

Welcome to your CDP Water Security Questionnaire 2023

W0. Introduction

W0.1

(W0.1) Give a general description of and introduction to your organization.

One of the world's leading food companies, General Mills operates in more than 100 countries and markets more than 100 consumer brands, including Cheerios, Haagen-Dazs, Nature Valley, Pillsbury, Old El Paso, Progresso, Yoplait, Cascadian Farm, Annie's, Muir Glen, Yoki, and Blue Buffalo. Headquartered in Minneapolis, Minnesota, USA, General Mills had fiscal 2022 global net sales of \$19.0 billion. For more than 150 years, General Mills has been making food the world loves. For us that has always meant ensuring our food is a reflection of our ability to do good for our people, planet and communities. That central mission is at the heart of General Mills. But we have never believed in growth for growth's sake. At General Mills, we work to create holistic value throughout our supply chain, from agriculture and operations to our consumers and communities. Below are some highlights of our progress in fiscal 2022 from our 2023 Global Responsibility Report (GRR).

- 100 percent of our company owned production facilities are Global Food Safety Initiative (GFSI) certified
- 40 percent of General Mills global volume met the company's criteria as Nutrition Forward Foods
- General Mills is the largest provider of natural and organic packaged food in the US (includes food for both humans and pets)
- We will advance regenerative agriculture on 1 million acres of farmland by 2030
- 100 percent of our 10 priority ingredients are sustainability sourced
- 92 percent of General Mills packaging recyclable or reusable (by weight)
- 87 percent renewable electricity sourced for our global operations
- 88 percent of our employees say that General Mills is a great place to work
- 50 percent of professional positions and 34 percent of company officer positions globally are held by women
- Our global total injury rate was 2.45 injuries per 1 million hours worked by employees in fiscal 2022, significantly below food-industry averages
- We gave US\$90 million to charitable causes in fiscal 2022, including General Mills Foundation grants, corporate contributions and food donations
- Over 70 percent of our employees worldwide volunteered in their communities

- Our product donations to food banks enabled 29 million meals around the world in fiscal 2022

Water data reported within the CDP follows our financial fiscal year of June 1 - May 31. We focus on water usage from watershed to production to increase efficiency and resiliency. Our goal is to champion the activation of water stewardship plans for the most material and at-risk watersheds in our global value chain by 2025.

W-FB0.1a/W-AC0.1a

(W-FB0.1a/W-AC0.1a) Which activities in the food, beverage, and tobacco and/or agricultural commodities sectors does your organization engage in?

Processing/Manufacturing

W0.2

(W0.2) State the start and end date of the year for which you are reporting data.

	Start date	End date
Reporting year	May 31, 2021	May 30, 2022

W0.3

(W0.3) Select the countries/areas in which you operate.

Argentina
 Australia
 Belgium
 Brazil
 Canada
 China
 France
 Germany
 Greece
 India
 Ireland
 Italy
 Malaysia
 Mexico
 Republic of Korea
 Singapore
 Spain
 Sweden
 Switzerland
 Taiwan, China
 United Arab Emirates
 United States of America

W0.4

(W0.4) Select the currency used for all financial information disclosed throughout your response.

USD

W0.5

(W0.5) Select the option that best describes the reporting boundary for companies, entities, or groups for which water impacts on your business are being reported.

Companies, entities or groups over which operational control is exercised

W0.6

(W0.6) Within this boundary, are there any geographies, facilities, water aspects, or other exclusions from your disclosure?

Yes

W0.6a

(W0.6a) Please report the exclusions.

Exclusion	Please explain
<p>Exclusions include non-Minneapolis (headquarters) sales offices and ITQ locations, warehouses, grain elevators and owned Haagen-Dazs shops. We are reporting only on companies, entities or groups over which operational control is exercised, therefore external supply chain and ingredient suppliers are also excluded.</p>	<p>Excluded locations under General Mills direct control are very small facilities with relatively low, insignificant water use and makes up less than 1% of General Mill's overall water withdrawal when combined. Therefore, these sites are considered immaterial and have been excluded.</p> <p>We are reporting water use (i.e. withdrawal) only on companies, entities or groups over which operational control is exercised, therefore external supply chain and ingredient suppliers are also excluded. However, the greatest areas of environmental impact (including 98% of water withdrawal) occur in our supply chain, outside General Mills' operations. Though we do not report exact usage data outside the boundaries of the company, we collaborate with suppliers and partners to drive change by promoting environmentally and socially responsible water practices across our entire value chain. Those activities are also reflected in the report, for example within responses related to ingredient sourcing, supplier management, and risk mitigation</p>

	opportunities.
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W0.7

(W0.7) Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?

Indicate whether you are able to provide a unique identifier for your organization.	Provide your unique identifier
Yes, a Ticker symbol	GIS

W1. Current state

W1.1

(W1.1) Rate the importance (current and future) of water quality and water quantity to the success of your business.

	Direct use importance rating	Indirect use importance rating	Please explain
Sufficient amounts of good quality freshwater available for use	Vital	Vital	<p>Food production requires water for use for agriculture, as an ingredient and for sanitation. General Mills requires good quality fresh water for both direct and indirect operations. Indirect use includes water for agricultural production and ingredient transformation and consumer preparation, and direct use includes water as an ingredient and for sanitation. We rated good quality freshwater as vital to both our direct and indirect operations as we could not ensure quality ingredients and food safety without it. General Mills has high quality standards and tests incoming water for quality and then frequently will further treat the water to meet the specific requirements of our products. The quantity of water needed for sanitation (i.e. cleaning processing equipment) is often much greater than the quantity needed as a product ingredient but is just as important; proper sanitation with good quality water is critical to food safety.</p> <p>As a food company, General Mills depends on clean, abundant water to grow our ingredients and</p>

			<p>manufacture our products. Most of our raw materials (agricultural ingredients and packaging fiber) require water via irrigation or natural rainfall. Most of our water impact is in our upstream value chain: 85% of our water impact is in agriculture and 14% in packaging. In the future, we expect to need more water as our business model is planned growth which will require more production and ingredients. Even as we continue to improve our direct water use efficiency in our own operations, we also expect indirect water use to needs will increase, specifically in agriculture. Because we will always need water as a food company, we are advancing water efficiency and restoration in both agriculture and manufacturing in our priority watersheds. We work toward that in priority watersheds through NGO partnerships, industry coalitions, supplier engagement and regenerative agriculture implementation.</p>
<p>Sufficient amounts of recycled, brackish and/or produced water available for use</p>	<p>Neutral</p>	<p>Neutral</p>	<p>All recycled water used at General Mills' direct operations is generated from our own activities. At this point, we do not rely on it to be available to us from third parties. It is important for our operations as recycling water several times prior to discharge saves money and shows good stewardship. Like our direct operations, our indirect operations such as ingredient suppliers, distribution warehouses and retailers recycle water in their operations. We chose neutral for both direct and indirect as we could operate without, just less efficiently and put more strain on local water resources. In several of our plants, we are demonstrating our stewardship of water resources by installing equipment to recycle water after its use in food production to other uses such as cooling tower use or use in flushing toilets. The use of this water reduces the requirements we make of local water resources. For example: Our Covington, Georgia facility treats and recycles wastewater for cooling tower use, and our Cedar Rapids, Iowa facility treats and recycles water for air emissions scrubbers. We expect to recycle more water in the future in both our direct and indirect operations driven by economics as water costs increase and as</p>

		opportunities for energy conservation using water are identified.
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W-FB1.1a/W-AC1.1a

(W-FB1.1a/W-AC1.1a) Which water-intensive agricultural commodities that your organization produces and/or sources are the most significant to your business by revenue? Select up to five.

Agricultural commodities	% of revenue dependent on these agricultural commodities	Produced and/or sourced	Please explain
Cattle products	41-60	Sourced	<p>Cattle products are a significant agricultural commodity for General Mills, particularly dairy, and used by many General Mills brands, including Yoplait and Haagen-Dazs. We are committed to sourcing sustainable dairy because of total quantity purchased annually and associated water and GHG impacts. In FY 20, we launched our regenerative dairy strategy, including a regenerative dairy pilot program with three dairies in our yogurt supply shed of the Great Lakes region, building on our previous "10x20" sustainability program. In FY 22, we continued expanding the regenerative agriculture program from 9 dairies in FY 21 representing 12000 cows, with 32 dairies set to join the coaching program in the summer of 2022. We also continued investing in our public-private partnership with the National Fish and Wildlife Foundation to advance of regenerative agriculture in support of healthy Great Lakes.</p> <p>Brands like Blue Buffalo and EPIC rely on ingredients from beef cattle. EPIC leads our regenerative meat sourcing and sells 2 SKUs bearing the Savory Institute's Ecological Outcomes Verification (EOV) seal, to track ranches on indicators of land regeneration, including verifying improved water infiltration, healthy riparian zones, and soil water holding capacity.</p> <p>Percent of revenue dependent on cattle products (41-60%) was estimated based on the estimated</p>

			revenue per category and a rough calculation of brands within that category that use this commodity.
Maize/corn	10-20	Sourced	<p>Maize is a significant agricultural commodity for many General Mills brands, including BigG Cereals like Corn Chex, Bugles, and other products. General Mills is committed to sourcing sustainable corn because of corn's relevance in terms of total quantity purchased annually and the associated greenhouse gas emissions of the corn value chain. Corn was one of the ten priority ingredients included in our "10x20" sustainable sourcing program, which we completed last year. We have evolved from individual ingredient strategy for corn to programs that regenerate the planet and create positive outcomes for people. For corn, this includes regenerative agriculture advancement in the Great Lakes corn belt, for both human consumption and animal feeds. For example, General Mills funds 1:1 coaching for 32 dairy farmers that includes feed crop (maize), to advance soil health impacts of cover crops, reduced tillage and fertilizer optimization, practices which have water quality co-benefits.</p> <p>Percent of revenue dependent on maize (10-20%) was estimated based on the estimated revenue per category and a rough calculation of brands within that category that use this commodity.</p>
Palm oil	10-20	Sourced	<p>Due to General Mills brands usage of Palm Oil [volume based], as well as known supply chain risks, including rainforest deforestation with potential implications for the global water cycle, General Mills has worked to source this commodity sustainably based on RSPO standards. Palm Oil was included in our "10x20" sustainable sourcing program, which we completed in 2022 and established as maintenance requirement for our Sourcing team in FY 21 and continuing into F22. General Mills has reported 100% sustainable sourcing of palm oil since fiscal year 2015, including traceability back to the mill. General Mills and Musim Mas collaborated to launch a program to integrate independent smallholders into sustainable palm</p>

