Many of the exhibits include games, interactive videos and hands-on activities.

Among the exhibits are a few extra eye-catchers, including a 12-foot, 60-pound *SPAM*® brand-themed rocket and a complete set of bluegrass instruments made from *SPAM*® cans. The rocket was made by company employee Gerald Meux Jr. and was actually flown before being retired to the museum. The instruments were played across the country at music festivals but now are purely for display. You can, however, purchase a functional *SPAM*® brand can-jo in the gift shop.

A 390-foot conveyor is suspended from the ceiling and runs through the museum carrying 20 different varieties of *SPAM*® product. The can train takes approximately 18 minutes to make an entire lap around all parts of the museum.

The exhibits can be explored on your own, or with the help of a *SPAMBassador*™ ambassador. These guides offer visitors additional facts and information about the exhibits, answer any and all questions that may come up, and also occasionally hand out small bites of *SPAM*® product on a toothpick or pretzel stick, commonly known as *SPAMples*®.

The home of the museum

The Minneapolis Star Tribune quoted the mayor of Austin, Tom Stiehme, giving insight into the home of the museum. "It amazes me how many people have been to the *SPAM*® Museum. [The museum] puts Austin on the map in a lot of ways. They might not know Austin, but they know the *SPAM*® brand."

One of the biggest pushes behind building a new museum and moving it to the middle of downtown was to support local businesses.

"Moving the museum allows visitors to eat,

shop and play in our awesome downtown city center," Behne said.

Some businesses have even reported an uptick in traffic and sales since the new museum has been open. One shop in particular has even added Sunday hours of operation because their Saturday traffic has increased so much.

SPAM® Museum manager Savile Lord says, "In general, many small towns across the Midwest are seeing a decrease in size and robustness, but by moving the museum downtown we are able to bring a large number of visitors directly into downtown and encourage them to stay. It is fantastic to see the streets come alive as traffic comes in, and to know that those people are engaging with other businesses is very exciting."

The museum staff even hands out maps of the area that show local attractions and points of interest, and specifically lists the restaurants that serve items containing the famous product.

What's next?

In the 12 previous years, the *SPAM*® Museum saw more than one million visitors. This ranked the establishment as the third most popular free tourist attraction in the state by Explore Minnesota.

In honor of the 125th anniversary of Hormel Foods, the *SPAM*® Museum is shooting for a goal of 125,000 visitors in its first year. In its first six weeks of having its doors open, the new museum attracted over 17,000 people from around the globe, including the Virgin Islands, Brazil, Germany, Japan, England, Russia, Slovakia, Hawaii, Australia and many, many more.

The *SPAM*® Museum is so much more than a new downtown destination, it is the full story of one of the world's most iconic brands and truly a Minnesota must-see.

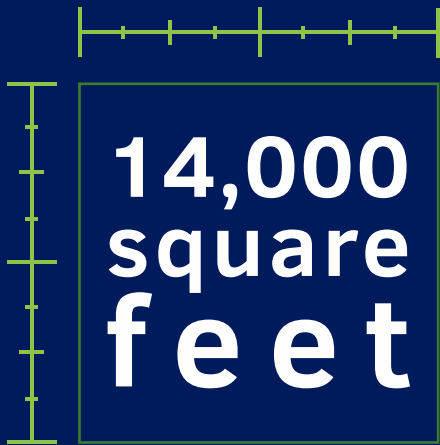


BY THE NUMBERS

Grand opening ceremony
July 29, 2016



**101 3rd Ave NE
Austin, MN**



**SPAM® Can
Conveyor**

**780
cans**

**390
feet long**

**18-minute
trip**





“My family connection to Hormel Foods is truly part of my identity. I think this sort of multigenerational connection to a single company will become increasingly rare in America.”

Jeff Frank, CEO, MegaMex



HORMEL FOODS – WHERE COMPANY CULTURE RUNS IN THE FAMILY

BY: *ETHAN WATTERS*

To say that MegaMex CEO Jeff Frank was born into the Hormel Foods family is something of an understatement. Two of his great-grandfathers worked for Hormel as did both of his grandfathers, his dad, and his brother. Together, they’ve logged over 200 years working at Hormel Foods. Jeff estimates that if you included his extended relatives, his family has given nearly 500 years – a half a millennium – of service to Hormel Foods. The meaning Jeff finds in that interlocking web of family connections both to Hormel Foods and to the town of Austin, Minn., is difficult to describe. Even though he now lives in Southern California, when he comes back to Austin he rarely walks more than a block before he sees someone he knows.

“Even if I don’t know someone, it wouldn’t take more than a couple of minutes of chatting before we realize we know many people in common,” he said. “My family connection to Hormel Foods is truly part of my identity. I think this sort of multigenerational connection to a single company will become increasingly rare in America.”

Jeff’s career started as a communications intern in 1996 and moved through sales and then brand management and marketing. Three years ago he took over the helm of MegaMex. He particularly likes the idea that members of his family knew George and Jay Hormel personally when the company was just a few decades old. “For myself and my family, these men are not distant historical characters,” he said. “This brings them to life for me.”

Top to bottom: Jeff Frank’s great-grandfather Walter Lauritzen is pictured 5th from right with a group of co-workers outside the Austin Plant (1937); Jeff Frank’s great-grandfather Eugene Maloney circa 1916; Jeff Frank’s grandfather, Robert (Bobbie) Lauritzen is pictured 3rd from left with co-workers from the Austin Plant (1947); Jeff Frank’s father, Al Frank, circa 1989.



Left: Ramlo family photo 1960; Dale and Mark Ramlo

Below: Scott Ramlo, plant manager, Beloit Plant

One of the things that is remarkable about the Frank family connection is that it is not that unique of a story.

Scott Ramlo, the manager of the Beloit Plant in Wisconsin, also has a long family history with Hormel. His brother, father and many of his extended family members going back to the 1920s had careers with the company. The smell of the plant, the lunch whistle and the low rumble of boxcars were the sensory landscape of Scott's childhood. There are fewer trains now but he still enjoys hearing the work whistle, when he comes back to Austin.

Scott has moved eight times in his career at Hormel Foods and describes having a varied and challenging career – all while working at one company. "I've never been bored in my working life," he said. "There has been a new challenge every day."

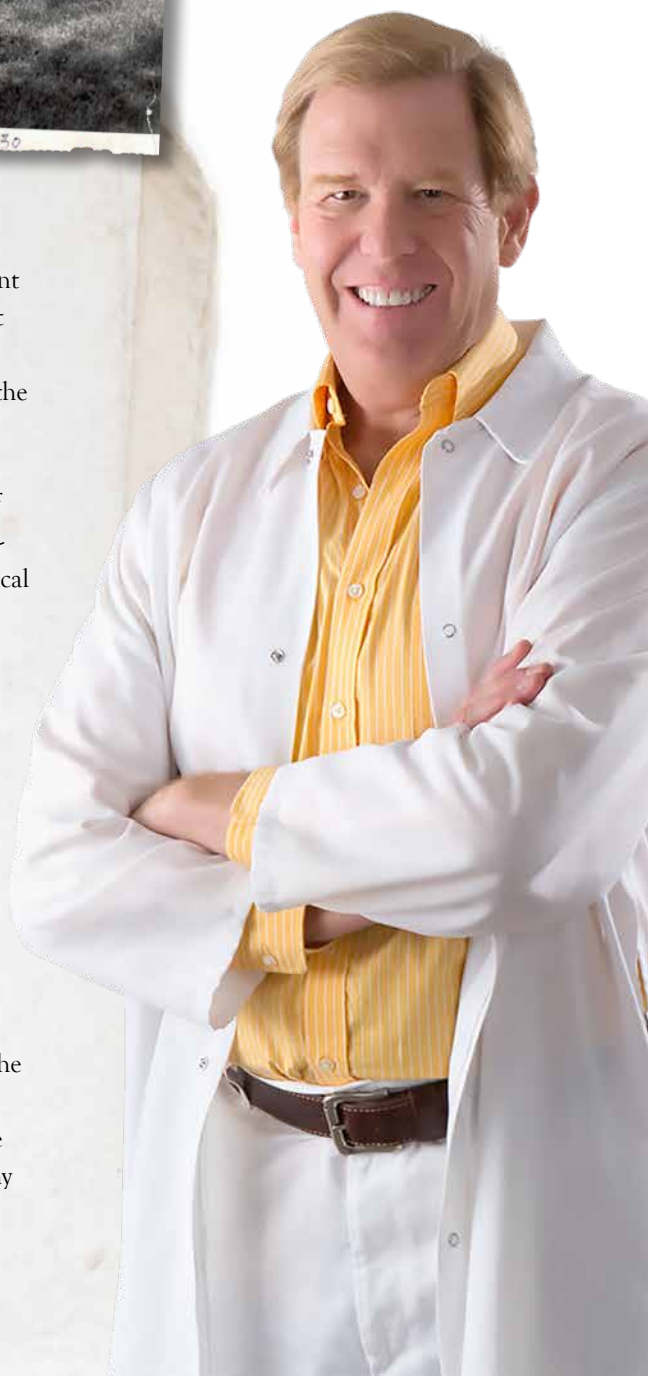
When asked what their long family connection to Hormel Foods means to them, both Scott and Jeff mention the same word: pride. They describe a culture of integrity, honor and fair play, that was shared by their families, the town of Austin and Hormel Foods itself. "I grew up held to high ethical standards," Jeff said. "There was a right way of doing things

and wrong way. At Hormel Foods, that meant keeping our eye on the long term. We're not looking for the flash in the pan."

That sense of pride was also bolstered by the company's deep commitment to supporting veterans, community groups and its work in fighting cancer and supporting patients. Jeff sees those projects and the company's investment in Employee Resource Groups, as critical ways to pass on his deep generational pride to new and diverse employee populations.

Will the family connections be passed down to a new generation? Jeff's two girls – the oldest is just five years old – have yet to express their career intentions. Scott's two children, however, are both young adults and beginning to explore their career options. His son, who is still in college, has shown some interest in possibly following the family tradition. Scott is not going to pressure him but he knows what he'll say if he wants advice.

"I'd recommend the company to him," he said. "Honestly, I'd recommend the company to anyone."



FROM THE BEGINNING:

THE BRANDS



INGREDIENTS TO SUCCESS

By: KATIE MCNAB & NATALIE BAUDLER

As the larger settled farms of the Midwest began to produce excess corn, the availability and low cost of this feed attracted pig production and processing to the Midwest. By the mid-1800s, the states that produced the most corn also produced the most pigs.

This proximity to farms is one of the main reasons the Hormel family chose to go into the pork processing business in Austin, Minn. The pig was the paramount of George A. Hormel's success in getting his small business on its feet.

"When a customer was in doubt, we always recommended a nice cut of pork," George A. Hormel wrote in his unpublished autobiography of the popularity of pork and its importance and to his young business.

Three of the most successful products marketed at the beginning of the business were hams, bacon and fresh pork. Not surprisingly, these three products are still thriving in our company today.

