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Hormel Foods Corp. (HRL)

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CORPORATE PARTICIPANTS

James M. Splinter

Group Vice President-Corporate Strategy, Hormel Foods Corp.

OTHER PARTICIPANTS

Benjamin M. Theurer

Analyst, Barclays Capital Casa de Bolsa SA de CV

MANAGEMENT DISCUSSION SECTION

Benjamin M. Theurer

Analyst, Barclays Capital Casa de Bolsa SA de CV

All right. Welcome back, everybody. I'd like to introduce now next on stage, Hormel Foods, global branded food company with over \$9.5 billion in annual revenues across 75 countries worldwide. Its brands include SKIPPY, SPAM, Hormel Natural Choice, Applegate, Justin's, Wholly Guacamole, Columbus Craft Meats, Hormel Black Label Bacon, and more than over 30 beloved brands.

In 2016, the company celebrated its 125th anniversary and announced its new vision for the future -Inspired People. Inspired Food. – focusing on its legacy of innovation.

Joining us today from Hormel are Jim Splinter, Group VP of Corporate Strategy, and Nathan Annis, Director of IR, Business Planning and Analysis. Jim has more than 30 years of experience with Hormel Foods. He held many roles within marketing including managing the Hormel pepperoni, SPAM and Jennie-O brands. Jim has also held many leadership roles including leading the Grocery Products division from 2010 to 2016. In his current role Jim is responsible for acquisitions and divestitures, strategic planning, corporate innovation, consumer insights, Hormel's agile practice, corporate communications, the digital experience group. So, Jim will speak for about 15 minutes and then we will transition to a fireside chat for the remainder of our session today.

I'd like to hand it over to Jim to talk more about Hormel's corporate strategy initiatives. Jim, please.

James M. Splinter

Group Vice President-Corporate Strategy, Hormel Foods Corp.

Thank you everyone for joining us here today. We start the presentation by saying that we may be making some forward-looking comments. So, I'd ask that you reference our most recent 10-Q for more information.

By way of introduction, for those of you who are not familiar with our organization, as Ben indicated, we are a \$9.5 billion selling organization for our most recent fiscal year completed in 2018 and we have a market capitalization today of just about \$23 billion. Our track record of performance has been stellar. We've had earnings growth in 29 over the last 33 years and we've had 53 consecutive years of dividend increases. Equally important to us is the

fact that we are recognized not only for our financial performance, but for what we do and how we do it. We are in our 11th consecutive year of being on the 100 Best Corporate Citizens list and we're ranked 7th in terms of the list of most admired food companies in the world as ranked and published by Fortune Magazine.

At Hormel Foods, we refer to ourselves as a global branded food company. For us it starts with our brands and the categories in which we choose to compete. Over half of our business today, as you can see on the slide, is within the U.S. retail market and you can see some of the brands that you would see on the consumers and grocery shelves such as Hormel branded meats Jennie-O Turkey Store, our ubiquitous SPAM brand, SKIPPY, Wholly Guacamole and many, many others.

About a third of our business is in foodservice space, and it's there that we believe we have a very strategic and competitive advantage in the marketplace. We think about foodservice much differently than our competitors. We are very much value creators within the foodservice channel and you recognize us within the operating environment with great brands, such as our Hormel Bacon 1 precooked bacon product and Hormel Fire Braised meats.

About 10% of our business is in our new deli division. Within the deli group, we see tremendous growth opportunities with our most recent acquisition with Columbus Craft Meats as well as augmentation of that deli group with brands like Applegate and of course Jennie-O Turkey Store and the Hormel brand. And finally the international group that's about 7% of our business primarily residing outside of the United States, of course, with a big portion of that coming from China and Brazil.

Our Food Journey is our social mission that drives our reputation and we're proud to do our part in making the world a better place. We know that building social value and creating financial economic value, they're not competing goals. Our Food Journey encompasses more than just being a good neighbor. Indeed, we are an integral part of the communities in which we choose to live and work, supporting education, wellness and hunger causes. We are dedicated environmental stewards with a firm understanding of our role and making a difference.

Our Food Journey goes hand-in-hand with our purpose of Inspired People. Inspired Food. This purpose statement defines who we are and what we do. It also captures our bold future of growth of the company as one of the top food companies in the world. We are constantly challenging ourselves to find new ways to bring great taste to the marketplace. And today, you're about to learn firsthand, how we will continue on with that tradition.