			<p>oil supply chains to reduce deforestation by improving livelihoods. Extension services include agriculture best practices to increase land productivity, financial literacy and NDPE (No Deforestation, No Peat, No Exploitation) training.</p> <p>Percent of revenue dependent on palm oil (10-20%) was estimated based on the estimated revenue per category and a rough calculation of brands within that category that use this commodity.</p>
Rice	10-20	Sourced	<p>Rice is an agricultural commodity for some General Mills brands, including cereals like Rice Chex and is an ingredient in other products like Progresso Soup and Blue Buffalo pet food. We are committed to sourcing sustainable rice because of rice's relevance in terms of total quantity purchased annually and the associated water impacts and GHG emissions of the rice value chain. Annie's and Cascadian Farm source USDA Organic rice for some SKUs and have been exploring potential water benefits of organic related to avoidance of some agrichemicals. Cascadian Farm continued a consumer campaign, <3 The Farmland, to restore 600 acres of California ricelands including provision of migratory bird wetland habitat and groundwater recharge, in collaboration with The Nature Conservancy's Bird Returns Program. This program helps us diffuse water risk for rice in one of our priority watersheds. We also contribute to TNC's Arkansas's program to collaborate with farmers, conservation partners and industry to improve water sustainability on cropland in the Lower White River and St. Francis watersheds of the Mississippi. TNC's program will increase adoption of irrigation efficiency practices with historically excluded farmers. To date,12 African American farmers and managing 20,658 acres are enrolled.</p> <p>Percent of revenue dependent on rice (10-20%) was estimated based on the estimated revenue per category and a rough calculation of brands within that category that use this commodity.</p>

Sugar	61-80	Sourced	<p>Sugar (beet and cane) is an important agricultural commodity for General Mills brands, including BigG Cereals, Betty Crocker baking products and others. General Mills is committed to sourcing sustainable sugar because of total quantity purchased annually and the associated water impacts and GHGs of the value chain. Sugarcane and sugar beets are two priority ingredients in our "10x20" sustainable sourcing program. In fiscal 2020, 100% of cane sugar and 89% of beet sugar were sustainably sourced. In the South Florida Basins, a key sugarcane sourcing region, we are tracking the Central Everglades Planning Project which incorporates updated science and technical information to direct more water to the Everglades while protecting coastal estuaries. 53% of sugar beet fields in our Red River Valley supplier engagement representing 285,167 acres measured 7 years of impact and implemented practices with water co-benefits, like grass waterways and contour strip cropping.</p> <p>Percent of revenue dependent on sugar (61-80%) was estimated based on the estimated revenue per category and a rough calculation of brands within that category that use this commodity.</p>
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W1.2

(W1.2) Across all your operations, what proportion of the following water aspects are regularly measured and monitored?

	% of sites/facilities/operations	Frequency of measurement	Method of measurement	Please explain
Water withdrawals – total volumes	100%	Monthly	Water withdrawals - total volumes are measured monthly via water meter and utility report.	We regularly measure and monitor these aspects so we can proactively manage our water footprint. Since FY21, our water strategy has focused on continuous improvement and holistic evaluation

				<p>approach of water conservation opportunities, by facility. Facilities must see to minimize water usage and consider water conservation opportunities when adding new operations or making process changes. In 2014 we replaced manual tracking with GSTEMS, an enterprise-wide system that gathers water withdrawal and discharge data (including water withdrawals - total volumes), which measures this water aspect using continuous on-site metering from all our facilities on a monthly basis and enables rapid reporting and analysis. Facilities also record data on water withdrawal volume per metric ton of production, enabling us to track and optimize water efficiency. This data is backed up by utility invoices, laboratory reports or other similar documentation.</p>
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<p>Water withdrawals – volumes by source</p>	<p>100%</p>	<p>Monthly</p>	<p>Water withdrawals - volumes by source are measured monthly via water meter and utility report.</p>	<p>We regularly measure and monitor these aspects so we can proactively manage our water footprint. Since FY21, our water strategy has focused on continuous improvement and holistic evaluation approach of water conservation opportunities, by facility. Facilities identify and document source(s) of water entering or consumed at the site and must consider alternative water withdrawals - volumes by source, such as storm water, recycling and reuse when appropriate, such as for cooling or cleaning. In 2014 we replaced manual tracking with GSTEMS, an enterprise-wide system that gathers water withdrawal and discharge data (including water withdrawals - total volumes), which measures this water aspect using continuous on-site metering from all our facilities on a</p>
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				monthly basis and enables rapid reporting and analysis. This data is backed up by utility invoices, laboratory reports or other similar documentation.
Water withdrawals quality	100%	Continuously	Our Food Quality & Safety team has site-specific measurement approaches for testing water quality when water is used as a food ingredient.	We regularly measure and monitor these aspects so we can proactively manage our water footprint. Since FY21, our water strategy has focused on continuous improvement and holistic evaluation approach of water conservation opportunities, by facility. Facilities assess incoming water to ensure it is safe for human consumption and does not have any attributes that would affect product quality or process equipment. In 2014 we replaced manual tracking with GSTEMS, an enterprise-wide system that gathers water withdrawal and discharge data (including water withdrawals quality), which measures this water aspect using

				continuous on-site metering from all our facilities on a monthly basis and enables rapid reporting and analysis. This data is backed up by utility invoices, laboratory reports or other similar documentation.
Water discharges – total volumes	100%	Monthly	Water discharges - total volumes are measured monthly via water meter and utility report.	We regularly measure and monitor these aspects so we can proactively manage our water footprint. Since FY21, our water strategy has focused on continuous improvement and holistic evaluation approach of water conservation opportunities, by facility. Facilities must identify all water discharge sources and characterize them. Process water discharge stream(s) must be physically characterized for items such as, but not limited to total volume and solids content. In 2014 we replaced manual tracking with GSTEMS, an enterprise-wide system that gathers

				water withdrawal and discharge data, which measures this water aspect using continuous on-site metering from all our facilities on a monthly basis and enables rapid reporting and analysis. This data is backed up by utility invoices, laboratory reports or other similar documentation.
Water discharges – volumes by destination	100%	Monthly	Water discharges - volumes by destination are measured monthly via water meter and utility report.	We regularly measure and monitor these aspects so we can proactively manage our water footprint. Since FY21, our water strategy has focused on continuous improvement and holistic evaluation approach of water conservation opportunities, by facility. Facilities must identify all water discharge sources and characterize them. Process water discharge stream(s) must be physically characterized for items such as, but not limited to total volume and solids content. In 2014 we replaced manual

				tracking with GSTEMS, an enterprise-wide system that gathers water withdrawal and discharge data (including volumes by destination), which measures this water aspect using continuous on-site metering from all our facilities on a monthly basis and enables rapid reporting and analysis. This data is backed up by utility invoices, laboratory reports or other similar documentation.
Water discharges – volumes by treatment method	100%	Monthly	Water discharges - volumes by treatment method are measured monthly via on-site testing, per treatment method plan.	We regularly measure and monitor these aspects so we can proactively manage our water footprint. Since FY21, our water strategy has focused on continuous improvement and holistic evaluation approach of water conservation opportunities, by facility. Facility assessment establishes treatment need and options. Facilities record volumes treated for chemical oxygen demand;

				<p>biological oxygen demand; filtration of total suspended solids; & filtration of fats, oils & grease. Plants track discharge volume by treatment method to ensure plants compliance with all local regulations. In 2014 we replaced manual tracking with GSTEMS, an enterprise-wide system that gathers water withdrawal and discharge data, which measures this water aspect using continuous on-site metering from all our facilities on a monthly basis and enables rapid reporting and analysis. This data is backed up by utility invoices, laboratory reports or other similar documentation.</p>
Water discharge quality – by standard effluent parameters	100%	Monthly	Water discharges - quality by standard effluent parameters are measured monthly via on-site testing, per treatment method plan.	We regularly measure and monitor these aspects so we can proactively manage our water footprint. Since FY21, our water strategy has focused on continuous improvement and holistic evaluation

				<p>approach of water conservation opportunities, by facility. Facilities must assess process water effluent to determine if volume and contaminant levels (if any) are acceptable to discharge based upon laws, permits or best professional judgment. This assessment includes physical and chemical characterization. In 2014 we replaced manual tracking with GSTEMS, an enterprise-wide system that gathers water withdrawal and discharge data, which measures this water aspect using continuous on-site metering from all our facilities on a monthly basis and enables rapid reporting and analysis. This data is backed up by utility invoices, laboratory reports or other similar documentation.</p>
Water discharge quality – emissions to water (nitrates, phosphates,	Not relevant			<p>We do not manufacture products containing nitrates, phosphates,</p>

pesticides, and/or other priority substances)				pesticides and/or other priority substances. Therefore we have selected not relevant.
Water discharge quality – temperature	100%	Monthly	Plants that have water treatment related to temperature on-site track and trend temperature using outfall pH probes or dedicated temperature probes, or with a grab sample.	We regularly measure and monitor these aspects so we can proactively manage our water footprint. Since FY21, our water strategy has focused on continuous improvement and holistic evaluation approach of water conservation opportunities, by facility. Facilities must assess process water effluent to determine if temperature is acceptable to discharge based upon laws, permits or best professional judgment. Discharge temperature requirements are listed in the plant's wastewater permit and/or the local wastewater ordinance and differs from plant to plant. In 2014 we replaced manual tracking with GSTEMS, an

				enterprise-wide system that gathers water withdrawal and discharge data, which measures this water aspect using continuous on-site metering from all our facilities on a monthly basis and enables rapid reporting and analysis. This data is backed up by utility invoices, laboratory reports or other similar documentation.
Water consumption – total volume	100%	Monthly	Water consumption - total volume is measured by subtracting metered discharge from metered withdrawal and multiplied by tons of product produced, for visibility to the m3/ton efficiency rate of the plant.	We regularly measure and monitor these aspects so we can proactively manage our water footprint. Since FY21, our water strategy has focused on continuous improvement and holistic evaluation approach of water conservation opportunities, by facility. In 2014 we replaced manual tracking with GSTEMS, an enterprise-wide system that gathers water withdrawal and discharge data (in order to calculate water consumption – total volume), which measures this