Through many rebranding efforts and innovations, these products saw many names such as Hormel's Superior Brand pork, Hormel's Dairy Brand bacon, Hormel Flavor-Sealed ham and more throughout the years. Today, they live branded as *Hormel® Cure 81®* ham, *Hormel® Black Label®* bacon and *Hormel® Always Tender®* fresh pork.

Under the meat products division of the Refrigerated Foods business segment, these three brands stand out in the marketplace, are carefully managed internally to make sure they maintain relevancy and are a large contributor to the division's success.

"*Hormel® Black Label®* bacon, *Hormel® Cure 81®* ham, and *Hormel® Always Tender®* fresh pork are three legacy brands within our meat products division that are rooted in quality, craftsmanship and consumer relevance. Steady innovation, product optimization plus brand integrity have been our formula for consistent growth over time. These great brands have not only survived the test of time, but they continue to thrive to this day," said Eric Steinbach, marketing director, meat products.

HORMEL® ALWAYS TENDER® FRESH PORK

Hormel® Fresh Pork has always been part of the company's supply chain and the *Hormel® Always Tender®* brand was created in order to bring additional value to this segment of the business. The brand was created in 1993 when Hormel Foods patented a brine that provided the consumer with a tender and juicy eating experience every time, guaranteed. In 1996, *Hormel® Always Tender®* marinated meats were launched with two flavors, peppercorn and teriyaki. Today, the portfolio has expanded its flavors and cuts of fresh pre-seasoned, pre-marinated meats to pork loin filets, pork tenderloins, and pork roasts. The brand is the No. 1 brand of flavored pork in its category and has recently reformulated its ingredient statements to align with a company-wide initiative.

Hormel Foods implemented a clean label initiative to simplify the ingredient statements of many of its retail products through the removal or replacement of ingredients, while still delivering great-tasting items that consumers expect. In fiscal years 2014 and 2015, a total of 12 clean label projects were initiated across the company, and *Hormel® Always Tender®*



marinated meats were one of the first products to be completed.

“We understand that listening to our consumers is essential, and will continue to develop innovation based on the insights we gain to meet their wants and needs. One thing that hasn’t changed throughout the years, is that consumers want something easy and quick, yet flavorful and healthy, and that’s where *Hormel® Always Tender®* marinated meats will continue to be.”

HORMEL® BLACK LABEL® BACON

Hormel Foods has been making bacon since the beginning. *Hormel® Black Label®* bacon has stood the test of time due to relentless attention to detail for the production, resulting in superior quality and taste loved by consumers everywhere. The brand has adapted and innovated to ensure core varieties and flavors are on-trend with consumer movements.

In 1989, the brand invented a microwave-ready bacon as the microwave itself was being brought into households across the country. This product evolved into a fully-cooked bacon segment as consumer needs changed to want even less preparation.

Last year, the *Hormel® Black Label®* bacon brand

launched a line of premium flavors to hit on meal occasions beyond breakfast and satisfy consumers’ wants to basically wrap everything in bacon, and consider using bacon in all meals, even snacks and desserts.

Along with this premium line launch has come several marketing campaigns including creating a motorcycle fueled by a bacon grease biodiesel blend, hosting a bacon-themed burlesque show in Las Vegas, the *Black Label® Bacon Strip Show™*, in order to celebrate the new premium line of bacon, and continuing to have a strong presence at bacon festivals across the nation. These concepts are reaching a new and changing consumer through unique media channels paired with a strong social media presence across platforms.

All of this has been leading up to 2016, where the entire portfolio will be redesigned and united under the *Hormel® Black Label®* brand.

“2016 will be a historic year for us as we unite under one brand across all breakfast meat segments,” said Nick Schweitzer, brand manager, meat products. “Our goal is to have our positioning around being the serious quality bacon match our quality products. If you’re going to be on the same team, you’ve got to wear the same jersey.”

Watch the
highlights here.



HORMEL® CURE 81® HAM

The *Hormel® Cure 81®* brand is rooted in legacy and an example of unmatched quality in its category. The brand was developed in 1963 when Geo. A. Hormel & Company took an unprecedented approach to product development by asking more than 1,000 homemakers to help create “the world’s most nearly perfect ham.”

As consumers’ tastes and preferences have changed, their ideas of the perfect ham have also evolved. *Hormel® Cure 81®* ham offers enhanced flavor, texture and ap-

A CUREMASTER OVERSEES THE PRODUCTION OF EACH HAM AND IS ESSENTIAL TO PRESERVING THE INTEGRITY AND QUALITY OF THE PRODUCT.

pearance for today’s families and still retains the highest quality standards, resulting in a moist and tender ham.

The brand continues to innovate with the new smokehouse series of items like the *Hormel® Cure 81®* Cherrywood Smoked hams and the new exclusive line of hams sold only online, branded *Curemaster Reserve™* hams.

The *Curemaster Reserve™* brand was launched in time for the spring holidays, with five flavors of premium cut hams and six different glazes to choose from. Family gatherings across the country enjoyed a ham from this small batch line of products, delivered straight to their door.

Social media buzz along with press from popular sites celebrated the launch of these quality products. The *Curemaster Reserve™* brand was featured in a Food and Wine article titled, “6 Things to Put in a Grown-Up Easter Basket,” and specifically mentioned the brown sugar ham with sriracha glaze as a favorite.

“We were pleased with the initial launch of the line and are excited to continue offering these premium hams to our consumers,” said Megan Kubsch, brand manager, meat products. “We are very excited about the future of the *Hormel® Cure 81®* brand, and the *Curemas-*



For the brand's 50th anniversary in 2013, all living curemasters were brought together for a reunion to share about their experiences as curemasters.

There's nothing better than SKIPPY® Peanut Butter on the outside.

The interior is crunchy like a pretzel, because it is a pretzel.

There's nothing better than SKIPPY® Peanut Butter on the inside.

THE ANATOMY OF YIPPEE!™



LUMBERJACKS EAT MOORE





THE OFFICIAL

125th

ANNIVERSARY
CAKE

Most significant milestones in life are celebrated with cake - birthdays, weddings, etc. - and as Hormel Foods approaches its 125th Anniversary, what better way to celebrate than with a mile-high, decadent peanut butter and chocolate cake? SKIPPY® peanut butter is the star of this show, although Hormel® Black Label® bacon and SPAM® Classic were close contenders. This cake is as easy as it is impressive. Two 8-inch cake layers, cut in half and sandwiched between layers of creamy peanut butter frosting and dressed up with a 3-ingredient ganache. Whether you're a savvy saveur or a not-so-sure-of-yourself novice, you can still enjoy this simple to make recipe.


Quick tip: Making the cake layers ahead of time and freezing will make the process much smoother.

Cheers,

Angela

Angela Sellers, food specialist, Studio H





SKIPPY® PEANUT BUTTER AND CHOCOLATE CELEBRATION CAKE

hands-on time: 20 minutes | total time: 2 hours, 10 minutes | serves: 12

- 2 cups all-purpose flour
- 1 cup light brown sugar, firmly packed
- 1 cup granulated sugar
- $\frac{3}{4}$ cup cocoa powder
- 2 teaspoons baking soda
- 1 teaspoon baking powder
- 1 teaspoon salt
- 1 cup buttermilk
- $\frac{1}{2}$ cup butter, melted
- 2 large eggs, lightly beaten
- 1 teaspoon vanilla bean paste or vanilla extract
- $\frac{1}{2}$ cup SKIPPY® creamy peanut butter
- $\frac{1}{2}$ cup hot brewed coffee

Heat oven to 350°F. Grease and flour 2 (8-inch) round cake pans. In large bowl stir together flour and next 6 ingredients until thoroughly combined. In separate bowl, combine buttermilk, butter, eggs, vanilla and peanut butter until combined. Gradually add buttermilk mixture to flour mixture with electric mixer. Once incorporated, add coffee. Beat until smooth. Transfer mixture to prepared pans. Bake 40 to 42 minutes or until a wooden pick inserted in center comes out clean. Cool cake layers in pans on wire racks 10 minutes; remove from pans to wire racks, and cool completely (about 1 hour).

Nutritional information per serving:
Calories: 376, Protein: 8g, Carbohydrate: 58g,
Fat: 15g, Cholesterol: 52mg, Sodium: 568mg

SKIPPY® PEANUT BUTTER FROSTING

hands-on time: 10 minutes | total time: 10 minutes | serves: 12

In large mixing bowl, combine 1 cup SKIPPY® peanut butter, $\frac{3}{4}$ cup softened butter, $\frac{1}{2}$ teaspoon vanilla bean paste, and $\frac{1}{4}$ teaspoon kosher salt until smooth. Gradually add 6 cups powdered sugar, $\frac{1}{2}$ cup whipping cream and $\frac{1}{4}$ cup strong brewed coffee (cooled) alternately, beating with an electric mixer, until smooth.

Nutritional information per serving:
Calories: 482, Protein: 5g, Carbohydrate: 65g,
Fat: 24g, Cholesterol: 36mg, Sodium: 234mg

CHOCOLATE GANACHE

hands-on time: 10 minutes | total time: 10 minutes | serves: 12

In small saucepan, heat 1 cup whipping cream until small bubbles appear around edges. Pour hot cream over morsels in medium bowl. Let stand 5 minutes. Whisk in 2 tablespoons softened butter until smooth. Let stand 10 minutes.

Nutritional information per serving:
Calories: 187, Protein: 1g, Carbohydrate: 18g,
Fat: 14g, Cholesterol: 16mg, Sodium: 21mg

web

For more recipes, visit:
www.hormelfoodsrecipes.com



Visit Hormel Foods on Pinterest at:
<http://pinterest.com/hormelfoodscorp>

{ photo, food styling, recipes
and art direction: Studio H }



**ONE
BITE**
IS ALL IT TAKES
TO SWITCH TO
TURKEY.





BRAND

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Hash

DIG INTO DELICIOUS MEALS THAT SATISFY



serving
suggestion

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BEHIND the JAR

By Ethan Watters

The story behind each one of the over 90 million jars of SKIPPY® produced each year begins with farmers. Glenn Cox and his daughter Casey work a few hundred acres of land along the Flint River in Mitchell County, Georgia. At 25 years old, Casey, who is still learning to run the family farm from her parents, will be the sixth generation on the same land. Their farm, which they call Longleaf Ridge, has been producing peanuts for close to 100 years.

From the time she could walk, Casey has followed her dad, Glenn Cox, out into the fields and often sat with him during long days on the tractor. Entering adulthood, she wasn't sure she was going into the family business. Then, after a couple months at college, she realized how much farming was in her blood. "I had no plans to move back to Georgia," she says. "But then it hit me just what a special place I had grown up in and how important that land along the Flint River was to me."

Now, just a few years back from getting her degree in natural resources conservation, she's splitting her time between farming and working as Executive Director of the Flint River Soil and Water Conservation District. Her parents could not be more excited about the new ideas she's brought home. "They both instilled in me the idea that we were stewards of the land," she says. "To be a good farmer,

you have to be a good conservationist."