We have developed a detailed roadmap regarding the future of food, which we call Food Forward. We've organized a team of futurists to explore the frontiers of technology, business and science to better understand those disruptive forces that are changing the world's \$8 trillion food marketplace. We became familiar with these forces by visiting research labs, startup accelerators, interviewing venture investors and food entrepreneurs. We conducted ethnographic studies to gain proprietary insights on how these forces of change are impacting consumption behavior in the home.

These accelerating forces don't just emerge from food technology as some would have us to believe. Just as many exponential forces come from medical research, disrupted distribution models such as e-commerce and shifting consumer belief systems in general, it is at the intersection of these forces that change happens most readily. One such vector of change is plant-based foods. Our insight is simple. Consumers are increasingly curious about and motivated by healthy, great tasting, sustainable protein choices not just meat replacement.

We believe today's consumers demand choice, and Hormel is perfectly positioned to provide a plant-based protein alternative. You see, since 2014 with the introduction of the foodservice, Fuse Burger, which is a

combination of fruits, grains and turkey, we have been hard at work innovating by providing operators and consumers' protein choices, which we call Plant Forward Foods.

Today, our Plant Forward Foods platform includes Applegate's blend burgers featuring organic beef or turkey blended with organic mushrooms and rosemary, just three simple ingredients, plus lower calories and lower fat gives consumers a compelling protein choice. Finally, our Burke subsidiary has invented a 100% plant-based pizza crumble for the commercial pizza industry. This pizza crumble can be used in a variety of applications from spaghetti to pizza to salads and wraps.

Today, I'm very pleased to announce the newest addition to our Plant Forward Foods platform, a line of 100% plant-based proteins called Happy Little Plants. Happy Little Plants came into existence using agile innovation principles and moved from a conceptual idea rooted in the plant curious consumer insight into a commercially viable product line on an accelerated basis. Our team of innovators and culinary experts created a line of great tasting food products not to replicate meat, but to bring the power of plants to consumers who are seeking an alternative to their food routine. These plant curious consumers want more plants in their diets for a variety of reasons from healthy eating to supporting future forward agriculture. And Happy Little Plants is there to meet those needs with an unpretentious and pleasantly simple consumer promise: Great tasting food made from the goodness of plants. And making great tasting food doesn't mean consumers need to compromise on functional benefits.

Our Happy Little Plants products pack a powerful punch with each four ounce serving delivering 20 grams of complete protein and only 100 – only 180 calories and only 7 grams of fat with no preservatives and no cholesterol, and, of course, all Happy Little Plants are produced using non-GMO soy. And while we're showing our retail offering today, rest assured that this is the base formula that it has foodservice applications as well.

Now, we aspire to bring to the marketplace a full range of fresh plant protein foods under the Happy Little Plants product line. Our first product is a versatile lean ground product which is currently in the marketplace. In the next several weeks, we will be expanding the offering with additional flavor varieties and forms.

Happy Little Plants will be supported by experiential marketing efforts and digital communications on social media platforms such as Facebook and Instagram. These efforts are designed to drive awareness and trial of the product line. Important to our communications plan is showing how Happy Little Plants helps consumers make smart meal choices. Flourishing family is one high potential group that we are targeting. And the video that we're going to be showing you will demonstrate how busy lives can be powered by plants with a quick and easy dinner solution. Please cue the video.

[Video Presentation] (00:11:30-00:11:42)

So again, advertising designed for social media platforms, Facebook and Instagram.

Our next high potential consumer target is significant singles. These single millennials desire crave-worthy foods that are packed full of plant nutrition. Please cue the video.

[Video Presentation] (00:12:06-00:12:21)

I mentioned earlier in the presentation the agile capability we use to conceptualize design and build Happy Little Plants. In addition to agile, we stood up an internal incubator capability to essentially disrupt ourselves and

accelerate our food growth. Happy Little Plants will be commercially launched using this incubator approach and managed through a new business entity called Cultivated Foods.

We intend to leverage our nimble refrigerated supply chain to produce our Happy Little Plants in our existing infrastructure and use our national distribution network, which excels at managing short shelf life products such as Jennie-O Turkey Store lean ground tray pack. Another significant capability with Happy Little Plants will be leveraging our direct sales force. Our direct selling forces in retail, deli and foodservice are well known for their solutions-based selling and customer-first approach.