				<p>water aspect using continuous on-site metering from all our facilities on a monthly basis and enables rapid reporting and analysis. Facilities also record data on water withdrawal volume per metric ton of production, enabling us to track and optimize water efficiency and compare to water discharge volumes to ascertain how production levels impact total water consumption. This data is backed up by utility invoices, laboratory reports or other similar documentation.</p>
Water recycled/reused	100%	Monthly	Plants recycling water track use based on volume required for the destination of the recycled water, for example, recycling line cleaning water for use as air scrubbing cereal dust from exhaust chimneys.	<p>We regularly measure and monitor these aspects so we can proactively manage our water footprint. Since FY21, our water strategy has focused on continuous improvement and holistic evaluation approach of water conservation opportunities, by facility. In 2014 we replaced manual tracking with GSTEMS, an</p>

				<p>enterprise-wide system that gathers water withdrawal and discharge data (including water recycled/reused), which measures this water aspect using continuous on-site metering from all our facilities on a monthly basis and enables rapid reporting and analysis. This data is backed up by utility invoices, laboratory reports or other similar documentation. For example, per our strategy plants must consider water conservation opportunities, and seek discharge opportunities that help us recycle/reuse the water nearby to reduce other locations' water consumption, like our Murfreesboro yogurt plant that discharges water to irrigate a golf course.</p>
<p>The provision of fully-functioning, safely managed WASH services to all workers</p>	<p>100%</p>	<p>Continuously</p>	<p>Food Safety & Quality Team monitoring, Violations reporting to Ethics & Compliance</p>	<p>As a food manufacturer, sanitation for workers is critical to our success. We require workers entering the facility</p>

			<p>hotline / email, facility audits.</p>	<p>to wash hands properly and we provide fully-functioning WASH services for employees while on duty. Employee hygiene activities, chemicals and hygiene facilities are inspected daily to ensure food safety. Per our Human Rights Policy, we work to maintain safe and healthy working conditions within our facilities. We audit our facilities using third parties every three years against our responsible sourcing criteria which is inclusive of our Policy on Human Rights. Auditors review water quality for employee consumption and product manufacture, basic sanitation facilities are available for workers and proper practices are in place for hygiene protect food products and employees themselves. The plant Food Safety & Quality Manager is accountable for developing effective</p>
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				<p>personnel practices and hygiene practices consistent with our safety and sanitary design standards.</p>
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W1.2b

(W1.2b) What are the total volumes of water withdrawn, discharged, and consumed across all your operations, how do they compare to the previous reporting year, and how are they forecasted to change?

	Volume (megaliters/year)	Comparison with previous reporting year	Primary reason for comparison with previous reporting year	Five-year forecast	Primary reason for forecast	Please explain
Total withdrawals	11,868	Lower	Increase/decrease in business activity	About the same	Increase/decrease in business activity	<p>In FY 2022, absolute water withdrawal related to our manufacturing processes equaled 11868 megaliters, 13% less than in FY 2021 when we reported total consumption of 13678 megaliters.</p> <p>As we grow our business, we expect water withdrawals to increase but as we improve efficiency across the supply chain</p>

						<p>the rate per unit of product will decrease. We are tracking megaliters/tonne of product to understand efficiency and observe how changes in our portfolio mix impact water intensity. In fiscal 2022, the average water usage rate (mL/tonne of production) at our production facilities decreased by 9%. F22In FY22 General Mills completed divestiture of our European Yoplait business, which was a significant factor in the reduction of water withdrawals as yogurt plants use comparatively more water than many other types of products we manufacture</p>
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						such as cereal. Going forward, we anticipate similar water withdrawal rates, with small annual fluctuations, and continuing to reduce our water use rate per tonne of product produced as our plants continue maximize efficiency.
Total discharges	7,343	Lower	Increase/decrease in business activity	About the same	Increase/decrease in business activity	<p>In FY 2022, absolute water discharge related to our manufacturing processes equaled 7,343 megaliters, 10% less than in FY 2021 when we reported total consumption of 8146 megaliters.</p> <p>As we grow our business, we expect water withdrawals to increase but as we improve</p>

						<p>efficiency across the supply chain the rate per unit of product will decrease. We are tracking megaliters/tonne of product to understand efficiency and observe how changes in our portfolio mix impact water intensity. In fiscal 2022, the average water usage rate (mL/tonne of production) at our production facilities decreased by 9%. In FY22 General Mills completed divestiture of our European Yoplait business, which was a significant factor in the reduction of water discharges as yogurt plants use comparatively more water than many other types of</p>
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						products we manufacture such as cereal. Going forward, we anticipate similar water withdrawal rates, with small annual fluctuations, and continuing to reduce our water use rate per tonne of product produced as our plants continue maximize efficiency.
Total consumption	4,525	Lower	Increase/decrease in business activity	About the same	Increase/decrease in business activity	We consider a change of more than 10% to be a substantive change. In FY 2022, absolute water consumption related to our manufacturing processes equaled 4,525 megaliters, 18% less than in FY 2021 when we reported total consumption of 5,532 megaliters.

						<p>As we grow our business, we expect water withdrawals to increase but as we improve efficiency across the supply chain the rate per unit of product will decrease. We are tracking megaliters/tonne of product to understand efficiency and observe how changes in our portfolio mix impact water intensity. In fiscal 2022, the average water usage rate (mL/tonne of production) at our production facilities decreased by 9%. F22In FY22 General Mills completed divestiture of our European Yoplait business, which was a significant factor in the</p>
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						reduction of water consumption as yogurt plants use comparatively more water than many other types of products we manufacture such as cereal. Going forward, we anticipate similar water withdrawal rates, with small annual fluctuations, and continuing to reduce our water use rate per tonne of product produced as our plants continue maximize efficiency.
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W1.2d

(W1.2d) Indicate whether water is withdrawn from areas with water stress, provide the proportion, how it compares with the previous reporting year, and how it is forecasted to change.

Withdrawals are from areas with water stress	% withdrawn from areas with	Comparison with previous reporting year	Primary reason for comparison with previous reporting year	Five-year forecast	Primary reason for forecast	Identification tool	Please explain
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		water stress						
Row 1	Yes	1-10	About the same	Investment in water-smart technology/process	About the same	Increase/decrease in business activity	WRI Aqueduct WWF Water Risk Filter Other, please specify Irrigation intensity data from the University of Minnesota	Water issues are local, so we take a risk-based approach that considers the specific challenges facing material geographies. We refresh our comprehensive water risk assessment every three years. In Fiscal 2020, we updated our risk assessment of the watersheds that support our business globally. We assessed 20 key ingredients in 45 sourcing regions and 255 facilities (47 owned plants and 208 co-manufacturers), covering 60 major watershed basins and 221 minor sub-basins globally. This improved the

								level of detail and comprehensiveness from our previous 2016 risk assessment, in which we assessed 15 key ingredients in 36 sourcing regions and 66 facilities (including 17 supplier partners), covering 41 watersheds globally. This process, which updated the analysis we conducted with The Nature Conservancy in 2013, includes factors such as water quantity, water quality and baseline water stress. We used the WRI Aqueduct and the WWF Water Risk Filter as well as facility water consumption data and irrigation intensity data
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								<p>from the University of Minnesota. Through this analysis, we identified seven priority watersheds to target for active improvement across our worldwide operations, adding three locations compared to the prior assessment, removing two, and shifting three locations to "monitor improvement" from "actively pursue improvement." In F21, we also worked with the Science-Based Target Network to pilot the SBT Freshwater methodology. Our goal in participating is to understand our water footprint in priority basins and globally, as well as to contribute insights to the</p>
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							<p>industry on how to set targets for agriculture sourcing and "Scope 3" water, where 99% of our water impact lies. Through the SBT pilot, we examined environmental flows, states of nature, General Mills' total water usage, and illustrative targets in California's San Joaquin Valley and Madhya Pradesh, India - two of our priority watersheds.</p> <p>Every three years, we enter our water data into the WRI Aqueduct to assess water risk and stressed watersheds. We identify an area with water stress to be areas which are identified by the WRI</p>
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								<p>Aqueduct tool to have a High (3-4) or Extremely High (4-5) level of water stress. For example, our manufacturing facility in Arras, France, was identified by the WRI Aqueduct to have a baseline water stress score of High (3-4); as such, we consider this facility to be located within an area of water stress and have added the Escault River watershed in our set of seven priority watersheds to target for active improvement. We do this prioritization on a three-year cadence, to ensure that changes in sourcing and manufacturing locations, and the external watershed context are</p>
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								<p>reflected, while also giving us sufficient time to advance water stewardship in prioritized locations.</p> <p>According to WRI Aqueduct basins ratings, in Fiscal 22, 4% of our withdrawals were from stressed areas, lower than fiscal 21 (6%). The primary reason for this reduction was due to covid-related shutdowns at our China plants located in water stressed areas.</p>
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W-FB1.2e/W-AC1.2e

(W-FB1.2e/W-AC1.2e) For each commodity reported in question W-FB1.1a/W-AC1.1a, do you know the proportion that is produced/sourced from areas with water stress?