Longleaf Ridge is one of about 25,000 peanut farms across the south. They grow the Runner variety, which is found across Georgia, Texas, Alabama, South Carolina and Oklahoma, and is the type most commonly used for making peanut butter. The Runner is slightly smaller than the Virginia, the type of peanut you might get at the ballpark, but the Runner's uniform kernel size makes it superior for uniform drying and roasting.

The season begins as soon as spring gets a firm hold on the weather. A couple weeks after planting, Casey and her father check on the peanut plants poking out of the soil, each with four little leaflets that look a bit like clover. After about 40 days, the plant flowers, and then does something quite rare in the botanical world. The flowers fade and are replaced by tiny stems that reach back down into the soil, where they grow individual peanut pods a couple of inches under the surface. In the end, each planted seed will produce between 25 and 50 new peanuts.

After about five months, it's time for the two-stage harvest to begin. A "digger and shaker" machine is pulled across the field which

“(The smell of the harvest) is hard to describe. But for someone who's grown up on a peanut farm, there is no nicer smell.”

Casey Cox, farmer, Longleaf Ridge



the
FARMER



“When we drove away from our first meeting with the people at Hormel Foods, we said to each other: these folks are just like us. They are committed to creating partnerships for the long term.”

David Birdsong, Birdsong Peanuts

cuts the tap root lifts and shakes off the soil and inverts the plant so the peanuts can begin their drying process with two or three days in September sunlight. Another machine then separates the peanuts from the plant and the haul is loaded into container trucks and shipped to a buying station.

The smell of the harvest ~ a particular combination of earth, hay and peanut ~ is something that Casey still loves. “It’s hard to describe,” says Cox. “But for someone who’s grown up on a peanut farm, there is no nicer smell.”

The sheller is the next stop. The family of David and Charles Birdsong also have a long history in the peanut business. They represent the fourth generation of shellers and now run Birdsong Peanuts, the largest sheller in the country. Birdsong runs six massive plants throughout the peanut growing region and 85 buying stations where farmers can deliver and sell their product. Together, their plants have enough cold storage capacity to keep over 250 million pounds of shelled peanuts.

The peanuts come into the facility in large truck loads. If there is too much moisture to begin the shelling process, large heated fans are hooked up to special vents in the trucks to dry them out. The next step is to remove any excess soil, plant material or other debris. The peanuts are then sent through a machine that removes the shells. Electronic color sorters identify and remove any peanuts

that are too dark or light. “Every few years there is a significant advance of the technology,” says Charles Birdsong. Being middle-men in the supply chain, the Birdsong brothers feel a strong bond to both the farmers and the communities they support and the companies, like Hormel Foods, that they supply peanuts to.

“It’s the relationships with our partners that make it such a great industry to be in,” says David Birdsong. “When we drove away from our first meeting with the people at Hormel Foods, we said to each other: these folks are just like us. They are committed to creating partnerships for the long term.”

Roger Vos, the Skippy Foods plant manager in Little Rock, Ark., does not come from a long line of people in the peanut business. As a 32-year veteran of Hormel Foods, however, he’s spent much of his working life overseeing key departments at a variety of food processing facilities. Although he’s no stranger to large-scale production, when he first toured the Skippy Foods facility a few years back, he was floored by the scale.

“The sheer volume that the factory produces was impressive and a little overwhelming,” he remembers. “The plant processes four rail cars of shelled peanuts every day. That’s 800,000 pounds of peanuts. Each day we produce enough jars of SKIPPY® peanut butter to fill 21 trucks.”

In the Skippy Foods plant, the shelled peanuts first travel through a hot air roaster, and are shaken and roasted evenly. This machine turns the peanuts from a pale color to light brown. Next, the blancher removes any

the SHELLER



outside skins and then the nut is split and the hearts, which have a slightly bitter taste, are removed. The peanuts are then milled into a paste and combined with some salt, a little sugar and vegetable oil, or palm oil, and the peanut butter is cooled prior to being filled into jars.

Vos is keenly aware of how much work each one of those rail cars of peanuts represents. Vos grew up on farm in Oskaloosa, Iowa that grew soybeans, corn and feeder pigs – some of which his family sold to Hormel Foods. “Our job is to make a safe and delicious product for our customers,” says Vos. “And in doing that, we’re also fulfilling our commitment to our farmers and shellers so that they can stay in business. Our job here is a critical to supporting thousands of farms and hundreds of communities.”



the
MANUFACTURER



PRODUCING FOOD RESPONSIBLY SINCE 1891

**Hormel Foods
shares annual
progress as a leading
corporate citizen**

By: KELLY BRAATEN

As we celebrate the 125th anniversary of the company this year, we are excited to share our 10th annual corporate responsibility report and the progress we have made as a leading corporate citizen in our industry. The 2015 report can be found entirely online at 2015csr.hormelfoods.com.

Our food journey is how we produce food responsibly for customers and consumers around the world through five focus areas: the environment, animal welfare, our products, people and communities. Hormel Foods continues to make significant strides, and this past year was no exception. To build upon the efforts of the Corporate Responsibility Council, the company also established an executive Corporate Responsibility Steering Committee.

Scan this QR code
to learn more about
the 2015 corporate
responsibility report.



OTHER 2015 HIGHLIGHTS:

ENVIRONMENT

After surpassing our 2020 solid waste goal last year, we continued to implement projects to achieve additional reductions. In 2015 alone, our operations implemented projects that reduced the amount of solid waste sent to landfills by 1,200 tons. We also made notable progress toward our other 2020 goals to reduce water, energy, greenhouse gas emissions and packaging.

Each year, Hormel Foods facilitates an Environmental Sustainability Best of the Best competition that recognizes internal teams of employees who identify and implement ways to help us operate more efficiently. In 2015, there were 58 entries generated across all Hormel Foods business segments, and our Farmer John (Vernon, Calif.) team was chosen as the champion for their energy reduction initiatives. This team implemented projects that resulted in a savings of over 1.75 million kWh of electricity and 3,000 MMBtu of natural gas.

NUTRITION AND WELLNESS

In addition to our sodium reduction efforts, we implemented a clean label initiative to simplify the ingredient statements of many of our retail products

through the removal or replacement of ingredients, while still delivering great-tasting items that consumers expect. Clean label projects that were completed in 2015 included: *Valley Fresh*® chicken and turkey, *Hormel*® *Com-pleats*® microwaveable meals and *Hormel*® *Always Tender*® meats.

“WORKING FOR MYSELF WASN’T ENOUGH. I NEEDED TO BE PART OF A FAMILY AND PART OF A COMMUNITY THAT NEEDED ME AS MUCH AS I NEEDED THEM, — SOMEONE TO SAY, ‘LEND A HAND ON THIS.’ I KNEW I WOULD NEVER AMOUNT TO MUCH, UNLESS, LIKE FATHER, I MEANT MORE TO OTHERS THAN I DID TO MYSELF. THIS SELF-KNOWLEDGE WAS THE BEGINNING OF WISDOM.”
GEORGE A. HORMEL

We also partnered with the Cancer Nutrition Consortium to develop a line of food and beverage products designed to support the unique nutrition needs of patients recovering from cancer and undergoing chemotherapy or radiation therapy. In 2015, we launched *Hormel Vital Cuisine*™ high-protein shakes and whey powders and made them

available directly to consumers for home delivery.

PRODUCT INNOVATION

We continue to innovate and adapt our offerings to meet the constantly evolving needs of consumers. Delivering foods that fit today’s busy lifestyles, products focused on nutritious and holistic attributes, and items with new and adventurous flavors from many cultures around the globe will drive our future growth.

In 2015, we added several new products to our portfolio such as: *Hormel*® *Black Label*® premium bacon, *Muscle Milk Pro Series*® products, *SKIPPY*® P.B. bites, and *SPAM*® snacks. We also acquired Applegate Farms, LLC, which has allowed us to offer a new line of products to meet the growing demand for natural and organic foods.

PHILANTHROPY

Giving back is an important value of the company. Hormel Foods continues to focus its philanthropic efforts on hunger relief, education and supporting the local communities where we operate, and in 2015 contributed more than \$7.7 million to support these initiatives.

For example, the company donated \$400,000 to local hunger

Our journey

1891

Company was established

1940s

The Hormel Foundation was created to retain control of the company’s stock and do worthwhile things requiring a tax-free organization

The Hormel Institute was founded, which is a world leader in cancer research today

The company doubled its canning production lines and hours of operation to supply 15 million cans of meat weekly for the Lend-Lease program, which provided aid to Allied Forces during World War II

relief organizations in 40 communities where we have manufacturing facilities. Hormel Foods also continued its donations of SPAMMY®, a shelf-stable poultry product fortified with vitamins and minerals that is distributed to malnourished children in Guatemala. In 2015, we donated 2.4 million cans of SPAMMY® through our partnership with Food for the Poor and Caritas Arquidiocesana. Additionally, the U.S. Department of Agriculture approved the fortified poultry-based spread for purchase under Title I feeding programs and Title II for USAID programs, which will help us expand our reach to help malnourished people.

Hormel Foods continues to be recognized for its work in these important areas, such as being named one of the 100 Best Corporate Citizens by Corporate Responsibility Magazine, receiving Progressive Grocer Editors' Picks accolades for eight of our product innovations, and being named a finalist in the U.S. Chamber of Commerce Foundation's Corporate Citizenship Awards for Project SPAMMY®.

Since 1891, producing food responsibly has been a key focus for the company. As you can see, this commitment remains just as strong today, and will continue to, thanks to the hard work and dedication of all employees.



1980s
The company implemented a companywide Quality Improvement Process

The company introduced many of its luncheon meats under a new Light & Lean brand

2000s
Hormel Foods announced its first public corporate responsibility goal set

Hormel Foods was named to the 100 Best Corporate Citizens List by Corporate Responsibility Magazine

The company developed and began donating SPAMMY®, a shelf-stable poultry product fortified with vitamins and minerals, to help malnourished children in Guatemala

The company's Environmental Best of the Best program began

Caring is our #1 ingredient.



We are proud to be recognized by Corporate Responsibility Magazine as a Best Corporate Citizen for eight consecutive years. At Hormel Foods, corporate responsibility is about creating a better world. From reducing waste to promoting a diverse and inclusive workplace, we are firmly committed to our customers, consumers, stockholders, employees and communities around the world.

To learn more visit 2015csr.hormelfoods.com



THE CLEANER WIENER



WHAT'S IN YOUR HOT DOG?



APPLEGATE
NATURAL & ORGANIC MEATS



EVERY DAY IS GAME DAY

By: Josh McHugh

In the reception area of CytoSport's sleek new glass-encased headquarters in Walnut Creek, California, images of the company's sponsored athletes line the walls. The dress code is on the casual side of business casual – call it business-workout, perhaps – but there's an intensity in the office air, underscored by what sounds like the loud ticking of a clock.

Tick-tock, tick-tock, tick tock.

The sound evokes CytoSport's most high-profile athlete, Stephen Curry, at his most dangerous in final seconds of a game, bringing the ball up the court with a deceptively casual trot before launching a lethal three-pointer.