In conclusion, our emerging Plant Forward Foods portfolio aligns with our company's stated growth strategies of providing consumers choice while broadening our product portfolio. A scaled Plant Forward Foods offering will further diversify our raw material resources thereby reducing portfolio volatility. This portfolio also supports our growth initiatives in both our retail and foodservice channels.

And finally, I hope we demonstrated today how our Inspired People are constantly challenging themselves to find new ways to bring Inspired Foods to the marketplace.

Thank you. And now I'm going to return to my chair for the Q&A portion of the presentation. Thank you, everyone.

QUESTION AND ANSWER SECTION

Benjamin M. Theurer

Analyst, Barclays Capital Casa de Bolsa SA de CV

Q

All right. Well, Jim. Well, first of all, thank you very much for launching product right now. So, obviously, it's a competitive space and there are big – very well-known competitors out there, Beyond Meat, with a successful IPO and very, very aggressive on social media marketing similar with Impossible Foods. Now, why did you decide now to get into that competitive space?

James M. Splinter

Group Vice President-Corporate Strategy, Hormel Foods Corp.

A

Well, like I mentioned in the presentation, we've been at this since 2014. We've been studying these trends. We thought now the timing was appropriate. It's the early innings in this ballgame, since we're in baseball season here coming into September. When you think about plant-based meat analogs and their share of the category, it's less than 1%. And so there's a significant opportunity, when you think about the plant milk share of category is already at 13%. So there's a huge runway opportunity that's in front of all of us that are innovating in this space and we think we can be a contributor to the growth within the category.

Benjamin M. Theurer

Analyst, Barclays Capital Casa de Bolsa SA de CV

Q

Within that, so it was own product development, innovation once again. Within that journey, did you consider M&A or acquiring something instead of building? Was that part of the process?

James M. Splinter

Group Vice President-Corporate Strategy, Hormel Foods Corp.

A

Yes. Yeah, indeed, I'll share with the audience that we always go through a very detailed build versus buy when we make these kind of investments into new technologies. And we certainly were looking at the active space within the young startup community that's working on these types of products. And quite honestly, we weren't able to get to an acceptable valuation on some of those models that we were working on. And the other piece of it was, as we reflected upon the technology that is going to be needed to be successful, we realized that we had a lot of internal capabilities that we could leverage and namely our infrastructure, we'll be repurposing a lot of our technologies in our infrastructure and our plant operations, in our refrigerator supply chains. These are all things that the young startups are working to build right now, and we already have that incumbent into Hormel, plus knowhow. I think we have proven through our 150-plus years of existence that we're very good innovators and we believe that we have enormous capabilities to bring to the marketplace in this space as well.

Benjamin M. Theurer

Analyst, Barclays Capital Casa de Bolsa SA de CV

Q

Okay. So, you've mentioned agile, so can you give us some details on how you actually develop the product line using agile?

James M. Splinter

Group Vice President-Corporate Strategy, Hormel Foods Corp.

A

Yeah. I mean, agile has been something that we recognize that our organization like many of the organizations out there today that are looking to move a little bit quicker and see the future a little bit faster. And we believe agile is one way to do that. So, we did organize, in the classical sense, using the agile mindset of bringing together cross-functional team members. We built it. We've built a dedicated area for them to work. And they crossed developed through these functional support areas the product as we gave them a very detailed goal what we were looking for and we let them build. And so, this is truly is on those core innovators within the Hormel company that came up with this solution. And I would tell you, it's a capability that we are very impressed with, this new capability around agile and then going into incubator. It's a new capability and a new way for us to work and we're impressed already with the results.

Benjamin M. Theurer

Analyst, Barclays Capital Casa de Bolsa SA de CV

Q

So, results, it's a good point. So, can you give us a sense on the financial data and how things have developed on the financial side?

James M. Splinter

Group Vice President-Corporate Strategy, Hormel Foods Corp.

A

Yeah. And again, this is a classic new product launch. So this certainly isn't going to be accretive to our organization, it's a very small business that we're just creating. So this is something we're going to invest to grow over a longer-term period. But our outlook would say that we do believe that as all innovation within Hormel, it has to be accretive to the margins within the company. And so, this product we forecast will be able to do that as we move through the maturation of getting this product distributed and supported in the marketplace. So, we see it as another growth opportunity within the organization.

Benjamin M. Theurer

Analyst, Barclays Capital Casa de Bolsa SA de CV

Q

Yeah. So, you have in the presentation that you actually have been active with some of the blended offerings...