Agricultural commodities	The proportion of this commodity produced in areas with water stress is known	The proportion of this commodity sourced from areas with water stress is known	Please explain
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Cattle products	Not applicable	Yes	<p>General Mills only sources and does not produce agricultural commodities, hence the selection of "not applicable" in the second column.</p> <p>However, dairy is a key ingredient we reviewed in our risk assessment. Knowing where water stress exists in our key ingredient supply chain enables us to calculate the proportion of that commodity sourced from water stressed basins. We assume the amount sourced is also produced in each basin. In Fiscal 2020, we updated our risk assessment of the watersheds that support our business globally, using an updated methodology to identify water stressed areas as part of our global water risk assessment and expanding the breadth and depth of scope from previous assessments. We assessed 20 key ingredients in 45 sourcing regions and 255 facilities (47 owned plants and 208 co-manufacturers), covering 60 major watershed basins and 221 minor sub-basins globally. This improved the level of detail and comprehensiveness from our previous 2016 risk assessment, in which we assessed 15 key ingredients in 36 sourcing regions and 66 facilities (including 17 supplier partners), covering 41 watersheds globally. This process, which updated the analysis we conducted with The Nature Conservancy in 2013, includes factors such as water quantity, water quality and baseline water stress. We used the WRI Aqueduct and the WWF Water Risk Filter as well as facility water consumption data and irrigation intensity data from the University of Minnesota. We took the average of aggregate scores (quality, quantity) from WRI and WWF and regarded basins rated above a 3 (high) as "at risk". Through this analysis, we identified seven priority watersheds to target for active improvement across our worldwide operations, adding three locations compared to the prior assessment, removing two, and</p>
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			<p>shifting three locations to "monitor improvement" from "actively pursue improvement." In F21, we also worked with the Science-Based Target Network to pilot the SBT Freshwater methodology. Steps 1 & 2 of the methodology included a comprehensive assessment of our sourcing locations, including for dairy, to identify volume sourced from areas with water stress.</p> <p>Two of our key dairy sourcing locations are in a water stressed region: the San Joaquin Valley in California and Escault River Basin in France. These are priority watersheds for General Mills that we have targeted for active improvement.</p>
Maize/corn	Not applicable	Yes	<p>General Mills only sources and does not produce agricultural commodities, hence the selection of "not applicable" in the second column.</p> <p>However, maize/corn is a key ingredient we reviewed in our risk assessment. Knowing where water stress exists in our key ingredient supply chain enables us to calculate the proportion of that commodity sourced from water stressed basins. We assume the amount sourced is also produced in each basin. In Fiscal 2020, we updated our risk assessment of the watersheds that support our business globally, using an updated methodology to identify water stressed areas as part of our global water risk assessment and expanding the breadth and depth of scope from previous assessments. We assessed 20 key ingredients in 45 sourcing regions and 255 facilities (47 owned plants and 208 co-manufacturers), covering 60 major watershed basins and 221 minor sub-basins globally. This improved the level of detail and comprehensiveness from our previous 2016 risk assessment, in which we assessed 15 key ingredients in 36 sourcing regions and 66 facilities (including 17 supplier partners), covering 41 watersheds globally. This</p>

			<p>process, which updated the analysis we conducted with The Nature Conservancy in 2013, includes factors such as water quantity, water quality and baseline water stress. We used the WRI Aqueduct and the WWF Water Risk Filter as well as facility water consumption data and irrigation intensity data from the University of Minnesota. We took the average of aggregate scores (quality, quantity) from WRI and WWF and regarded basins rated above a 3 (high) as “at risk”. Through this analysis, we identified seven priority watersheds to target for active improvement across our worldwide operations, adding three locations compared to the prior assessment, removing two, and shifting three locations to "monitor improvement" from "actively pursue improvement." In F21, we also worked with the Science-Based Target Network to pilot the SBT Freshwater methodology. Steps 1 & 2 of the methodology included a comprehensive assessment of our sourcing locations, including for maize, to identify volume sourced from areas with water stress.</p> <p>None of our maize is sourced in water stressed regions, however some of our regenerative agriculture pilots (e.g. sugar beets and maize in the Red River Valley) demonstrate water benefits, e.g. decreased agricultural runoff through improved nitrogen efficiency.</p>
Palm oil	Not applicable	Yes	<p>General Mills only sources and does not produce agricultural commodities, hence the selection of "not applicable" in the second column.</p> <p>However, palm oil is a key ingredient we reviewed in our risk assessment. Knowing where water stress exists in our key ingredient supply chain enables us to calculate the proportion of that commodity sourced from water stressed basins. We assume the</p>

		<p>amount sourced is also produced in each basin. In Fiscal 2020, we updated our risk assessment of the watersheds that support our business globally, using an updated methodology to identify water stressed areas as part of our global water risk assessment and expanding the breadth and depth of scope from previous assessments. We assessed 20 key ingredients in 45 sourcing regions and 255 facilities (47 owned plants and 208 co-manufacturers), covering 60 major watershed basins and 221 minor sub-basins globally. This improved the level of detail and comprehensiveness from our previous 2016 risk assessment, in which we assessed 15 key ingredients in 36 sourcing regions and 66 facilities (including 17 supplier partners), covering 41 watersheds globally. This process, which updated the analysis we conducted with The Nature Conservancy in 2013, includes factors such as water quantity, water quality and baseline water stress. We used the WRI Aqueduct and the WWF Water Risk Filter as well as facility water consumption data and irrigation intensity data from the University of Minnesota. We took the average of aggregate scores (quality, quantity) from WRI and WWF and regarded basins rated above a 3 (high) as “at risk”. Through this analysis, we identified seven priority watersheds to target for active improvement across our worldwide operations, adding three locations compared to the prior assessment, removing two, and shifting three locations to "monitor improvement" from "actively pursue improvement." In F21, we also worked with the Science-Based Target Network to pilot the SBT Freshwater methodology. Steps 1 & 2 of the methodology included a comprehensive assessment of our sourcing locations, including for palm, to identify volume sourced from areas with water stress.</p> <p>None of our palm sourcing locations are water stressed. Yet, rainforest deforestation from</p>
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			<p>palm has implications for the global water cycle. We source 100% RSPO palm and collaborate with Musim Mas to provide extension to smallholders to reduce deforestation (NDPE - No Deforestation, No Peat, No Exploitation).</p>
Rice	Not applicable	Yes	<p>General Mills only sources and does not produce agricultural commodities, hence the selection of "not applicable" in the second column.</p> <p>However, rice is a key ingredient we reviewed in our risk assessment. Knowing where water stress exists in our key ingredient supply chain enables us to calculate the proportion of that commodity sourced from water stressed basins. We assume the amount sourced is also produced in each basin. In Fiscal 2020, we updated our risk assessment of the watersheds that support our business globally, using an updated methodology to identify water stressed areas as part of our global water risk assessment and expanding the breadth and depth of scope from previous assessments. We assessed 20 key ingredients in 45 sourcing regions and 255 facilities (47 owned plants and 208 co-manufacturers), covering 60 major watershed basins and 221 minor sub-basins globally. This improved the level of detail and comprehensiveness from our previous 2016 risk assessment, in which we assessed 15 key ingredients in 36 sourcing regions and 66 facilities (including 17 supplier partners), covering 41 watersheds globally. This process, which updated the analysis we conducted with The Nature Conservancy in 2013, includes factors such as water quantity, water quality and baseline water stress. We used the WRI Aqueduct and the WWF Water Risk Filter as well as facility water consumption data and irrigation intensity data from the University of Minnesota. We took the average of aggregate scores (quality,</p>

			<p>quantity) from WRI and WWF and regarded basins rated above a 3 (high) as “at risk”. Through this analysis, we identified seven priority watersheds to target for active improvement across our worldwide operations, adding three locations compared to the prior assessment, removing two, and shifting three locations to "monitor improvement" from "actively pursue improvement." In F21, we also worked with the Science-Based Target Network to pilot the SBT Freshwater methodology. Steps 1 & 2 of the methodology included a comprehensive assessment of our sourcing locations, including for rice, to identify volume sourced from areas with water stress.</p> <p>Two of our key rice sourcing locations are water stressed regions: California's Central Valley and the Bayou Meto/Gulf Coastal Plains Aquifer System in Eastern Arkansas. These are both priority watersheds for General Mills that we have targeted for active improvement.</p>
Sugar	Not applicable	Yes	<p>General Mills only sources and does not produce agricultural commodities, hence the selection of "not applicable" in the second column.</p> <p>However, cane & beet sugar is a key ingredient we reviewed in our risk assessment. Knowing where water stress exists in our key ingredient supply chain enables us to calculate the proportion of that commodity sourced from water stressed basins. We assume the amount sourced is also produced in each basin. In Fiscal 2020, we updated our risk assessment of the watersheds that support our business globally, using an updated methodology to identify water stressed areas as part of our global water risk assessment and expanding the breadth and depth of scope from previous assessments. We assessed 20 key</p>

		<p>ingredients in 45 sourcing regions and 255 facilities (47 owned plants and 208 co-manufacturers), covering 60 major watershed basins and 221 minor sub-basins globally. This improved the level of detail and comprehensiveness from our previous 2016 risk assessment, in which we assessed 15 key ingredients in 36 sourcing regions and 66 facilities (including 17 supplier partners), covering 41 watersheds globally. This process, which updated the analysis we conducted with The Nature Conservancy in 2013, includes factors such as water quantity, water quality and baseline water stress. We used the WRI Aqueduct and the WWF Water Risk Filter as well as facility water consumption data and irrigation intensity data from the University of Minnesota. We took the average of aggregate scores (quality, quantity) from WRI and WWF and regarded basins rated above a 3 (high) as "at risk". Through this analysis, we identified seven priority watersheds to target for active improvement across our worldwide operations, adding three locations compared to the prior assessment, removing two, and shifting three locations to "monitor improvement" from "actively pursue improvement." In F21, we also worked with the Science-Based Target Network to pilot the SBT Freshwater methodology. Steps 1 & 2 of the methodology included a comprehensive assessment of our sourcing locations, including for rice, to identify volume sourced from areas with water stress.</p> <p>Two of our key sugar sourcing locations are water stressed regions: the Snake/Columbia River watershed in Idaho (beet) and the Florida Everglades/Gulf Coastal Plain Aquifer System (cane). The basins have robust plans in place; they are priority watersheds but only monitored to ensure continued progress.</p>
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W-FB1.2g/W-AC1.2g

(W-FB1.2g/W-AC1.2g) What proportion of the sourced agricultural commodities reported in W-FB1.1a/W-AC1.1a originate from areas with water stress?