Nikki Brown, CytoSport's Chief Marketing Officer, leads a brisk tour around the offices, past an R&D lab where a researcher mixes experimental compounds amid beakers and test tubes. We round a corner, and it turns out that the tick-tock sound isn't a clock after all. It's a ferocious game of ping-pong in full swing.

As Brown enters the room, the combatants react differently than you might expect from employees in the presence of the CMO, a member of the company's founding family. They keep playing, pausing only momentarily between points to acknowledge their new spectators. Brown laughs and explains that although it's still in the early rounds, the company tournament is serious business.

Short on ceremony. Long on competitiveness and execution. That approach pervades

the CytoSport culture from the entry level to the C-level.

In many ways, the company has put together a string of breakout years comparable to those of the Warriors' MVP. And while Curry's otherworldly stats are widely known, CytoSport's story may need a little elucidating.

In 2014, CytoSport joined the Hormel Foods roster, giving it access to new distribution channels, production efficiency and marketing resources. Hormel Foods, one of the world's leading purveyors of protein products, was a logical fit, given CytoSport's record of innovation in protein-based drinks. This season, with Hormel Foods' Greg Longstreet at the CEO position, the company stepped up its game, revamping its core *Muscle Milk*® line and introducing a pair of new products: *Muscle Milk*® coffee house protein shakes and *Muscle Milk*® protein smoothie yogurt shakes.

Founded in 1998 by Greg and Mike Pickett (CMO Brown's father and brother), CytoSport entered the marketplace with a much-needed nutritional option for athletes in training: a high-protein beverage that tasted great. The company's initial product focus expanded over the years, from bodybuilders to college sports programs and professional athletes.

Speed is an important concept to the Pickett family. At the same time Greg, Mike and Nikki were building CytoSport into a category leader, the company built on Greg's success racing on the International Motor Sports Association

GT circuit and launched *Muscle Milk* Pickett Racing, giving Greg one of the better job descriptions imaginable: company Chairman, Co-founder and team LeMans driver.

As performance beverages began to catch on with a wider audience of casual athletes and on-the-go consumers looking for convenient, healthy meal replacements, CytoSport kept pace, launching new product varieties to match the emerging tastes of the market. The goal: tighten the new-product innovation cycle to the point where once a new market segment was identified, the company could launch a product tailored to it in as few as 90 days.

The speed of CytoSport's product innovation cycle took some people at its new parent company by surprise.

"I've definitely had Hormel Foods product managers asking how we bring new products to market so fast," says Longstreet. One example: the *Muscle Milk*® smoothies, which went from concept to shelves in under three months. "The first time they saw anything about smoothie product line, they were already out on shelves."

Asked about her marketing strategy, Brown points back to innovation and real-world performance as the main drivers of all the company's marketing initiatives. One example: Brown's team evaluates athletes to make sure they are enthusiastic users of *Muscle Milk*® products before offering them endorsement deals. Steph Curry's *Muscle Milk*® brand relationship (recently renewed through 2018) came

to be after Curry mentioned the company on Twitter.

The Muscle Milk® brand's latest TV commercial features people from across the spectrum of activity, from Curry canning three-pointers on chain-draped urban rims to a parent chasing down a school bus to deliver a child's forgotten lunch. But every shot in the ad has one thing in common: an emphasis on athletic performance.

"We aspire to be more like Under Armour or Nike than like a food company," says Brown.

Acquisitions are notoriously difficult corporate transactions, with a failure rate pegged by Harvard Business Review at 70-90%, but Hormel Foods has been on an acquisition run in recent years, and the results have earned the applause of Wall Street. Longstreet, who came to CytoSport after serving as CEO of Farmer John, another family-owned protein purveyor that Hormel Foods had acquired, offers some perspective on the matter:

"When you acquire a company, a major part of what you're acquiring is culture," says Longstreet, a competitive tennis player and Division I athlete at Michigan State with his own plans for the company ping-pong trophy.

“At Hormel Foods we have a deep respect - reverence - for entrepreneurs. Our goal is to be able to have every family that goes through an acquisition with us serve as a reference for the families involved in future acquisitions.”

“At Hormel Foods we have a deep respect - reverence - for entrepreneurs. Our goal is to be able to have every family that goes through an acquisition with us serve as a reference for the families involved in future acquisitions.”

As a member of the founding family, Brown says she's impressed with Hormel's commitment and investment to ongoing brand development. Not only has her job not been phased out, as the roles of many acquired companies' family members often are - the role of the team has grown with Hormel's pledge to ramp up CytoSport's marketing efforts.

“Jeff Ettinger and Jim Snee get that there's a world outside Austin, Minnesota,” says Longstreet. “We must respect and support our acquired company's history and culture.”

On a recent visit to the new CytoSport headquarters building, a team of Hormel Foods senior executives, including Jim Snee, president and COO, ditched their customary suits and ties in favor of jeans. While CytoSport newly enjoys the advantages of Hormel Foods' resources and Hormel Foods receives the fruits of owning a cutting-edge category leader, the influx of a new, energized company culture is also valuable, Longstreet says. “The CytoSport folks have taught us to untuck our shirts a little.”



Josh McHugh's experience at the intersection of technology, media, and business began at Forbes Magazine, where he covered software and opened Forbes' Bay Area offices. Named four times to TJ-FR's Top 30-under-30 Business Reporters awards list, he then became a contributing editor at Wired Magazine and a writer for Vanity Fair, Outside, and other publications. Josh holds a BA in English from Yale. His efforts to dunk a basketball are the subject of Dunkumentary, which screened at the Cannes Film Festival. He is the CEO of digital agency Attention Span.



When lunch hours become lunch minutes.

Reach for satisfying HORMEL® REV® wraps with real meat and cheese to keep you going. See all of our varieties at revwraps.com.

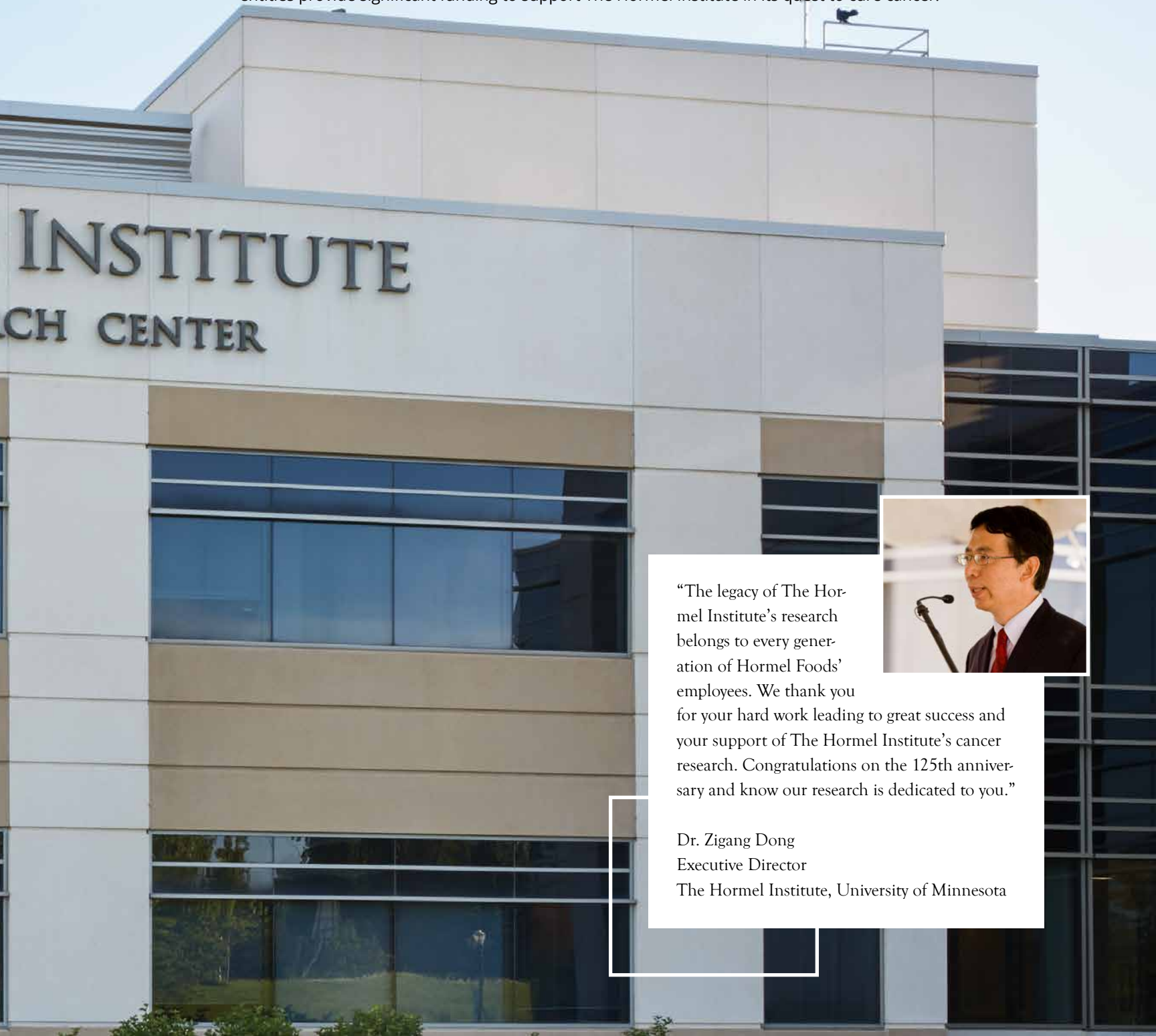


TODAY'S RESEARCH



TOMORROW'S CURES

Started in 1942 by Jay C. Hormel, The Hormel Institute, University of Minnesota, is comprised of a group of highly successful medical scientists who are focused on determining the basic molecular mechanisms of cancer development to develop new anti-cancer agents. Today, The Hormel Foundation and other entities provide significant funding to support The Hormel Institute in its quest to cure cancer.



"The legacy of The Hormel Institute's research belongs to every generation of Hormel Foods' employees. We thank you for your hard work leading to great success and your support of The Hormel Institute's cancer research. Congratulations on the 125th anniversary and know our research is dedicated to you."

Dr. Zigang Dong
Executive Director
The Hormel Institute, University of Minnesota

ah-ma-ga



Guac

- + Guac Burger
- + Homestyle Garden Guac
- + Black Bean & Corn Salsa
- + Sizzling Steak & Avocado Fajitas

guac burger

hands-on time: 15 minutes | total time: 30 minutes | serves: 6

1½ pounds ground beef

1 teaspoon kosher salt

½ teaspoon freshly ground pepper

½ teaspoon garlic powder

6 onion rolls

Sprouts, tomato slices, Homestyle Garden Guac

In medium bowl, gently combine ground beef, salt, pepper and garlic powder. Shape into 6 (5-inch) patties. Prepare grill for medium heat. Cook patties 5 to 7 minutes on each side or until cooked through. Serve on onion rolls with sprouts, tomato slices and Homestyle Garden Guac.

