



GENERAL MILLS

Global Responsibility

2015

SUMMARY



Health & Wellness



Sourcing



Environment



Workplace



Community



To our Stakeholders:



Ken Powell
Chairman, Chief Executive Officer
General Mills

At General Mills, our goal is to stand among the world's most responsible food companies. We are committed to creating economic, social and environmental value around the world as we pursue our mission of *Nourishing Lives*.

As the global food business balances increased demand with the need to conserve natural resources, efforts aimed at transparency and traceability are helping to improve the sustainability of food supply chains. At General Mills, we are making great strides toward our commitment to sustainably source 100 percent of our 10 priority ingredients by 2020 - representing more than 50 percent of our annual raw material purchases. Through our sustainable sourcing work, we are advancing sustainable agriculture and strengthening responsible practices.

Increasingly, consumers worldwide are interested in the connection between food, health and wellness. General Mills puts consumers first by delivering a broad

range of products that meet varying consumer needs and preferences. One example is the growing demand for organic and limited-ingredient products. Today, General Mills is the fourth-largest natural and organic food producer in the U.S.

Our focus on health and wellness extends beyond the people who make and consume our food. Through our consumer education and philanthropic efforts, we promote healthy lifestyles that balance consumption and activity.

Leading with safety - both the safety of our employees in the workplace and the food they make - is one of the key operating principles that guides our work. At our facilities around the world, we are committed to food safety and strictly adhering to the processes and standards we have pioneered and led since our founding.

Through collaboration with businesses, governments and nongovernmental organizations, we work to advance

systemic improvements in the areas of health, sustainable agriculture and community investment. We collaborate with external partners and are signatories to a number of key global efforts, such as the United Nations Global Compact.

In this, our 45th year of reporting back to our communities and stakeholders, we provide updates across five key focus areas: Health and Wellness, Sourcing, Environment, Workplace and Community. We have focused on providing transparency and insights into the topics that are important to our stakeholders and to our business.

Thank you for your interest. As always, we welcome your questions and comments.

Sincerely,



General Mills has been fulfilling our mission of *Nourishing Lives* for 148 years.





HEALTH & WELLNESS



At General Mills, **our mission** is *Nourishing Lives* – making lives healthier, easier and richer.

Our strategies

Provide
quality nutrition
and wellness

Champion
global food
safety

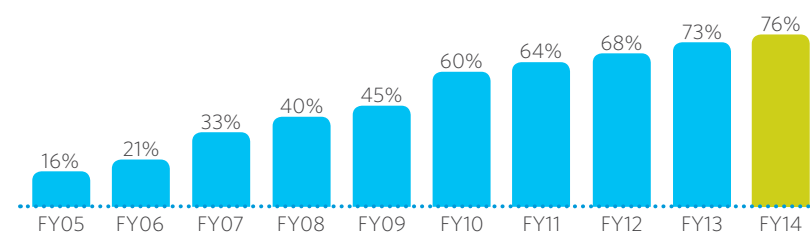
Educate
consumers

OUR GOAL is to provide people with convenient, nutritious food that – when combined with exercise and activity – can help them live healthier lives. We believe that a variety of foods plays an important role in people’s diets, providing nutrition, taste and convenience at a reasonable cost. Improving the health profile of our products over time and promoting healthy lifestyles that balance nutrition and activity are fundamental to our mission of *Nourishing Lives*.

Performance dashboard (fiscal 2014)

Whole grain	240+ billion grams shipped by U.S. retail operations and 166 billion grams produced by Cereal Partners Worldwide, our joint venture with Nestlé.
Vegetables	1.8 billion servings (1 serving = 1/2 cup) shipped by U.S. retail operations.
Dairy	2 billion servings (1 serving = 1 8-ounce cup) shipped by U.S. retail operations.
Fiber	57 billion grams shipped by U.S. retail operations.
Protein	190+ U.S. retail products offered with at least 10 percent daily value of protein per serving.
Gluten-free	850+ gluten-free products offered in the U.S.

Cumulative* health metric achievement U.S. RETAIL PRODUCTS



*products are counted only one time even if improved more than once



SOURCING



Our **sustainability mission** is to conserve and protect the natural resources and communities upon which our business depends.