Agricultural commodities	% of total agricultural commodity sourced from areas with water stress	Please explain
Cattle products	11-25	<p>We analyzed nine major dairy sourcing locations through the Science Based Target Pilot (WRI Aqueduct & WWF Water Risk Filter) for our ingredients risk assessment. Two of our nine evaluated dairy sourcing locations are from areas experiencing extremely high levels of water stress. The exact proportion originating from each sourcing area is proprietary, so a range based on our total number of locations is being reported for disclosure. As we grow our business, we expect the total volume of dairy to increase but as we improve efficiency across the supply chain the water intensity rate per unit of product will decrease. As 2/9 of our sourcing locations are areas of high-water stress, we are reporting range of 11-25% coming from areas of water stressed.</p> <p>We utilize the percentages of dairy sourcing from water stressed areas to evaluate the potential risk to General Mills business due to a water quality or quantity event. Business risk combined with watershed risk helps us determine where to focus our efforts. For example, a high-risk rating from WRI Aqueduct due to periodic water scarcity and potential coastal eutrophication in a key French dairy sourcing region for Haagen-Dazs leads us to prioritize the Escault/Parisian Basin as part of our updated water risk assessment with WRI Aqueduct. That watershed will be targeted for active improvement through the 4-phase approach we follow to develop and implement watershed health strategies across our worldwide supply chain. As we grow our business, we are also working to improve water outcomes in water stressed sourcing locations, for example through interventions such as regenerative agriculture to prevent eutrophication in the Escault/Parisian Basin. Thus, we expect the percentage of this commodity sourced from areas with water stress to decrease, as we see ecosystem-level improvements based on these programs.</p>

<p>Maize/corn</p>	<p>0%</p>	<p>We analyzed four major maize sourcing locations in WRI Aqueduct for our ingredients risk assessment, and again through the Science Based Target Pilot (WRI Aqueduct & WWF Water Risk Filter). None of our maize sourcing locations are from areas experiencing extremely high levels of water stress. We currently anticipate no changes in water impact in future sourcing trends and anticipate the proportion of our maize sourced from areas of water stress to remain at 0%.</p> <p>We utilize the percentages of maize sourcing from water stressed areas to evaluate the potential risk to General Mills business due to a water quality or quantity event. Business risk combined with watershed risk help us determine where to focus our efforts. Because none of our maize sourcing is from regions at high or extremely high risk of water quality or quantity events, according to WRI Aqueduct, we have not prioritized maize sourcing as part of our water approach at this time. However, some of our regenerative agriculture pilots (e.g. sugar beets and maize in the Red River Valley) demonstrate water benefits, e.g. decreased agricultural runoff through improved nitrogen efficiency.</p>
<p>Palm oil</p>	<p>0%</p>	<p>We analyzed two major palm sourcing locations in WRI Aqueduct for our ingredients risk assessment and again through the Science Based Target Pilot (WRI Aqueduct & WWF Water Risk Filter). None of our palm sourcing locations are from areas experiencing extremely high levels of water stress. We currently anticipate no changes in water impact in future sourcing trends and anticipate the proportion of our palm oil sourced from areas of water stress to remain at 0%.</p> <p>We utilize the percentages of palm oil sourcing from water stressed areas to evaluate the potential risk to General Mills business due to a water quality or quantity event. Business risk combined with watershed risk help us determine where to focus our efforts. Because none of our palm oil sourcing is from regions at high or extremely high risk of water quality or quantity events, according to WRI Aqueduct, we have not prioritized palm oil sourcing as part of our water approach at this time Yet, we recognize that rainforest deforestation from palm has implications for the global water cycle and we have sourced 100% of palm sustainably (RSPO), since FY15. General Mills and Musim Mas have launched a program for independent smallholders in sustainable palm oil supply</p>

		chains to reduce deforestation. Extension includes best practices on land productivity, financial literacy and NDPE (No Deforestation, No Peat, No Exploitation) training.
Rice	76-99	<p>We analyzed two major rice sourcing locations in WRI Aqueduct for our ingredients risk assessment through the Science Based Target Pilot (WRI Aqueduct & WWF Water Risk Filter). Both rice sourcing locations were from areas experiencing extremely high levels of water stress. The exact proportion originating from each sourcing area is proprietary, so a range based on our total number of locations is being reported for disclosure. As we grow our business, we expect the total rice volume to increase but as we improve efficiency across the supply chain the water intensity rate per unit of product will decrease.</p> <p>As 2/2 sourcing locations are areas of high-water stress, we are reporting range of 76-99%, as these locations represent a significant portion but not the entirety of our global rice sourcing.</p> <p>We utilize the percentages of rice sourcing from water stressed areas to evaluate the potential risk to General Mills business due to a water quality or quantity event. Business risk combined with watershed risk help us determine where to focus our efforts. For example, a high-risk rating from WRI Aqueduct due to aquifer depletion and lack of surface water delivery infrastructure to control seasonal flooding leads us to prioritize rice sourcing from Eastern Arkansas's Bayou Meto/Gulf Coastal Plains Aquifer System as part of our updated water risk assessment with WRI Aqueduct. That watershed is targeted for regeneration of water quality, as we seek to develop and implement watershed health strategies across our worldwide supply chain. As we grow our business, we are also working to improve water outcomes in water stressed sourcing locations, for example through interventions such as contributing to farmer engagement in Arkansas through the local TNC water fund to improve water efficiency, prevent pollution, and improve ecosystem services in rice cultivation. Thus we expect the percentage of this commodity sourced from areas with water stress to decrease, as we see ecosystem-level improvements based on these programs.</p>

<p>Sugar</p>	<p>11-25</p>	<p>We analyzed five major beet and cane sugar sourcing locations in WRI Aqueduct for our ingredients risk assessment, and again through the Science Based Target Pilot (WRI Aqueduct & WWF Water Risk Filter). One of our five sugar sourcing locations is from an area experiencing extremely high levels of water stress. The exact proportion originating from each sourcing area is proprietary, so a range based on our total number of locations is being reported for disclosure. As we grow our business, we expect the total sugar volume to increase but as we improve efficiency across the supply chain the water intensity rate per unit of product will decrease.</p> <p>As 1/5 of our sourcing locations are areas of high-water stress, we are reporting a range of 11-25% coming from areas of water stressed.</p> <p>We utilize the percentages of sugar sourcing from water stressed areas to evaluate the potential risk to General Mills business due to a water quality or quantity event. Business risk combined with watershed risk help us determine where to focus our efforts. For example, a medium risk rating from WRI Aqueduct for the Everglades/Gulf Coastal Plains Aquifer System combined with high priority of sugarcane sourcing for that region leads us to monitor watershed improvement as part of our updated water risk assessment with WRI Aqueduct. That watershed was shifted from "actively pursue improvement" to "monitor improvement", as we seek to develop and implement watershed health strategies across our worldwide supply chain. As we grow our business, we are also working to improve water outcomes in water stressed sourcing locations, for example through monitoring and tracking basin-level water stewardship plans progress in the Everglades and Snake River. Thus, we expect the percentage of this commodity sourced from areas with water stress to decrease, as we see ecosystem-level improvements based on these programs. Additionally, some of our regenerative agriculture pilots (e.g. sugar beets and maize in the Red River Valley) demonstrate water benefits, e.g. decreased agricultural runoff through improved nitrogen efficiency.</p>
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W1.2h

(W1.2h) Provide total water withdrawal data by source.

	Relevance	Volume (megaliters/year)	Comparison with previous reporting year	Primary reason for comparison with previous reporting year	Please explain
Fresh surface water, including rainwater, water from wetlands, rivers, and lakes	Relevant	363	About the same	Maximum potential volume reduction already achieved	We consider a change of less than 10% to be about the same and not a substantive change. We withdrew about the 5% more surface water (including rainwater and surface water collected directly) than last reporting year when we reported 378 megaliters, though the total overall volume remains low so we selected "about the same." Fresh surface water is relevant as we withdraw surface water at three facilities in Brazil, one in France and one in Mexico. Production fluctuations, better data collection, and a small amount of surface water withdrawals from one Brazil and the Mexico plant that shifted from "third party

					sources" (municipal water) in F20 to surface water in F21, resulted in this change. We expect similar small year-on-year fluctuations in the future. Volume totals are reported for operations under direct control, including manufacturing sites, headquarters, and pop-up Cake Kitchens (China).
Brackish surface water/Seawater	Not relevant				We do not withdraw brackish surface/seawater and therefore it is not relevant.
Groundwater – renewable	Relevant	2,078	About the same	Maximum potential volume reduction already achieved	We withdrew about 10% less groundwater – renewable than last reporting year when we reported 5336 megaliters. Groundwater – renewable is relevant because we withdraw groundwater at 15 of 51 sites compliant with local regulations. We expect similar small year-on-year fluctuations in the future. Volume totals are reported for operations

					under direct control, including manufacturing sites, headquarters, and pop-up Cake Kitchens (China). In FY22 General Mills completed divestiture of our European Yoplait business, which was a factor in the reduction of groundwater - renewable withdrawals, as yogurt plants use more water than many other products we manufacture like cereal.
Groundwater – non-renewable	Not relevant				By our evaluation we do not withdraw non-renewable groundwater and therefore it is not relevant.
Produced/Entrained water	Not relevant				We do not consider the total water withdrawal from produced/entrained water to be relevant, as we do not have processes that withdraw water from that source.
Third party sources	Relevant	9,427	About the same	Maximum potential volume reduction	We consider a change of less than 10% to be about the same and not a

				already achieved	substantive change. We withdrew about 1% less from municipal (third party sources) than last reporting year when we reported 8590 megaliters, so we selected "relevant". 46 of 51 sites withdrawal some or all of their water from municipal (third party) sources. Volume totals are reported for operations under direct control, including manufacturing sites, headquarters, and pop-up Cake Kitchens (China). In FY22 General Mills completed divestiture of our European Yoplait business, which was a factor in the reduction of municipal (third party) withdrawals, as yogurt plants use more water than many other products we manufacture like cereal.
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W1.2i

(W1.2i) Provide total water discharge data by destination.