Nutritional information per serving:

Calories: 453, Protein: 24g,

Carbohydrate: 50g,

Fat: 12g, Cholesterol: 72mg,

Sodium: 774mg





Homestyle garden guac

hands-on time: 15 minutes | total time: 15 minutes | serves: 8

2 ripe avocados, pitted, peeled and chopped
2 tablespoons fresh lemon juice
1 cup diced fresh tomato
2 tablespoons chopped fresh cilantro
2 tablespoons *CHI-CHI'S*® diced green chilies, drained
2 tablespoons finely chopped onion
1 teaspoon minced garlic
1 teaspoon *HERB-OX*® chicken granulated bouillon
Hot pepper sauce, if desired
Tortilla chips and assorted vegetables

In medium bowl, mash together avocados and lemon juice. Stir in tomato, cilantro, chilies, onion, garlic, bouillon and hot sauce; mix well. Serve guacamole with chips and assorted vegetables for dipping.

Nutritional information per serving:

Calories: 112, Protein: 2g, Carbohydrate: 13g,
Fat: 6g, Cholesterol: 0mg, Sodium: 1125mg

{ photo, food styling and
recipes: Studio H }

black bean & corn salsa

hands-on time: 15 minutes | total time: 15 minutes | serves: 6

- 1 (15.5-ounce) can black beans, rinsed and drained
- 1 (14-ounce) can corn kernels, rinsed and drained
- 1 small red bell pepper, diced
- 1 medium tomato, seeded and diced
- 1 small red onion, finely chopped
- ½ cup chopped fresh cilantro leaves
- 2 tablespoons fresh lime juice
- 1 tablespoon olive oil
- 1 teaspoon kosher salt
- ¼ teaspoon freshly ground pepper

In medium bowl, combine black beans and remaining ingredients. Cover and refrigerate until ready to serve.

Nutritional information per serving:

Calories: 124; Protein: 5g,
Carbohydrate: 18g,
Fat: 12g, Cholesterol: 0mg,
Sodium: 693mg

sizzling steak & avocado fajitas

hands-on time: 25 minutes | total time: 4 hours, 25 minutes | serves: 8

- 2 pounds beef flank steak
- 1 (16-ounce) jar *CHI-CHI'S* Thick & Chunky Salsa
- ¼ cup Worcestershire sauce
- 2 tablespoons lime juice
- 1 tablespoon vegetable oil
- 2 teaspoons firmly packed brown sugar
- 2 cloves garlic, minced
- 2 large onions, cut in half and thinly sliced
- 1 small green bell pepper, sliced
- 1 small red bell pepper, sliced
- 8 *CHI-CHI'S* fajita tortillas, heated
- 1 avocado, sliced

In shallow baking dish, place steak. In small bowl, combine salsa, Worcestershire sauce, lime juice, oil, brown sugar and garlic; mix well. Pour over steak. Cover; refrigerate, turning occasionally, 4 hours or overnight. Prepare grill for medium heat. Remove steak from marinade; reserve marinade. Grill steak, onions and bell peppers, turning occasionally, 10 minutes or until steak is medium-rare and vegetables are tender and lightly charred. In small saucepan, bring reserved marinade to a boil over medium-high heat; boil, stirring frequently, 2 minutes. Thinly slice steak diagonally across grain. Cut bell peppers into strips. Place steak, bell peppers, onions and avocado slices in warm tortillas; drizzle with salsa mixture. Serve with guacamole, if desired.

Nutritional information per serving:

Calories: 546; Protein: 35g; Carbohydrate: 62g,
Fat: 17g, Cholesterol: 77mg, Sodium: 1365mg



a note from angela:

Summer's bounty of fresh produce gives us every excuse to indulge in our favorite good-for-you recipes. But who needs an excuse to eat healthy? With all the family gatherings, cookouts, and barbecues you'll want to make sure you keep a nice healthy balance. Whether you're an avid gardener who likes to grow your own produce or someone who shops the farmers' markets early Saturday mornings, you'll need our creative ideas to turn those summer finds into fun fresh-tasting recipes.

One of the standouts of the season is avocado. We love it for its versatility and ease. Simply cut it open and scoop to enhance your favorite recipes, stir it into pastas, soups or salads, layer it onto your favorite sandwich or burger, or to simply enjoy it mashed with a squeeze of lemon and assorted vegetables. With more potassium than a banana, loaded with healthy fat and able to fight hunger better than plain old lettuce, we can see why this superstar is considered a super food.

Angela

Angela Sellers, food specialist, Studio H

web

For more recipes, visit:
www.hormelfoodsrecipes.com



Visit Hormel Foods on Pinterest at:
<http://pinterest.com/hormelfoodscorp>

THE LATEST FROM HORMEL FOODS AT HOME OR ON THE GO



FIND US BY SEARCHING
HORMEL FOODS



ALL ABOUT CONSUMER ENGAGEMENT

What is Consumer Engagement?

Consumer Engagement is an on-site team dedicated to proactively providing consumers with information to grow their love for the brands within the Hormel Foods portfolio.

Started in 1981



10 team members



19

different phone numbers answered. Each team member answers questions for all brands.



Receives inquiries and comments through:

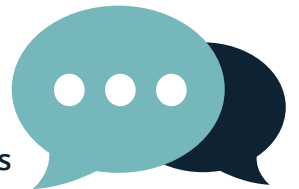


- Phone
- Email
- Social Media



Majority of engagement is answering questions about:

- Allergy information
- How to prepare products
- Cooking tips
- Recipe ideas



80,000 inquiries each year





FIT FOR LIFE

Staying active and eating healthy is an important part of our everyday lives, but can be challenging with busy work and family schedules. The company aims to cultivate and maintain a culture that is focused on encouraging and empowering employees to make healthy lifestyle choices and provide the resources you need to learn and live out these healthy choices.

We interviewed three people from across different businesses within the company to find out how they stay fit and active despite busy lives.



Gina Gancheva Marketing Applegate

How do you stay motivated to be active during the work week?

It's definitely not easy! I generally wake up each day before 5 a.m. to go to a CrossFit class or for a run. I find it easier to do it while everyone else in my house is still sleeping. To stay motivated, I just remember how great I feel after I exercise, how much energy it gives me, and how I am not just doing it for myself - I am doing it for my family too.

Do you have any tips for maintaining a healthy diet?

Balance!! I eat lots of fruits, vegetables, protein - meat, nuts, yogurt - and some grains. When I want sweets or salty snacks, I generally go for it and not let it ruin my day. I know I treat myself well generally so it all balances out in the end.

What in the workplace has been helpful to maintain this lifestyle?

It's helpful to work with people that see things the way you do! My team and I love to eat lots of different foods, we love to talk about food - we are all pretty opinionated! - and we like sharing recipe ideas.

What's your go-to snack during the work day?

This is entirely dependent on my mood! It could be fruit, vegetables with yogurt dip, almond butter, or pretzels. Or it could be chocolate and ice cream!!

Any other advice?

My best tip - and one I have learned over time - is to not let food and exercise control your life. Food is meant to be enjoyed and shared and life is meant to be balanced. Get your exercise, eat well and drink plenty of water...and don't forget to have your wine and cheese too!



Sarah Nelsen

Senior Attorney

Corporate Office

How do you stay motivated to be active during the work week?

Exercise gives me energy. My favorite time to exercise is in the early mornings because once I am finished, I have already accomplished something for the day! The reason I have been a morning exerciser is because of my running partner. We have run together three or four times a week for ten years. I know that she is counting on me to show up and that gets me out of bed. So, get an exercise partner - for any time of the day! Not only are you physically exercising, but I have found this is my social time as well. With a full time job and three busy children, my early morning workouts may be the only uninterrupted "me" time of the day. And while it is hard to get up early, I have never regretted a workout after the fact.

Do you have any tips for maintaining a healthy diet?

I love to eat and I struggle with portion control issues all the time. One thing that I have found that helps during the work week is to prepare food on Sundays. My daughter and I cut fruits and veggies and boil a dozen eggs for the week. I pack my breakfast and lunch for work everyday. What I pack is what I eat - no trips to the canteen! I try to stick with eggs, fruits, yogurt, veggies, cheese sticks, granola bars and pre-portioned bags of pretzels for a treat.

What in the workplace has been helpful to maintain this lifestyle?

The exercise room at North has been a great addition to the corporate office. Not only do

we have access to the machines and weights, but also the ability to "reserve" the exercise room. We have reserved the exercise room to do Insanity videos and group made-up Tabata workouts. When the weather is nice we have also gotten groups together to do boot camp classes outside - we take turns planning the classes to keep it interesting and different. I also participate in the group classes - High Intensity Interval Training (HIIT) currently. I like the variety that a HIIT workout provides and working out with others is a great way to push yourself to work harder. The addition of weights, bands and gliders has provided lots of variety for the class.

What's your go-to snack during the work day?

String cheese, apples, bananas, carrots, and chewing gum!

Any other advice?

Find something you like to do. People seem to think they should all be runners - and that isn't for everyone, especially beginners. Do intervals. Research seems to show that short intense workouts can be just as effective, if not more effective, than running at a consistent pace. Find the time. Most people say they don't have the time. That is simply not true - it is a matter of priorities. If you can't find 30 minutes in your day, you should make a lifestyle change. You have to make it a priority. You have to take care of yourself. Find someone to exercise with and hold you accountable - everything is more fun with a friend!





Greg Longstreet

CEO

Muscle Milk

How do you stay motivated to be active during the work week?

I concentrate on the positive feeling and stress relief that being active and working out provides during the most busy work days.

Do you have any tips for maintaining a healthy diet?

Watch your calorie intake, lower carbs in your diet, especially on days that you are less active, and work to increase your protein consumption throughout the day. Starting the day with a protein-rich breakfast really helps get you on track. It also helps to plan healthy plates based on your activity, since food is essentially the fuel you need to stay on top of your game. For my less active days, plan half plate with fruits and veggies, 1/4 plate with some kind of whole grains or starch like potatoes or rice, and the other 1/4 with lean meat or protein. On active days aim for 1/2 plate with carbs like fruit, whole grains and starchy veggies, 1/4 plate greens or other veggies, and 1/4 protein. When very active, grab a slow to digest protein source like Muscle Milk® shakes or powders before bed, to help your body stay in positive protein balance overnight.

What in the workplace has been helpful to maintain this lifestyle?

Finding a gym or place to work out before or after work or during lunch is essential. It could simply be a walk or run, finding a treadmill or attending a workout class.

What's your go-to snack during the work day?

I am a regular consumer of protein bars that offer high-quality protein, low carbs and low sugar. I'm fortunate to be surrounded by high-quality protein choices, so I often grab a Muscle Milk® protein shake to help bridge the hunger gap between lunch and dinner. With varying protein levels, extremely low sugar amounts, and options as low 100 calories, I can find the right snack or meal replacement to fit into my busy schedule. I also try to add in fresh fruits and vegetables throughout the day as snacks.

Any other advice?

Always have a gym bag packed at your desk, work area, or in your car. Also, pack workout gear when you travel to remind you to find time to stretch and be active. I try to pack healthy snacks and protein bars when I travel to keep up my energy levels as well.