James M. Splinter

Group Vice President-Corporate Strategy, Hormel Foods Corp.

A

Yeah.

Benjamin M. Theurer

Analyst, Barclays Capital Casa de Bolsa SA de CV

Q

...so the Applegate blend burger was one of the ones you've showed in there. Have you seen growth within that category on the blended stuff real meat, plant-based over the course of the last couple of years since you're having it? And have you seen the certain uptick more recently just because of all the news around it and the social media interaction?

James M. Splinter

Group Vice President-Corporate Strategy, Hormel Foods Corp.

A

Yeah. And I think Hormel Foodservice and Applegate have been leaders in our company in the Plant Forwards Food (sic) [Plant Forward Foods] platform, I mentioned the Hormel Fuse burger and that product is widely distributed into the college and university channels of foodservice and that is becoming more and more of a requirement to have these type of blend products in the college and university sector. And I'm also seeing the same thing occur with our new blend burger from Applegate. There are finding success, for example, all the University of Wisconsin institutions, they're all carrying [indiscernible] (00:20:05), the Applegate blend burger, and most recently, Whole Foods has indicated their desire to take on distribution of our Applegate blend burgers as well.

So, more and more retailers and foodservice operators are demanding these types of products, and we're there to respond because the choice is there. The consumers are looking for a choice, the patrons of the restaurants or the operator of foodservice, they're looking for these choices and Hormel is dedicated themselves to provide that choice.

Benjamin M. Theurer

Analyst, Barclays Capital Casa de Bolsa SA de CV

Q

So, one of the things it's always about the placement within retail and foodservice, so do you want those products to be placed near meat or near the vegetarian section? So, what's the target of it?

James M. Splinter

Group Vice President-Corporate Strategy, Hormel Foods Corp.

A

Yeah. I mean, I think that there is a shared learning opportunity here for the plant-based food companies to think about locations on a dedicated set basis within the perimeter of the store. That certainly has been – is being – currently being experimented with. There is the idea of the logic of putting it into the fresh meat department next to another analog type product for context purposes. So, how and when should I use plant? Oh, it's like a lean ground hamburger product, so I should use it in those types of recipes.

So, our product was specifically designed to be able to be cooked and utilized such as a ground hamburger type product and so it has similar cooking applications. And so, that context we think will be important for trial. But we're going to be working with retailers going forward. Like I said, we're in the early innings; we're all trying to figure out what are the best category management principles around this particular category of products that we can apply. And that's going to be some test and learn opportunities, which again, based on our retail sales organization we're very adept and very equipped to do that kind of analysis.

Benjamin M. Theurer

Analyst, Barclays Capital Casa de Bolsa SA de CV

Q

What do you think is actually like the growth potential of that? I mean, clearly, there's a lot of hype around it shorter term. Where do you think these kind of products can go and whatever 5 to 10 years' time in the long term?

James M. Splinter

Group Vice President-Corporate Strategy, Hormel Foods Corp.

A

Yeah. I mean, it really is going to be upon the industry to make that final determination about how high this can go. But if you just think about the [ph] scanned (00:22:34) retail meat category at about \$86 billion in sales, if we were to capture just 13% of it as the fluid or as the plant-based milks have done to the fluid milk industry that would be equivalent to about \$10 billion to \$11 billion on opportunity just in retail.

And I think, lately, we've been hearing a lot about the foodservice sector really jumping on board with these types of products. And if we're able to provide similar type of efforts into the foodservice sector, I think you can look at doubling that. So, you're looking at a \$10 billion to \$20 billion opportunity for Plant Forward Foods.

Benjamin M. Theurer

Analyst, Barclays Capital Casa de Bolsa SA de CV

Q

Okay. One of the other questions in regards to that product I was having is clearly you've spent a lot on innovation and working through the product and get this out now as a pure plant-based offering. How much do you think this is going to actually compete against your blended alternative? So how much of a cannibalization do you think because of just people going on to all or nothing kind of an approach or do you think it's complimentary?

James M. Splinter

Group Vice President-Corporate Strategy, Hormel Foods Corp.

A

Yeah. So, to be determined, obviously, and we have thought through some of those implications with our first 100% plant-based offering at retail, the goal and augment with blended. And what we're seeing initially is that there are two different consumer needs states out there that there are certain consumers that aren't necessarily looking to give up meat because they like the flavor of meat certainly, but the idea of getting more plant into their diet through a blend, in our case, organic mushrooms was completely acceptable to them.