	Relevance	Volume (megaliters/year)	Comparison with previous reporting year	Primary reason for comparison with previous reporting year	Please explain
Fresh surface water	Relevant	1,295	About the same	Maximum potential volume reduction already achieved	This is relevant because 8 of 51 sites discharge to fresh surface water in accordance with local regulation. In these locations, the third-party (municipality) is not equipped to manage our discharges. We discharged about the same surface water as last reporting year (0.7% less), when we reported 1398 megaliters. We expect similar small year-on-year fluctuations in the future as production moves from site to site or we invest or divest in businesses, but generally expect an overall increase as we grow our business. As we improve efficiency as we grow, we expect the volume per unit of production

					to decrease. Volume totals are reported for operations under direct control, including manufacturing sites, headquarters, and pop-up Cake Kitchens (China).
Brackish surface water/seawater	Not relevant				We do not discharge to brackish surface/seawater and therefore it is not relevant.
Groundwater	Relevant	293	Lower	Increase/decrease in business activity	This is land application/septic system discharges. We selected relevant because 6 of 51 sites discharge to groundwater in accordance with local regulation, where the municipality is not equipped to manage our discharges or we have found a mutually beneficial arrangement for land application, like our Murfreesboro, TN plant which discharges a significant percentage of wastewater to irrigate a golf

					<p>course. We discharged 48% less than the previous reporting year when we reported 559 megaliters, though the overall volume remains low compared to our total discharge volume. We expect similar small yearly fluctuations in the future as production moves from site to site or we invest or divest in businesses, but generally expect an overall increase as we grow our business.</p>
Third-party destinations	Relevant	5,602	Lower	Increase/decrease in business activity	<p>We discharged about 10% less water to third-party (municipal) destinations than last reporting year when we reported 6192. This is relevant because 38 of 51 sites discharge to third-party destinations in accordance with local regulations. We expect similar small year-on-year fluctuations</p>

					in the future as production moves from site to site or we invest or divest in businesses, but generally expect an overall increase as we grow our business. As we improve efficiency as we grow, we expect the volume per unit of production to decrease. In FY22 General Mills completed divestiture of our European Yoplait business, which was a factor in the reduction of third party discharge, as yogurt plants use more water than many other products we manufacture like cereal.
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W1.2j

(W1.2j) Within your direct operations, indicate the highest level(s) to which you treat your discharge.

	Relevance of treatment level to discharge	Volume (megaliters/year)	Comparison of treated volume with previous reporting year	Primary reason for comparison with previous reporting year	% of your sites/facilities/operations this volume applies to	Please explain

Tertiary treatment	Relevant	1,341	About the same	Change in accounting methodology	1-10	5 of 51 sites practice tertiary treatment. All our facilities discharge in accordance with local regulations (for example, in accordance with US EPA Effluent Guidelines in the United States). Plants also monitor for contaminants to comply with local regulations for fats, oils and grease; total suspended solids; biological oxygen demand; and chemical oxygen demand to ensure treatment protocols result in compliance with local regulations.
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						<p>For tertiary treatment, plants use on-site chemical treatment prior to discharging. Tertiary treatment is used to treat discharge to remove remaining nutrients and other contaminants suspended in wastewater following secondary treatment to ensure that discharges are properly filtered.</p> <p>Our reported volume on all treatment methods is different from the previous reporting year due to an updated accounting methodology (direct</p>
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						<p>data reporting from plants replacing estimates from testing protocols) but we selected "about the same" because plants advance this internally in order to comply with local discharge regulations. General Mills policy is that all any facility with water treatment and control systems must develop a program to ensure the control is implemented and operates properly and effectively. The program should include monitoring to insure</p>
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						<p>the control device operates as designed or the work practice is being followed. Water treatment and control effectiveness should be documented and may be done by:</p> <ul style="list-style-type: none">• Observation• periodic measurement <or>• recording process conditions (e.g., pH or temperature) <p>Control device equipment and associated monitoring gauges must be inspected regularly and calibrated as appropriate and be part of a preventative maintenance</p>
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						e program.
Secondary treatment	Relevant	1,921	About the same	Change in accounting methodology	21-30	12 of 51 sites practice secondary treatment. All our facilities discharge in accordance with local regulations (for example, in accordance with US EPA Effluent Guidelines in the United States). Plants also monitor for contaminants to comply with local regulations for fats, oils and grease; total suspended solids; biological oxygen demand; and chemical oxygen demand to ensure treatment protocols

						<p>result in compliance with local regulations.</p> <p>For secondary treatment, plants use on-site biological treatment prior to discharging. Secondary treatment is used to treat discharge to remove remaining nutrients and other contaminants suspended in wastewater following primary treatment to ensure that discharges are properly filtered.</p> <p>Our reported volume on all treatment methods is different from the previous reporting</p>
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						<p>year due to an updated accounting methodology (direct data reporting from plants replacing estimates from testing protocols) but we selected "about the same" because plants advance this internally in order to comply with local discharge regulations. General Mills policy is that all any facility with water treatment and control systems must develop a program to ensure the control is implemented and operates properly and effectively. The</p>
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						<p>program should include monitoring to insure the control device operates as designed or the work practice is being followed. Water treatment and control effectiveness should be documented and may be done by:</p> <ul style="list-style-type: none"> • Observation • periodic measurement <or> • recording process conditions (e.g., pH or temperature) <p>Control device equipment and associated monitoring gauges must be inspected regularly and calibrated as appropriate</p>
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						and be part of a preventative maintenance program.
Primary treatment only	Relevant	399	About the same	Change in accounting methodology	41-50	4 of 51 sites practice primary treatment only. All our facilities discharge in accordance with local regulations (for example, in accordance with US EPA Effluent Guidelines in the United States). Plants also monitor for contaminants to comply with local regulations for fats, oils and grease; total suspended solids; biological oxygen demand; and chemical oxygen demand to

						<p>ensure treatment protocols result in compliance with local regulations.</p> <p>For primary treatment, plants use mechanisms such as grease traps and dissolved air flotation (DAF) to remove suspended solids prior to discharging. Plants practicing only primary treatment have determined that only one stage of treatment is necessary, based on this evaluation criteria, determining that the only contaminants are large suspended solids that</p>
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						<p>are able to be removed through primary treatment mechanisms such as grease traps and DAF.</p> <p>Our reported volume on all treatment methods is different from the previous reporting year due to an updated accounting methodology (direct data reporting from plants replacing estimates from testing protocols) but we selected "about the same" because plants advance this internally in order to comply with local discharge</p>
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						<p>regulations. General Mills policy is that all any facility with water treatment and control systems must develop a program to ensure the control is implemented and operates properly and effectively. The program should include monitoring to insure the control device operates as designed or the work practice is being followed. Water treatment and control effectiveness should be documented and may be done by:</p> <ul style="list-style-type: none"> • Observation • periodic measureme
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						<p>nt <or></p> <ul style="list-style-type: none"> • recording process conditions (e.g., pH or temperature) <p>Control device equipment and associated monitoring gauges must be inspected regularly and calibrated as appropriate and be part of a preventative maintenance program.</p>
Discharge to the natural environment without treatment	Relevant	3	About the same	Change in accounting methodology	Less than 1%	1 of 51 sites discharges to the natural environment (surface water). All our facilities discharge in accordance with local regulations (for example, in accordance with US EPA

						<p>Effluent Guidelines in the United States).</p> <p>Our reported volume on all treatment methods is different from the previous reporting year due to an updated accounting methodology (direct data reporting from plants replacing estimates from testing protocols) but we selected "about the same" because plants advance this internally in order to comply with local discharge regulations. General Mills policy is that all any facility</p>
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						<p>with water treatment and control systems must develop a program to ensure the control is implemented and operates properly and effectively. The program should include monitoring to insure the control device operates as designed or the work practice is being followed. Water treatment and control effectiveness should be documented and may be done by:</p> <ul style="list-style-type: none"> • Observation • periodic measurement <or> • recording process conditions (e.g., pH or
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						temperature) Control device equipment and associated monitoring gauges must be inspected regularly and calibrated as appropriate and be part of a preventative maintenance program.
Discharge to a third party without treatment	Relevant	1,490	About the same	Change in accounting methodology	11-20	8 of 51 sites discharges to a third party without treatment. All our facilities discharge in accordance with local regulations (for example, in accordance with US EPA Effluent Guidelines in the United States). In these

						<p>cases, the local municipality is able to treat wastewater from our plant without pre-treatment on-site. It can also be a benefit to the local water municipality for microbe management: for example, General Mills' Albuquerque plant considered adding on-site treatment, but the local municipality requested that we continue to discharge without treatment as the plant's slurry from manufacturing cereal and bars contains sugar, cereal dust, bits of oats,</p>
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						<p>and other beneficial feed for the treatment plant's microbes.</p> <p>Our reported volume on all treatment methods is different from the previous reporting year due to an updated accounting methodology (direct data reporting from plants replacing estimates from testing protocols) but we selected "about the same" because plants advance this internally in order to comply with local discharge regulations. General Mills policy is that all</p>
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						<p>any facility with water treatment and control systems must develop a program to ensure the control is implemented and operates properly and effectively. The program should include monitoring to insure the control device operates as designed or the work practice is being followed. Water treatment and control effectiveness should be documented and may be done by:</p> <ul style="list-style-type: none">• Observation• periodic measurement <or>• recording process conditions
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						(e.g., pH or temperature) Control device equipment and associated monitoring gauges must be inspected regularly and calibrated as appropriate and be part of a preventative maintenance program.
Other	Relevant	2,198	About the same	Change in accounting methodology	21-30	Water treatment data was not yet available for the remainder of our plants to reported in the above responses (tertiary, secondary, primary only, discharge to the natural environment without treatment,

						<p>or discharge to a third party without treatment), therefore we have reported the remaining volume in "other". However, we anticipate that this category will be removed in future reporting years as our data collection methodology continues to improve. All our facilities discharge in accordance with local regulations (for example, in accordance with US EPA Effluent Guidelines in the United States).</p>
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W1.3

(W1.3) Provide a figure for your organization’s total water withdrawal efficiency.

	Revenue	Total water withdrawal volume (megaliters)	Total water withdrawal efficiency	Anticipated forward trend
Row 1	18,992,800,000	11,868	1,600,337.04078193	In the future, we expect to need more water, as our business model is planned growth, and we anticipate continued improvement of use efficiency in our own operations. Plants track water volume and water cost per ton of production to guide efficiency insights. Because we will always need water as a food company, we are advancing water efficiency and restoration in both agriculture and manufacturing in our priority watersheds.

W-FB1.3/W-AC1.3

(W-FB1.3/W-AC1.3) Do you collect/calculate water intensity for each commodity reported in question W-FB1.1a/W-AC1.1a?