CELEB SIGHTINGS



Check out more online!
www.hormel125.com



Rap artist Wyclef Jean eats a taco at the GQ x Jam in the Van artist house, co-presented by the *Hormel*® taco meats brand, at South by Southwest music festival in Austin, Texas. #tacogoals



Actress and mother of two Jaime King hosted an outdoor feastgiving dinner party in Beverly Hills, featuring a number of Hormel Foods products.



Actor Elijah Wood at the Applegate® Reel Food Cafe featuring *Wholly Guacamole*® and Applegate® products during the Sundance Film Festival.



Cake Boss' wife loves *SKIPPY*® P.B. bites!



lisavalastro4

Following

4,228 likes

19w

lisavalastro4 Completely addicted!!!!#bestinventionever



Russel Westbrook told Kimmel he is a *SKIPPY*® peanut butter guy!

The Warriors are a **SKIPPY**® brand team!

SKIPPY Peanut Butter
@Skippy

Following

We're thrilled the @warriors are #TeamSkippy and can now enjoy some PB&J fuel on the way to their next win!



How Golden State Went to War Over Peanut Butter and Jelly
How the Golden State Warriors went to war over peanut butter and jelly.
wsj.com

Celebrity Rumer Willis attended the **Black Label**® Bacon Strip Show™, a one-of-a-kind Las Vegas burlesque show that centered around bacon.



Celebrity Giuliana Rancic, co-host of the E! Network's Fashion Police, and husband Bill hosted the **Hormel Gatherings**® Great Play-On Party in Chicago.



Jason Derulo, singer and songwriter, posted a photo of his fridge stocked with **Muscle Milk**® products.



jasonderulo

Following

36.6k likes

107w

jasonderulo I'm not home much but this is what my fridge looks like

Learn to Ride

Jamie Chung, actress and former reality television star, refueled after coming off the mountain during the Oakley Learn to Ride event, presented by the **Muscle Milk**® brand.



Fashion designer and television personality Whitney Port, who lost her father to cancer, spoke at the **Hormel Vital Cuisine**™ brand launch event in Los Angeles.





125 *Years of*

CONNECTING with CONSUMERS

By: Natalie Baudler

Throughout the company's history, Hormel Foods brands have found relevant ways to connect with their consumers.

The landscape of marketing and selling food products has changed throughout the decades from simply selling products, to a world where consumers expect to share the same values and feel a connection to brands before purchasing. Despite this drastic evolution, the mindset of connecting with consumers has always been a present value for Hormel Foods.

Anyone who knows the company is familiar with the phrase, "originate, don't imitate," which is founder George A. Hormel's charge to lead with a spirit of innovation. Innovation is engrained in the company's values and character, and has been fundamental to continued success.

Perhaps one of earliest innovative marketing campaigns for the company was Jay Hormel's idea to organize the Hormel Girls Corp. After World War II, the company was known for its ubiquitous SPAM® products, but wanted to keep the momentum and broaden the company's image nationwide. As a result, the Hormel Girls were established, and consisted

of 20 former servicewomen that later expanded to 60. Not only did this group employ female veterans after the war, but it also gave the company an important connection to their most important consumer, the housewife.

The Hormel Girls performed around the country and spread the word about the company and its products. They became an official sales-entertainment unit and eventually became an on-air radio show, an innovation in advertising for the time.

When they weren't on the air, they continued to travel around the country in their white Chevrolets and were greeted with excitement in each city. Radio stations and newspapers would announce the arrival of the Hormel Girls and the crowd would often walk away with lots of purchased Hormel products. Because of the national coverage, the salesforce and sales more than doubled during this time.

After several successful years, the emergence of TV and TV advertisements began to take over and the company refocused its advertising efforts, grateful for all of the Hormel Girls' efforts during this time.

For a lot of Hormel Foods brands, how brands communicate their messages has had

A TYPICAL

{ 30
MINUTE }

RADIO SHOW
WOULD FEATURE 3
COMMERCIALS, BUT THE

Hormel Girls Corp

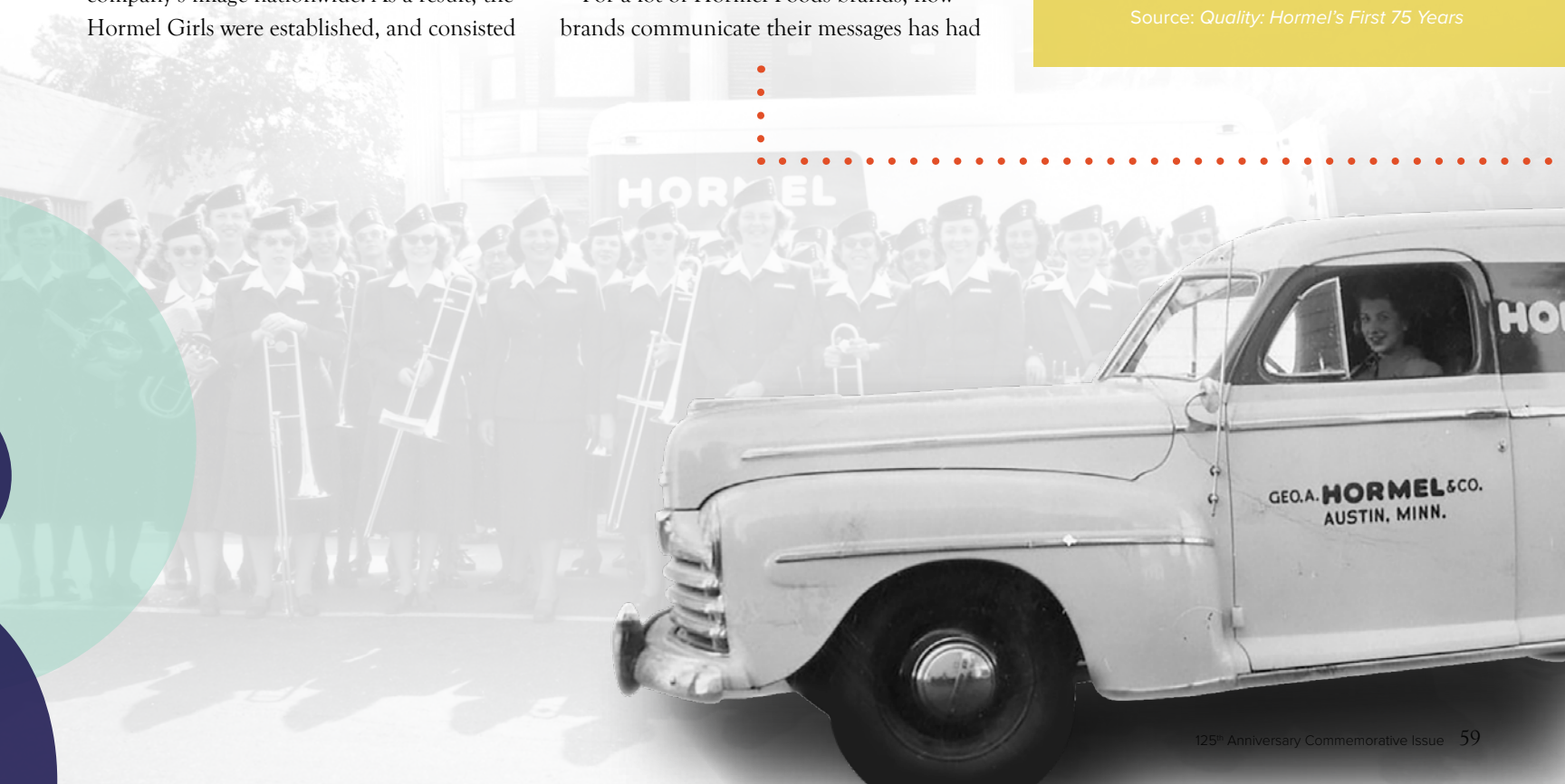
COULD FIT

5 WELL-
SPACED
COMMERCIALS

— PLUS ANOTHER —

15 MENTIONS
OF THE HORMEL
NAME BETWEEN MUSICAL
NUMBERS.

Source: Quality: Hormel's First 75 Years



“Today we know consumers want to be engaged in the full brand experience. The changes in media landscape have allowed us to become more personalized and effective with our targeting and messaging.”

Nicole Behne, marketing director, Grocery Products



to change a lot more than the products themselves in the last 125 years. Consumers today want to invest in brands that capture their attention and align with their values.

The SPAM® brand, for example, has gone from wartime hero, to integral part of a Monty Python sketch and musical, to now having a SPAMERICAN™ Tour and food truck travel across the U.S. and being featured on menus at trendy restaurants and in publications like Bon Appétit.

The way the SPAM® brand has advertised has evolved as well. In the early years, SPAM® products were pictured on the center of the plate. Now it's all about how you slice it, dice it and use it as an ingredient in a recipe.

“Our brand has always evolved with consumers,” said Nicole Behne, marketing director, Grocery Products. “In the ‘40s, people needed to know how to use SPAM® products, and today we know consumers want to be engaged in the full brand experience. The changes in media landscape have allowed us

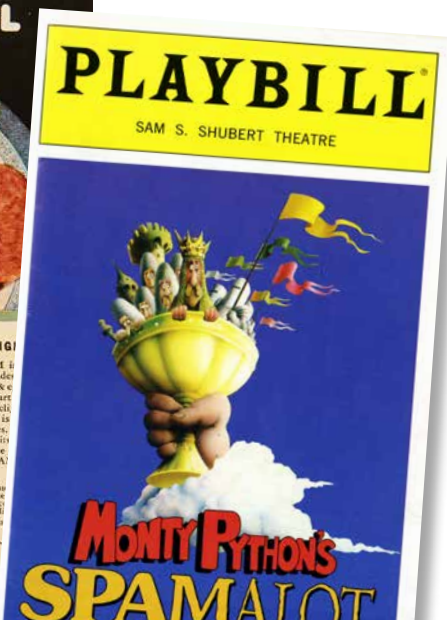
to become more personalized and effective with our targeting and messaging.”

Social media and mobile has forever changed what we expect from brands and consumers now have a world of information at their fingertips. With this information overload comes an incredible filter for what consumers will pay attention to. Studies claim that Americans are exposed to 4,000-10,000 advertising messages a day, so brands need to be relevant and interesting to consumers.

“Today, a great ad might not even look like an advertisement,” said Noel Haan, executive creative director at BBDO, who has worked on Hormel



Left: A 1940s SPAM® brand print ad;
Below: a playbill from Monty Python's SPAMALOT.



SNACKING
between meals accounts
for about



Hormel® Black Label® bacon created the first ever custom-made motorcycle that runs on a bio-diesel blend made with real bacon grease.

Foods creative for 25 years. “A great ad is compelling content and the work we are doing with Hormel Foods is getting better because our insights are stronger, and together we’re spending more time finding unique strategies that each brand can own.”