This mission guides our efforts in the areas of Environment and Sourcing.

Our strategies

- Increase** sustainability of ingredients
- Collaborate** to improve global water stewardship
- Advance** socially responsible supply chains

OUR GOAL is to sustainably source the raw materials we use in our products. We are committed to sustainably sourcing 100 percent of our 10 priority ingredients by 2020 – representing more than 50 percent of our annual raw material purchases. We partner with multi-stakeholder groups to advance sustainable sourcing frameworks, then pilot scalable solutions and share our findings so others can refine their efforts. At the same time, we are improving water stewardship and reinforcing socially responsible practices across our extended supply chain.

* Palm oil 100% by 2015; baseline year FY2014 for all ingredients except palm oil (baseline year FY2010)

** Excludes Yoplait International

*** Progress numbers may vary from year to year due to changes in suppliers, market conditions or improvements in data tracking methodology.

Performance dashboard		
Ingredient	FY2020 target (% of spend sourced sustainably)	Progress through FY2014 (% of spend sourced sustainably***)
Vanilla	100%	45%
Cocoa	100%	10%
Palm oil	100%*	83%
Sugarcane	100%	42%
Oats	100%	35%
U.S. wheat	100%	15%
U.S. sugar beets	100%	34%
U.S. corn (dry milled)	100%	6%
Dairy (fluid milk)**	100%	20%
Fiber packaging	100%	99%



ENVIRONMENT



Our **sustainability mission** is to conserve and protect the natural resources and communities upon which our business depends.







This mission guides our efforts in the areas of Environment and Sourcing.

Our strategies

Increase sustainability of ingredients

Improve environmental performance of our operations and beyond

OUR GOAL is to continually reduce our environmental footprint. We concentrate on areas where we can have the greatest positive impact, with a focus on agriculture. Among our suppliers, we work to sustainably source the ingredients we use in our products. Across our global operations and beyond, we focus on reducing our GHG emissions and natural resource consumption.

Performance dashboard Operations, transportation and packaging		The recent acquisitions of Yoplait International and Yoki have had a material impact on our volume and our sustainability metrics.		
		FY2015 target (% rate reduction from FY2005)*,**	FY2014 excluding Yoplait/Yoki acquisitions (% rate reduction from FY2005)	FY2014 including Yoplait/Yoki acquisitions (% rate reduction from FY2005)
 GHG emissions rate* (metric tons CO ₂ e/metric ton of product)		20%	13%	23%
 Energy usage rate* (kilowatt hours/metric ton of product)		20%	8%	10%
 Transportation fuel usage rate*,** (% fuel reduction/metric ton of product shipped)		35%	22%	22%
 Water usage rate*,** (cubic meters/metric ton of product)		20%	13%	-17%
 Solid waste generation rate* (metric tons solid waste/metric ton of product)		50%	43%	41%
 Packaging improvement rate*,** (% of packaging volume improved)		60%	67%	68%

*Rate-based and absolute data for energy, GHG emissions, water and solid waste generation in this section are from wholly owned production facilities on a global basis. Transportation fuel usage data covers outbound shipments in the United States by our logistics service providers. Packaging improvement data are global.

**Water usage rate target and progress are based on fiscal 2006 baseline data. Transportation fuel usage rate and packaging improvement rate targets and progress are based on fiscal 2009 baseline.



WORKPLACE



Every day around the world, our more than 42,000 employees work to carry out **our mission** of *Nourishing Lives*.

Our strategies

Maintain
a safe
workplace

Build a strong
workplace
culture

Respect, develop
and invest in
employees

OUR GOAL is to foster a safe, ethical, diverse and inclusive workplace where employees can thrive. We accomplish our mission by living our values:

- Play to win
- Grow and inspire
- Act boldly, move quickly
- Win as a team
- Do the right thing, all the time.

95%

of employees said that General Mills leaders demonstrate a commitment to ethical business.

Performance dashboard



Increasing workplace safety

We reduced our global total injury rate to **1.34** injuries per 100 employees in fiscal 2014, down from 1.62 in 2013. Our ultimate goal is zero injuries and illnesses.