Agricultural commodities	Water intensity information for this produced commodity is collected/calculated	Water intensity information for this sourced commodity is collected/calculated	Please explain
Cattle products	Not applicable	Yes	<p>General Mills only sources and does not produce agricultural commodities, hence the selection of "not applicable" in the second column.</p> <p>Dairy is a significant agricultural commodity for many General Mills brands, including Yoplait and Haagen-Dazs, and we considered cattle product ingredients as part of our water risk assessment. In FY21 and FY22, we worked with the Science-Based Target Network to pilot the SBT</p>

		<p>Freshwater methodology, including collecting/calculating dairy water intensity data as part of Steps 1 & 2 of the methodology to identify priority watersheds. We are committed to sourcing sustainable dairy because of total quantity purchased annually and associated water and GHG impacts. Our strategy to reduce water intensity for dairy is through both regenerative agriculture and suppliers incorporating and continuously using improvement tools such as FARM Environmental Stewardship which can help them collect and track water intensity data. Some of the dairy operations in our supply chain are enrolled in programs such as this, and 32 dairies in our supply shed are advancing regenerative agriculture. We assume the amount sourced is also produced in each basin. Dairy was a priority ingredient in our "10x20" sustainable sourcing program, which aimed to increase supply chain sustainability and transparency for key commodities by 2020, which we achieved in dairy.</p> <p>Building on 10x20, we evolved our dairy water strategy toward regenerative agriculture in the Great Lakes watershed, including a regenerative dairy pilot on 32 dairies (2400 acres) and a partnership to advance regenerative agriculture (9375 acres in year 1, our FY22) through National Fish and Wildlife Foundation's Sustain Our Great Lakes watershed program. It provides training in regenerative</p>
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			<p>ag to farmers. As these programs progress, we anticipate improved insights into water co-benefits from implementing regenerative practices, like improved water infiltration and holding capacity due to healthy soil practices or cover cropping to prevent soil erosion leading to sedimentation in nearby waterways.</p> <p>Regenerative agriculture helps maximize water infiltration and use efficiency, and can reduce agriculture’s impact on water quality, helping to protect and restore clean water in rivers and lakes. The scaled-up use of regenerative agriculture represents a major and urgent opportunity to improve water quality on the millions of acres of agricultural land in the Great Lakes watershed.</p>
Maize/corn	Not applicable	Yes	<p>General Mills only sources and does not produce agricultural commodities, hence the selection of "not applicable" in the second column.</p> <p>We use corn in a portion of our products and considered these ingredients as part of our water risk assessment. In FY21 and FY22, we worked with the Science-Based Target Network to pilot the SBT Freshwater methodology, including collecting/calculating maize water intensity data as part of Steps 1 & 2 of the methodology to identify priority watersheds. In F22, we continued evolving our maize water intensity reduction strategy toward regenerative agriculture, building on our previous approach</p>

			<p>of encouraging suppliers to use improvement tools such as Field to Market which would make their farms more efficient and thereby use less water. None of our maize sourcing locations are located in water stressed regions, but some of our regenerative agriculture pilots (e.g. sugar beets and maize rotations in the Red River Valley) demonstrate water benefits, e.g. decreased agricultural runoff through improved nitrogen efficiency. In our Red River Valley pilot, 9466 acres of land cultivating sugar beets and maize are enrolled in regenerative agriculture coaching. We assume the amount sourced is also produced in each basin.</p>
Palm oil	Not applicable	Yes	<p>General Mills only sources and does not produce agricultural commodities, hence the selection of "not applicable" in the second column.</p> <p>We use palm oil in a portion of our products and considered these ingredients as part of our water risk assessment. We assume the amount sourced is also produced in each basin. In FY21 and FY22, we worked with the Science-Based Target Network to pilot the SBT Freshwater methodology, including collecting/calculating palm oil water intensity data as part of Steps 1 & 2 of the methodology to identify priority watersheds. Our water intensity reduction strategy for palm oil is purchasing mass balance and segregated RSPO palm oil because RSPO tracks and calculates water intensity for</p>

			<p>some palm oil acres and bans rainforest deforestation which has potential implications for the global water cycle. Palm Oil was included in our "10x20" sustainable sourcing program, which aimed to increase supply chain sustainability and transparency for key commodities by the year 2020. We completed this goal last year and established as maintenance requirement for our Sourcing team in FY 21. General Mills has reported 100% sustainable sourcing of palm oil since fiscal year 2015, including traceability back to the mill. General Mills and Musim Mas collaborated to launch a program to integrate independent smallholders into sustainable palm oil supply chains to reduce deforestation by improving livelihoods. Extension services include agriculture best practices to increase land productivity, financial literacy and NDPE (No Deforestation, No Peat, No Exploitation) training.</p>
Rice	Not applicable	Yes	<p>General Mills only sources and does not produce agricultural commodities, hence the selection of "not applicable" in the second column.</p> <p>We use rice in a portion of our products such as Blue Buffalo pet food and Rice Chex cereal. In FY21 and FY22, we worked with the Science-Based Target Network to pilot the SBT Freshwater methodology, including collecting/calculating rice water intensity data as part of</p>

			<p>Steps 1 & 2 of the methodology to identify priority watersheds. Two of our key rice sourcing locations are water stressed regions: California's Central Valley and the Bayou Meto/Gulf Coastal Plains Aquifer System in Eastern Arkansas. These are both priority watersheds for General Mills that we have targeted for active improvement. Our water intensity reduction strategy for rice is working with The Nature Conservancy to implement programs in our water stressed supply sheds. In California, our brand Cascadian Farm committed \$750,000 over two years to TNC's Bird Returns program for groundwater recharge and migratory bird habitat on 600 acres of rice lands in the Sacramento Valley. Additionally, General Mills is contributing to TNC's Eastern Arkansas Project water fund, providing coaching on wetland conservation and irrigation efficiency to farmers managing located in critical groundwater areas within our rice sourcing supply shed. This aims to decrease water intensity through best practices in water management.</p>
Sugar	Not applicable	Yes	<p>General Mills only sources & does not produce agricultural commodities, hence the selection of "not applicable" in the second column.</p> <p>We use beet/cane sugar in a portion of our products & considered these ingredients as part of our water risk assessment.</p>

		<p>In FY21 and FY22, we worked with the Science-Based Target Network to pilot the SBT Freshwater methodology, including collecting/calculating sugar beet and sugarcane water intensity data as part of Steps 1 & 2 of the methodology to identify priority watersheds. Our water intensity reduction strategy for sugarcane/beets is improvement tools like Field to Market (beets) and Bonsucro (cane) to help farms become more efficient & thereby use less water. Sugarcane and sugar beets were priority ingredients in our "10x20" sustainable sourcing program, and in FY22, we continued evolving our sugar water intensity strategy toward regenerative agriculture, building on our previous approach of encouraging suppliers to use improvement tools such as Field to Market which would make their farms more efficient and thereby use less water. In the South Florida Basins, a key sugarcane sourcing region, we are tracking the Central Everglades Planning Project which incorporates science/technical information to direct more water to the Everglades/protect coastal estuaries. Some of our regenerative agriculture pilots (e.g. sugar beets and maize rotations in the Red River Valley) demonstrate water benefits, e.g. decreased agricultural runoff through improved nitrogen efficiency. In our Red River Valley pilot, 9466 acres of land cultivating sugar beets and maize are enrolled in regenerative</p>
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			agriculture coaching. We assume the amount sourced is also produced in each basin.
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W-FB1.3b/W-AC1.3b

(W-FB1.3b/W-AC1.3b) Provide water intensity information for each of the agricultural commodities identified in W-FB1.3/W-AC1.3 that you source.

Agricultural commodities

Cattle products

Water intensity value (m3/denominator)

77.85

Numerator: Water aspect

Total water withdrawals

Denominator

Tons

Comparison with previous reporting year

About the same

Please explain

Water intensity is the average blue water footprint (m3) per ton of dairy across General Mills' global sourcing for dairy that we evaluated in our updated water risk assessment, using Steps 1 and 2 of the Science-Based Target methodology. The total is derived from the total sourcing volume of dairy multiplied by the blue water footprint relevant to each sourcing region. World Wildlife Fund provided blue water footprint numbers during their support of our water risk reassessment in FY23, but the sourcing volumes in the assessment were from F22. General Mills uses this metric to more precisely calculate our water footprint in priority basins and globally, as well as to gain insights to on how to set quality, quantity, and ecosystem health targets, particularly related to our agriculture sourcing including dairy and "Scope 3" water, where 99% of our water impact lies. As we get better data on our water impact through the SBT pilot we will be able to report more precisely on General Mills' dairy water intensity based on sourcing volumes from specific regions. Using data provided by WWF is improving insight into General Mills' dairy water footprint in specific sourcing locations. We selected "about the same" based on the total volume sourced compared to the previous reporting year and using the assumption that blue water footprint for each region remained constant from year to year.

Total water withdrawals have remained about the same for cattle products as we have worked with suppliers through our 10x20 sourcing program to track and implement sustainable practices into their operations, which increases efficiencies in production.

We anticipate the water intensity to remain about the same or to go down in the future as we see greater adoption of regenerative approaches by dairy farmers, and as water intensity calculation tools improve to allow us to account for improvements within our own supply chain. Our strategy for engaging cattle producers, including on reducing their water intensity, is through our regenerative dairy pilot in Michigan and through National Fish and Wildlife Foundation's Sustain Our Great Lakes program, to make their farms more efficient and therefore decreasing water intensity from dairy products produced in our supply shed.

Agricultural commodities

Maize/corn

Water intensity value (m3/denominator)

46.49

Numerator: Water aspect

Total water withdrawals

Denominator

Tons

Comparison with previous reporting year

About the same

Please explain

Water intensity is the average blue water footprint (m3) per ton of corn across General Mills' global sourcing for corn that we evaluated in our updated water risk assessment, using Steps 1 and 2 of the Science-Based Target methodology. The total is derived from the total sourcing volume of dairy multiplied by the blue water footprint relevant to each sourcing region. World Wildlife Fund provided blue water footprint numbers during their support of our water risk reassessment in FY23, but the sourcing volumes in the assessment were from F22. General Mills uses this metric to more precisely calculate our water footprint in priority basins and globally, as well as to gain insights to on how to set quality, quantity, and ecosystem health targets, particularly related to our agriculture sourcing including dairy and "Scope 3" water, where 99% of our water impact lies. As we get better data on our water impact through the SBT pilot we will be able to report more precisely on General Mills' dairy water intensity based on sourcing volumes from specific regions. Using data provided by WWF is improving insight into General Mills' dairy water footprint in specific sourcing locations. We selected "about the same" based on the total volume sourced compared to the previous reporting year and using the assumption that blue water footprint for each region remained constant from year to year.