“All of our strategies start with the consumer, understanding where they are and what they are looking for. Then it’s about finding the best ways to engage with the audience. We now need a combination of media platforms

to make something successful and it’s important to constantly ask ourselves ‘why would someone care



about this?” and ‘why would they watch it?’ Being entertaining is now just as important as being informative,” said Ali Siviter, vice president and group account director, BBDO.

Creative marketing tactics can be one way that brands shake up their images, and Hormel Foods brands have recently ventured into the area of experiential marketing, executing campaigns or event presence, that has garnered significant attention from consumers and media for their creativity and effectiveness.

Hormel® Black Label® bacon is one brand that has executed several successful experiential marketing campaigns, and they all started with the desire for a strategic shift to build the Hormel® Black Label® brand through consumer eyes.

“We wanted to connect with millennials and realized that creating experiences surrounding our brand was one place to start,” said Nick Schweitzer, Hormel® Black Label® bacon brand manager.

As the bacon frenzy heated up about five

years ago (when bacon-flavored-everything flooded categories from air-fresheners to soap to vodka), Hormel® Black Label® bacon realized that no other bacon brand was matching the seriousness that hard-core bacon lovers had about bacon. The brand set out to match these lovers’ passions for bacon by demonstrating how it was just as serious.

“The Hormel® Black Label® brand is all about taking bacon to the next level, and looking forward, there is no shortage of ways that the brand is planning to achieve this vision,” said Paul Schmidt, vice president and group account director, BBDO.

Some of the campaigns have included the Driven by Bacon campaign with the first bacon-fueled motorcycle, The Black Label® Bacon Strip Show™ — a burlesque show in Las Vegas dedicated to bacon—and several partnerships and events such as the sponsorship with Epic Meal Time, various bacon festivals and the first ever International Bacon Film Festival.

Throughout these events and marketing programs, the brand communicated proof points



EATING TRENDS



Younger generations are reshaping the consumer landscape and driving trends in **FRESH & HEALTHY** eating.

39% of Americans consume foods or beverages with an **“ALL-NATURAL”**



or “natural ingredients” special label in an average week.



CAR OR DESK is becoming a popular replacement to the kitchen table as a place to eat.

Source: National Eating Trends, The NPD Group, Inc.

“Understanding consumer knowledge and beliefs about our products provides valuable input for product development, marketing and communications.”

Ellen Kohl, director of consumer insights and marketing intelligence



that appealed to the consumer such as being all hardwood smoked and eventually launching new premium thick cut varieties that are unique in the category.

“Because of the success of our brand-building campaigns, this year we are launching a complete redesign of the brand and adding the *Black Label*® branding across all products—our core products, premium varieties as well as fully cooked bacon, bulk varieties and Canadian bacon.”

Two of the company’s brands that fall into the more natural and organic space collaborated last January to participate in Sundance Film Festival. The company’s partner, Autumn Communications, helped to execute the event and pitch to various media, garnering more than 350 million impressions.

Applegate® and *Wholly Guacamole*® products were served to A-list celebrities that visited the LA Times photo studio and IMDb studio, and overall was a unique opportunity to bring two of the natural and organic brands in the Hormel Foods portfolio together for high-level exposure.

Before any of these marketing campaigns take place, an important first step for brands is to make sure their product solves the right

need for consumers. The Consumer Insights and Corporate Innovation

at Hormel Foods is a crucial resource for the success of the brands and products to make sure they know who their consumer is and what their needs are. They are the bridge that connects the life of the consumer with the mission of Hormel Foods.

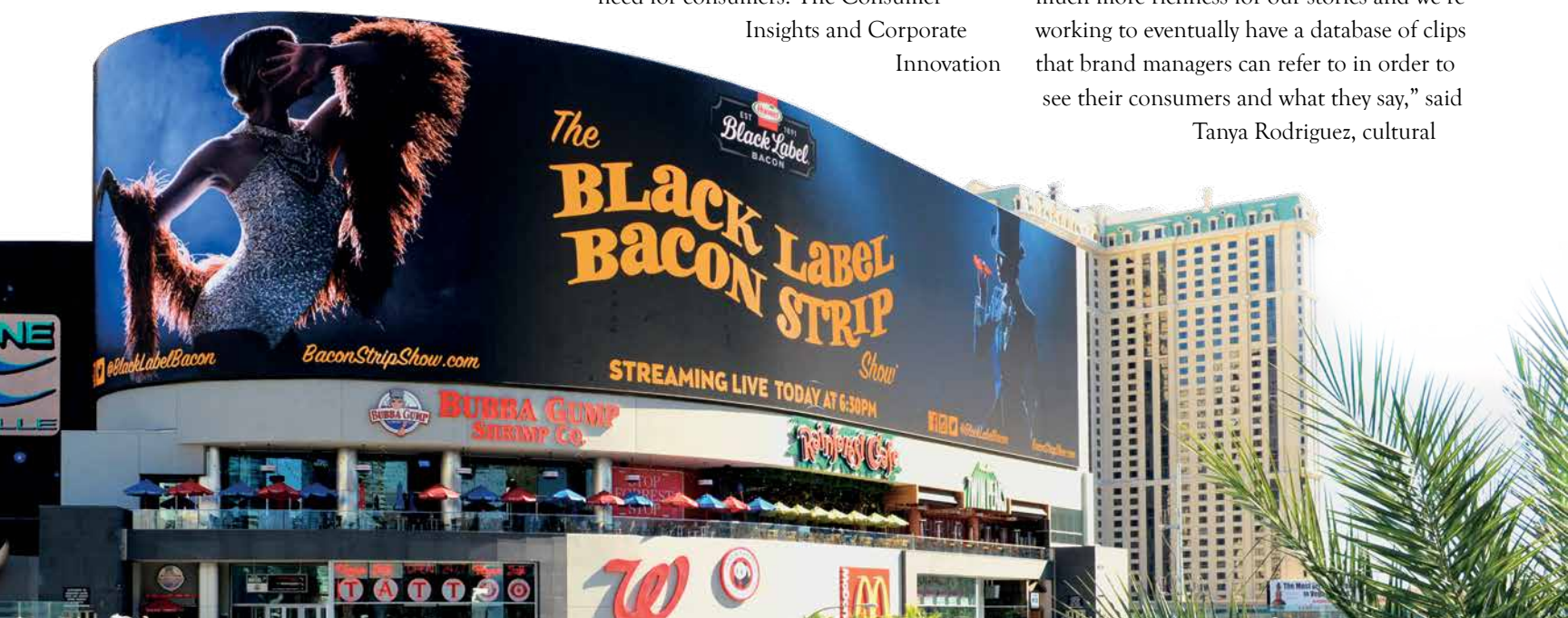
“Understanding consumer knowledge and beliefs about our products provides valuable input for product development, marketing and communications,” said Ellen Kohl, director of consumer insights and marketing intelligence. “The consumer insights team gathers the consumer voice in terms of the product choices they are making, and what they say, in a wide variety of online, in-person, observational and interactive research approaches.”

Tanya Rodriguez has the unique role of discovering consumer sentiment, face-to-face. As the cultural anthropologist for the company, she visits the homes of consumers to discover the stories of how they use Hormel Foods products and what they have to say about them.

“Technology has made the biggest difference in how we listen to our consumers. When I started in this role, we would take photos and write down what consumers say. Now it’s not just pictures, but we record videos of the consumer so we have their actual voice and can hear and see how they interact and relate to a product or brand. We’re able to have much more richness for our stories and we’re working to eventually have a database of clips that brand managers can refer to in order to see their consumers and what they say,” said

Tanya Rodriguez, cultural

Below: *Black Label*® Bacon Strip Show™ billboard in Las Vegas. **Photo credits:** Getty Images for Hormel Foods.





“Working to develop *Hormel Vital Cuisine™* products was one of the most emotional projects I’ve worked on.”

Tanya Rodriguez, cultural anthropologist

top left: *Hormel Vital Cuisine™* product.

bottom left: Dr. Chet Rao (left) and Wendy Watkins, vice president of corporate communications and Cancer Nutrition Consortium president (right) at the *Hormel Vital Cuisine™* launch event, hosted by Whitney Port.



“The most rewarding thing is that we now have people who have used the products coming to us and offering their testimonials, which we will be using to spread the word to anyone who may be impacted in the same way.”

Dr. Chet Rao, strategy and business development manager, Specialty Foods Group

anthropologist for Hormel Foods.

Perhaps the most impactful project Tanya recalls working on relates to the new *Hormel Vital Cuisine™* products. In partnership with the Cancer Nutrition Consortium, Tanya and the consumer insights team were turned loose in an attempt to develop a product that met the needs of cancer patients. They discovered that it’s more than just providing quality products, but having the insight to all of the challenges that come along with eating when undergoing treatment.

“Working to develop *Hormel Vital Cuisine™* products was one of the most emotional projects I’ve worked on. It was groundbreaking because we’re not only going into the homes of consumers, but these consumers have huge medical issues,” said Tanya. “We found that

there are a number of struggles these patients go through when seeking a meal. It involves taste, convenience, portion size and beyond the patient, it affects the family or caregiver to know that they’re providing the best nutrients possible for their loved one. It’s been a really pivotal project to help us understand the immensity of this issue, not just for cancer patients but for anyone experiencing disease.”

Following the consumer insights research done on *Hormel Vital Cuisine™* products, the Specialty Foods group led a large cross-functional team to launch the products, which included operations, R&D, packaging, marketing, public relations and more.

“From the beginning, *Hormel Vital Cuisine™* products have always been about connecting with the consumer. The most rewarding thing

is that we now have people who have used the products coming to us and offering their testimonials, which we will be using to spread the word to anyone who may be impacted in the same way,” said Dr. Chet Rao, strategy and business development manager, Specialty Foods Group.

As far as the future of connecting with consumers, the company continues to grow and nurture its strong brands.

“The meat products portfolio has a wide range of brands with the common goal of exceeding customer expectations and continuously earning the right to play a role in people’s lives,” said Steve Venenga, vice president of meat products marketing. “As lives get busier, we need to make sure our brands are relevant, whether that means launching new

“I’m
INSPIRED
by HORMEL
FOODS
because I believe
you guys are
INVESTING
in the
future of
FOOD.”

Justin Gold, founder of Justin's, LLC

flavor extensions of a 50 year-old brand like *Hormel® Cure 81®* ham, or adding brands that meet emerging consumer needs like *Hormel® Natural Choice®* lunch meat in the health and wellness area or *Hormel® REV®* wraps for an on-the-go protein solution.”

Hormel Foods leadership consistently references the four company growth platforms, which include multicultural, global, on-the-go and healthy/holistic foods, for evolving and positioning the portfolio for future growth. Building brands, along with innovation and acquisitions, is the formula for success that has yielded impressive company growth, driving shareholder return.

“In Grocery Products, our purpose is to create tasty and simple foods that fit today’s consumers’ lifestyles. We will continue to evolve our portfolio and continue investing in our brands to maintain relevance with our consumers,” said Luis Marconi, vice president of Grocery Products marketing.