There's another group of consumers that are saying, look, I'm willing to make even a stronger effort towards getting more plant in my diet and I will change out an entire meal for plant-based versus meat. And so, that is the opportunity for us and most of our consumers like most other people are talking about, we're really not necessarily competing for the vegetarian type of consumer, it really is that consumer that's looking for a choice.

Benjamin M. Theurer

Analyst, Barclays Capital Casa de Bolsa SA de CV

Q

And for example, on that product, I mean, clearly innovation is not something that happens overnight, that it'll take time. So, for how long have you been working on the new product, plant-forward and what has been some sort of an investment you have to do to come up with the product like plant-forward?

James M. Splinter

Group Vice President-Corporate Strategy, Hormel Foods Corp.

A

So, hopefully, we're able to demonstrate the insight that we uncovered through our food forward research, which has been in development for I will tell you the last couple of years honing our knowledge base around what

consumers are looking for. And we found was that the insight that we uncovered was that plant in itself is something that consumers are looking for. They're not necessarily looking it for something to replicate meat as much as they're looking for that complete plant experience.

And so, once we have that insight then we went to work from a technology standpoint and innovation standpoint and we had many collaborators working with us to come up with the formula. Very proud of the fact that we were looking at technologies that were known to our company that we had the desire to utilize some of the infrastructure within our plants and we were able to successfully do that.

But a lot of key learning came in the formula process work, so a lot of, if you will, we brought a lot of legacy knowledge about processing foods combined with the new medium of plant. And we were successful at building this new product line. So, a number of years in the making.

Benjamin M. Theurer

Analyst, Barclays Capital Casa de Bolsa SA de CV

Q

Okay. So, one of the challenges of some of the plant-based companies has been coming up with a product that when preparing it, it actually is easy to prepare. So, does that one require a one-page manual to actually be able to cook it or is that something it's self-explanatory and similar to what real meat is?

James M. Splinter

Group Vice President-Corporate Strategy, Hormel Foods Corp.

A

Yeah. Well, Benjamin, that's exactly why we produce those videos, and hopefully we're able to demonstrate how simple it is to incorporate plant into your everyday meal routine. And for those people that are curious, as we identify them, these plant curious consumers, they want to know how and when to use these products and we give them – and we will continue to help them to utilize this product in everyday food routines.

And I think that's the important thing. This is assessable food. This is food that fits into your everyday routine and we do that in a pleasantly simple manner and so easy familiar cooking methods, you're simply browning the plant product on your stovetop and you're incorporating it with your own flavors. The base product is unflavored so you season it to taste and it makes great tacos and great meatballs, great hamburgers on the grill, so lots of different forms that this product would take.

Benjamin M. Theurer

Analyst, Barclays Capital Casa de Bolsa SA de CV

Q

Okay. So within that, I mean you have a relatively big portion of your business or a lot of like snacking stuff and protein snacks and combinations. Is it something you're also exploring to come up with a plant-based solution like whatever, a beef – a plant turkey or something like that could be part of that development as well?

James M. Splinter

Group Vice President-Corporate Strategy, Hormel Foods Corp.

A

Yeah. I mean, as I mentioned, we do have a very detailed roadmap. This is stage 1. There are multiple stages in our growth platform going forward. And as we demonstrate success and relevancy with shoppers and get the repeat purchases and Happy Little Plants to the level that we need, we know that this is a very extendable platform. The plant – the branding was very purposeful in the sense of being able to allow us to extend into other related food categories. So you know we would go beyond snacking. There are multiple areas of the store that we have an interest in bringing this new technology and this new brand into.

Benjamin M. Theurer

Analyst, Barclays Capital Casa de Bolsa SA de CV

Q

Okay. And what's actually the cost associated with – I mean, first of all, the development, and then the product placement, marketing, is that something that's relevant, or is it just something normal course operation that...

James M. Splinter

Group Vice President-Corporate Strategy, Hormel Foods Corp.

A

Well, we're very comfortable with the cost side of the ledger. I mean, we are in the grain procurement business with our integrated Jennie-O Turkey Store model, so purchasing imports of plant isn't something that's new to us. We're comfortable with that. This one happens to be non-GMO, so a lot of nuance there, but something we're comfortable with.