Strengthening our workplace culture

84 percent of employees said General Mills is a great place to work in 2014.*

*2014 Great Place to Work Institute; representative sample of U.S. employees



Increasing diversity and inclusion

Our Board of Directors includes **36 percent** female directors and **21 percent** who are people of color. Our U.S.-based workforce includes **40 percent** women and **20 percent** people of color.



Increasing employee well-being

We offer employee wellness programs at almost **300** locations worldwide. More than **5,000** U.S. employees participated in our Go Giant campaign to increase fruit and vegetable consumption in 2014.





COMMUNITY



Our General Mills Foundation and community engagement **mission** is to nourish our communities globally with remarkable philanthropy.

Our strategies

Alleviate hunger and advance nutrition wellness

Improve education

Strengthen communities

OUR GOAL is to build strong communities. Our philanthropic work is an extension of the company's *Nourishing Lives* mission and ties closely to our company's core business. We work in innovative ways with partners at the global, national and local levels to harness our collective impact in key target areas, while engaging employees through skills-based and other volunteerism.

\$151 million

The amount we gave to charitable causes in fiscal 2014

Foundation grants
\$29.2 million

Corporate contributions/
brand philanthropy

\$79.1 million



Food donations
\$42.8 million

Performance dashboard	2020 Goal	Progress
<p>Nourishing</p>	<p>We alleviate hunger</p> <p>Provide 200 million meals globally</p>	<ul style="list-style-type: none"> Global food donations: 50 million meals since 2013 Partners in Food Solutions: 738,000 smallholder farmers and their 4.4 million family members impacted since 2008
	<p>We advance nutrition wellness</p> <p>Empower 25 million youth with skills and knowledge to achieve and maintain physical wellness</p> <p>90,000 U.S. schools gain access to Presidential Youth Fitness program</p>	<ul style="list-style-type: none"> <i>Champions for Healthy Kids</i>: 1 million youth since 2002 Presidential Youth Fitness program: launched in 2013 with support from General Mills, now available to all U.S. schools; 3,400+ schools adopted in 2014; to date, 13,000+ schools and an estimated 6.8 million students engaging with the program
<p>Educating</p>	<p>We improve education</p> <p>Provide over US\$1 billion to schools through <i>Box Tops for Education</i></p>	<ul style="list-style-type: none"> <i>Box Tops for Education</i>: US\$80 million raised for U.S. schools in 2014; US\$640+ million since 1996
	<p>We expand access to education</p> <p>Empower 1 million people in impoverished communities globally through education and improved livelihoods</p>	<ul style="list-style-type: none"> Join My Village: 195,000 people have received expanded access to education and economic empowerment since 2009
<p>Strengthening</p>	<p>We volunteer in the community</p> <p>More than 80% of employees volunteering worldwide</p>	<ul style="list-style-type: none"> 75% of employees volunteer worldwide
	<p>We invest in our communities</p> <p>Achieve US\$2 billion cumulative giving</p>	<ul style="list-style-type: none"> US\$151 million in total giving in fiscal 2014 US\$1.5+ billion cumulative giving since 1954

Learn more about how we are *Nourishing Lives* at www.generalmills.com.

Global Responsibility Highlights 2014

10x20

progress on our commitment to **sustainably source** 100 percent of our 10 priority ingredients by 2020.

850+

products **nutritionally improved** since we implemented our U.S. Health Metric in 2005.

\$151 million+

given to **charitable causes** in fiscal 2014 – General Mills and its Foundation have given more than \$1.5 billion since 1954 (US\$).

68%

of **packaging volume improved** since 2009.

84%

of U.S. employees said General Mills is a **great place to work**.

50 million

meals provided through global food donations since 2013.

87%

of all **solid waste** from our North American operations is **reused or recycled**.

100%

of General Mills facilities **audited** using globally recognized **food safety** criteria.

17%

reduction in global total **injury rate** at General Mills production facilities.

\$543 million

spending in fiscal 2014 with qualified, **diverse suppliers** (US\$).



General Mills
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