A pioneer in nut-butter based snacking, Justin’s is the company’s newest acquisition that fits within the Grocery Products division. The brand markets four successful nut-butter based snack lines – spreads, squeeze packs, peanut butter cups and snack packs. Hormel Foods was attracted to the brand because of the alignment with the *SKIPPY®* brand, as well as their ability to offer an on-the-go protein solution. The brand has a robust social media presence and shares a passion for innovation, quality and creating the best possible consumer experience.

“I’m inspired by Hormel Foods because I believe you guys are investing in the future of food,” said Justin Gold, founder of Justin’s, LLC. “The attitudes toward food are evolving and transparency and authenticity are becoming more important than ever. Hormel Foods has a rich history and strong values and I have confidence that our future together is very bright.”

WE ARE CHILI NATION





ALL ABOUT Justin's®

SNACK PACKS



NUT BUTTERS



PEANUT BUTTER CUPS



Starting with a good idea, great ambition, a simple food processor and an affinity for local and natural ingredients, Justin Gold made his very first batches of his now-famous culinary nut butters in his home kitchen.

The Justin's® brand is a pioneer in nut butter-based snacking. Justin's markets four successful nut butter-based snack lines – spreads, squeeze packs, peanut butter cups and snack packs.

The company has ranked in the top 15 on the Inc. 500/5000 Fastest Growing Companies list in the Food and Beverage category two years in a row, and has been recognized as Entrepreneur of the Year by Ernst and Young.



Founded in 2004 by Justin Gold.
Headquartered in Boulder, Colorado,
employing approximately 40 employees.



INTERNATIONAL HAPPENINGS



Korean singer, songwriter and DJ Jonghyun poses with **SKIPPY**® peanut butter as a teaser for an upcoming song release. **SPAM**® and **SKIPPY**® brands were featured in the song's music video too!



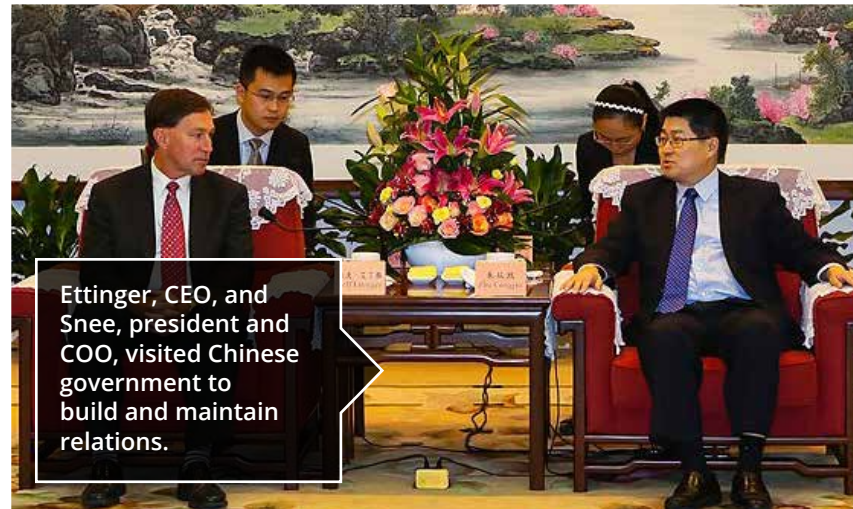
The **#SPAMCanTour** is travelling across the UK to celebrate the brand's 75th anniversary of being in the market.



Japanese personalities DJ Miso and MC Gohan featured the **SPAM**® brand in a tune titled Delicious Song.



A delegation from China visited the newly opened **SPAM**® Museum.



Ettinger, CEO, and Snee, president and COO, visited Chinese government to build and maintain relations.



SPAM® fries are a trending hit in Manila and other places around the globe!

There are more than 60 countries where our products are marketed.



MERCHANDISE



STAINLESS TRAVEL MUG

item #9900

A 14 ounce stainless, dual wall and copper lined, vacuum-insulated mug to keep your beverages hot longer. Leak proof lid with push button locking closure. Full color anniversary logo imprint.

Retail price \$23
Employee & retiree price \$19.55



GOLF BALLS

item #9901

Nike MOJO golf balls with full color anniversary logo imprint on each ball. Sold in a sleeve of three balls.

Retail price \$7
Employee & retiree price \$5.95



GROCERY TOTE

item #9903

Green reusable grocery tote with anniversary logo imprinted in white. 15"H x 10"W x 13"L.

Retail price \$4
Employee & retiree price \$3.40



CERAMIC MUG

item #9904

White ceramic mug with full color anniversary logo on both sides.

Retail price \$8
Employee & retiree price \$6.80



NAVY CAP

item #9909

Navy cap with heather grey front panel and anniversary logo embroidery. Adjustable back, fits most.

Retail price \$24
Employee & retiree price \$19.20



PEN

item #9902

White pen with full color anniversary logo imprint on barrel. Click-top with rubber grip for writing comfort.

Retail price \$2.50
Employee & retiree price \$2.13



POLO SHIRT

item #9912

Women's and men's style polo shirt. Super soft material with anniversary logo embroidered on left chest. Available in men's and women's sizes S-2XL.

Retail price \$37
Employee & retiree price \$29.60



PLAYING CARDS

item #9908

Deck of playing cards; each card imprinted with full color anniversary logo.

Retail price \$10
Employee & retiree price \$8.50



GRAY PULLOVER

item #9910

Quarter-zip light weight grey pullover with anniversary logo embroidered on left chest. Unique textured material with moisture wicking performance. Available in men's and women's sizes S-2XL.

Retail price \$47
Employee & retiree price \$37.60



NAVY T-SHIRT

item #9906

Softstyle navy T-shirt with colorful Building on our Legacy logo on front and official anniversary logo on back. Available in adult sizes S-3XL.

Retail price \$16
Employee & retiree price \$12.80



GRAY CAP

item #9913

Gray cap with anniversary logo embroidered in full color. Adjustable back, fits most.

Retail price \$24
Employee & retiree price \$19.20

COMMEMORATIVE COIN



item #G9914

Limited edition 125th anniversary commemorative coin. Features official anniversary logo on front and historical company logo on back. Two inches in diameter, all metal.

Retail price \$12
Employee & retiree price \$10.20



USB FLASH DRIVE

item #9905

White 8GB circular USB flash drive with full color anniversary logo imprint.

Retail price \$12
Employee & retiree price \$10.20

Hormel Foods anniversary merchandise is available for purchase at the gift center, by phone (507-437-9898), email (giftcenter@hormel.com) or at www.hormel125.com/shop.

THIS COULD BE

THE END OF BACON

AS YOU KNOW IT.



BACON
PERFECTLY COOKED BACON

1

THE BEST BACON YOU'LL **NEVER** COOK.™

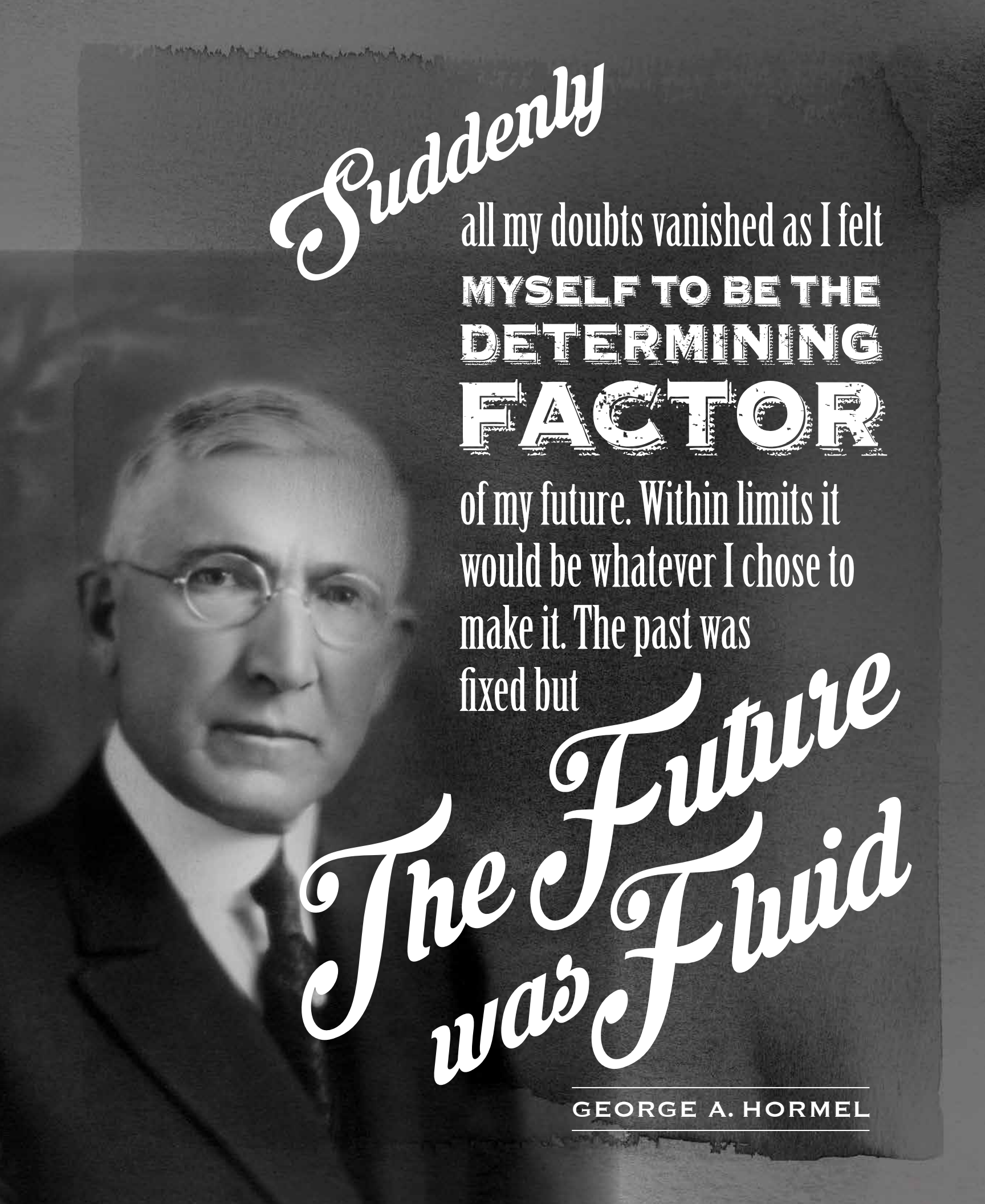
We did it. We took everything we know about bacon and came up with something absolutely groundbreaking. It's not just remarkable—it's downright revolutionary. And now, finally, it's here: a truly premium bacon that's *fully cooked*. And fully poised to change your bacon world.

Start imagining your new bacon reality: www.hormelfoodservice.com

IDEAS THAT **DELIVER**™



FOODSERVICE



Suddenly

all my doubts vanished as I felt

**MYSELF TO BE THE
DETERMINING
FACTOR**

of my future. Within limits it
would be whatever I chose to
make it. The past was
fixed but

*The Future
was Fluid*

GEORGE A. HORMEL