From a manufacturing standpoint, we're still you know validating everything in the operations from an overall cost standpoint and yield analysis standpoint, but we're feeling more encouraged every day as we get more and more experience in utilizing and operating with this product. I would tell you that at retail, there is a premium attached to this product. This product will retail for \$8.99 per pound and that is the premium that others are experiencing within the plant-based food alternative area. So, we believe that there is a premium to be had in this area and we can't wait to really get the scale behind this effort from a branding standpoint. So, our branding will be commensurate with the amount of distribution we gain and the amount of sales velocity we gain, and we'll continue to do what Hormel has always done. We're great brand builders.

So, this isn't the first brand we brought to the marketplace. When you think of Hormel Natural Choice, we have the playbook. We know how to build brands and bring them to market successfully, and we'll apply that playbook to Happy Little Plants as well.

Benjamin M. Theurer

Analyst, Barclays Capital Casa de Bolsa SA de CV

Q

Okay. And the rollout is going to be nationwide?

James M. Splinter

Group Vice President-Corporate Strategy, Hormel Foods Corp.

A

We're going to start with more targeted distribution. And like I said, make sure that we have the supply chains calibrated; the operations vetted. And as we gain more experience because you're dealing with the product that will be never be frozen, it's 100% fresh, so we have the capability through our Jennie-O Turkey Store logistics model to manage fresh distribution, that will be a key part of this as well. So, we don't want to overextend ourselves too quickly. We want to build a cadence, get the rotations figured out with the retailers, and then we'll continue to build that scale going forward.

Benjamin M. Theurer

Analyst, Barclays Capital Casa de Bolsa SA de CV

Q

Okay. So, we've had that discussion at some point over that, but one of the other things and I mean I think you've been in charge of it, as I said at the introduction, is M&A in general.

James M. Splinter

Group Vice President-Corporate Strategy, Hormel Foods Corp.

A

Yes.

Benjamin M. Theurer

Analyst, Barclays Capital Casa de Bolsa SA de CV

Q

I mean, clearly, for this one, you found it more convenient going through – on product development. But two years ago at your Investor Day, you learned that laid out your medium-term guidance of 5% top line growth, 10% bottom line growth and that was obviously including M&A activity. So, there hasn't been much activity on that side. What has held you back recently on M&A transactions?

James M. Splinter

Group Vice President-Corporate Strategy, Hormel Foods Corp.

A

Well, when we look at the pipeline for M&A, I will tell you it is very robust for us. We simply have not been able to meet the valuation criteria that we have established for ourselves for some of these new businesses. 17 months ago, we completed the Columbus acquisition and that's a perfect example of something that's very strategic that built a capability for us. And we've had a nice track record of these bolt-on type businesses that give us a new capability, Fontanini is another one of those, but we'd be very comfortable with large scale businesses as well.

We have the pristine balance sheet. We have the ability to leverage and we're very comfortable with doing sizable deals, but they have to meet our very strict valuation requirements. So, we're going to stay very disciplined, we're not chasing businesses and they have to – we have to be able to bring something more than just cash to the equation, as most people would say.

Benjamin M. Theurer

Analyst, Barclays Capital Casa de Bolsa SA de CV

Q

Okay. And anything on the M&A side like a geographic preference you would flag out. I mean, you've done some ...

James M. Splinter

Group Vice President-Corporate Strategy, Hormel Foods Corp.

A

Yes.

Benjamin M. Theurer

Analyst, Barclays Capital Casa de Bolsa SA de CV

Q

...parts of acquisition internationally, but it's still small, so is that something you're still [indiscernible] (00:33:05)?

James M. Splinter

Group Vice President-Corporate Strategy, Hormel Foods Corp.

A

Yeah. I mean, clearly, we do have specific interest in China and Brazil to – we have investments in those areas. We want to become more multinational in those two regions of the world. So, we will certainly continue to look very hard at those areas to build on to our capabilities. And then, of course, domestic foodservice and domestic retail U.S. are high potentials.

Benjamin M. Theurer

Analyst, Barclays Capital Casa de Bolsa SA de CV

Q

Okay, perfect. Well, I guess, we'll leave it here. Thank you very much.

Benjamin M. Theurer

Analyst, Barclays Capital Casa de Bolsa SA de CV

We're going to go over to the breakout session for Q&A. Thank you very much for attending. And I'll see you all in the other room. Thanks.

James M. Splinter

Group Vice President-Corporate Strategy, Hormel Foods Corp.

Thank you so much.

Unverified Participant

Thank you.

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