Total water withdrawals have remained about the same for maize as we have worked with suppliers through our 10x20 sourcing program to track and implement sustainable practices into their operations, which increases efficiencies in production, and which is

our strategy for reducing water intensity. We anticipate the water intensity to remain about the same or to go down in the future as we see greater adoption of regenerative approaches by maize farmers, therefore decreasing water intensity from dairy products produced in our supply shed, and as water intensity calculation tools improve to allow us to account for improvements within our own supply chain.

Agricultural commodities

Palm oil

Water intensity value (m3/denominator)

0.23

Numerator: Water aspect

Total water withdrawals

Denominator

Tons

Comparison with previous reporting year

About the same

Please explain

Water intensity is the average blue water footprint (m3) per ton of palm oil across General Mills' global sourcing for palm oil that we evaluated in our updated water risk assessment, using Steps 1 and 2 of the Science-Based Target methodology. The total is derived from the total sourcing volume of dairy multiplied by the blue water footprint relevant to each sourcing region. World Wildlife Fund provided blue water footprint numbers during their support of our water risk reassessment in FY23, but the sourcing volumes in the assessment were from F22. General Mills uses this metric to more precisely calculate our water footprint in priority basins and globally, as well as to gain insights to on how to set quality, quantity, and ecosystem health targets, particularly related to our agriculture sourcing including dairy and "Scope 3" water, where 99% of our water impact lies. As we get better data on our water impact through the SBT pilot we will be able to report more precisely on General Mills' dairy water intensity based on sourcing volumes from specific regions. Using data provided by WWF is improving insight into General Mills' dairy water footprint in specific sourcing locations. We selected "about the same" based on the total volume sourced compared to the previous reporting year and using the assumption that blue water footprint for each region remained constant from year to year.

As oil palms in our sourcing regions are not irrigated, we anticipate the water intensity to remain the same in the future. Our strategy for ensuring a healthy water supply at origin and therefore maintaining or reducing water intensity is sourcing RSPO verified palm oil, which has prohibitions against deforestation which would have negative impacts on the local water cycle. Non-deforestation is our strategy to support positive water outcomes in our palm oil supply sheds.

Agricultural commodities

Rice

Water intensity value (m3/denominator)

891.31

Numerator: Water aspect

Total water withdrawals

Denominator

Tons

Comparison with previous reporting year

About the same

Please explain

Water intensity is the average blue water footprint (m3) per ton of rice I across General Mills' global sourcing for rice that we evaluated in our updated water risk assessment, using Steps 1 and 2 of the Science-Based Target methodology. The total is derived from the total sourcing volume of dairy multiplied by the blue water footprint relevant to each sourcing region. World Wildlife Fund provided blue water footprint numbers during their support of our water risk reassessment in FY23, but the sourcing volumes in the assessment were from F22. General Mills uses this metric to more precisely calculate our water footprint in priority basins and globally, as well as to gain insights to on how to set quality, quantity, and ecosystem health targets, particularly related to our agriculture sourcing including dairy and "Scope 3" water, where 99% of our water impact lies. As we get better data on our water impact through the SBT pilot we will be able to report more precisely on General Mills' dairy water intensity based on sourcing volumes from specific regions. Using data provided by WWF is improving insight into General Mills' dairy water footprint in specific sourcing locations. We selected "about the same" based on the total volume sourced compared to the previous reporting year and using the assumption that blue water footprint for each region remained constant from year to year.

We expect water intensity from rice to remain about the same or go down in the future as we collaborate with partners such as TNC to engage rice farmers on efficient water practices, which is our strategy to reduce water intensity, and as water intensity calculation tools improve to allow us to account for improvements within our own supply chain. For example, General Mills is contributing to TNC's Eastern Arkansas Project water fund, providing coaching on wetland conservation and irrigation efficiency to farmers managing located in critical groundwater areas within our rice sourcing supply shed. This aims to decrease water intensity through best practices in water management.

Agricultural commodities

Sugar

Water intensity value (m3/denominator)

265.47

Numerator: Water aspect

Total water withdrawals

Denominator

Tons

Comparison with previous reporting year

About the same

Please explain

Water intensity is the average blue water footprint (m3) per ton of beet and cane sugar across General Mills' global sourcing for beet and cane sugar that we evaluated in our updated water risk assessment, using Steps 1 and 2 of the Science-Based Target methodology. The total is derived from the total sourcing volume of dairy multiplied by the blue water footprint relevant to each sourcing region. World Wildlife Fund provided blue water footprint numbers during their support of our water risk reassessment in FY23, but the sourcing volumes in the assessment were from F22. General Mills uses this metric to more precisely calculate our water footprint in priority basins and globally, as well as to gain insights to on how to set quality, quantity, and ecosystem health targets, particularly related to our agriculture sourcing including dairy and "Scope 3" water, where 99% of our water impact lies. As we get better data on our water impact through the SBT pilot we will be able to report more precisely on General Mills' dairy water intensity based on sourcing volumes from specific regions. Using data provided by WWF is improving insight into General Mills' dairy water footprint in specific sourcing locations. We selected "about the same" based on the total volume sourced compared to the previous reporting year and using the assumption that blue water footprint for each region remained constant from year to year.

We anticipate the water intensity to remain about the same or to go down in the future as we see greater adoption of regenerative approaches by sugar beet and sugarcane farmers, as well as implementation of basin-level stewardship plans in our two priority sugar sourcing watersheds, which is our strategy to reduce water intensity. Our strategy to reduce water intensity is advancing programs to support farmers adopting regenerative agriculture, which has water benefits such as increased soil water holding capacity as soil health improves. For example, we funded increased staff capacity and cost-share for farmers implementing regen ag in Wilkin County at the headwaters of the Red River, one of the most intensively tilled farming regions in the US and a critical sugar sourcing location. Currently farmers managing 9466 acres are registered to implement new practices (nutrient mgmt, minimized tillage, cover crops).

W1.4

(W1.4) Do any of your products contain substances classified as hazardous by a regulatory authority?

	Products contain hazardous substances	Comment
Row 1	No	General Mills makes human and pet food. We adhere to the highest safety food safety standards, in accordance with legal regulations where our products are manufactured and sold, such as the US Food and Drug Administration (FDA). Therefore, we have selected no.

W1.5

(W1.5) Do you engage with your value chain on water-related issues?

	Engagement
Suppliers	Yes
Other value chain partners (e.g., customers)	Yes

W1.5a

(W1.5a) Do you assess your suppliers according to their impact on water security?

Row 1

Assessment of supplier impact

No, we do not currently assess the impact of our suppliers, but we plan to do so within the next two years

Please explain

At the present, we have collaborated with World Wildlife Fund to update our watershed risk assessment, using Steps 1 and 2 of the Science-Based Target for Freshwater methodology, identifying blue and grey water footprint for all ingredients/packaging and the aggregate blue and grey water footprints across all categories sourced from individual basins. In F24 (two years from F22) this will integrate into sourcing risk assessment, to use this information, particularly in high-stress basins and/or for ingredient categories with large water footprints, to engage suppliers on water risk and management, and incorporate it into category resilience strategy. Currently, the Responsible Sourcing Team is developing gating questions for high water footprint ingredients to guide buyers on supplier engagement and begin collecting basic data on supplier water impact/awareness during our tri-annual business reviews and supplier management process, where we ensure they are providing this data.

W1.5b

(W1.5b) Do your suppliers have to meet water-related requirements as part of your organization’s purchasing process?

Suppliers have to meet specific water-related requirements	
Row 1	Yes, water-related requirements are included in our supplier contracts

W1.5c

(W1.5c) Provide details of the water-related requirements that suppliers have to meet as part of your organization’s purchasing process, and the compliance measures in place.

Water-related requirement

Providing fully-functioning, safely managed WASH services to all workers

Mechanisms for monitoring compliance with this water-related requirement

Grievance mechanism/Whistleblowing hotline

On-site third-party audit

Response to supplier non-compliance with this water-related requirement

Other, please specify

Response is determined by the severity of the violation discovered through the audit and the willingness of the supplier to remediate the violation; response may be up to and including termination, per the Supplier Code of Conduct

Comment

General Mills suppliers are bound by our Supplier Code of Conduct publicly available on our website and provided to all suppliers: <https://www.generalmills.com/how-we-make-it/putting-people-first/human-rights/human-rights-policy>. This Supplier Code of Conduct describes the requirements and ways of working that General Mills applies together with its upstream supply chain third parties. In some cases, this Code of Conduct goes beyond compliance with applicable laws and draws upon internationally recognized standards to advance social and environmental responsibility. When differences arise between the standards set forth in this Code of Conduct and legal requirements, the stricter standard shall apply, in compliance with applicable law. Regarding WASH, the code of conduct states: "workers shall have unrestricted access to necessities such as clean drinking water and toilets during both work and non-work hours at the work site or in employer-provided or arranged housing."

Water-related requirement

Other, please specify

Continually improve their own environmental performance, including, but not limited to, reducing greenhouse gas emissions, reducing, or optimizing the use of water, energy, and agriculture inputs, and minimizing water pollution and waste

Mechanisms for monitoring compliance with this water-related requirement

Grievance mechanism/Whistleblowing hotline
On-site third-party audit

Response to supplier non-compliance with this water-related requirement

Other, please specify
Response is determined by the severity of the violation discovered through the audit and the willingness of the supplier to remediate the violation; response may be up to and including termination, per the Supplier Code of Conduct

Comment

General Mills suppliers are bound by our Supplier Code of Conduct publicly available on our website and provided to all suppliers. This Supplier Code of Conduct describes the requirements and ways of working that General Mills applies together with its upstream supply chain third parties. In some cases, this Code of Conduct goes beyond compliance with applicable laws and draws upon internationally recognized standards to advance social and environmental responsibility. When differences arise between the standards set forth in this Code of Conduct and legal requirements, the stricter standard shall apply, in compliance with applicable law. It states "In addition to complying with all applicable environmental laws, we expect suppliers to continually improve their own environmental performance, including, but not limited to, reducing greenhouse gas emissions, reducing, or optimizing the use of water, energy, and agriculture inputs, and minimizing water pollution and waste."

W1.5d

(W1.5d) Provide details of any other water-related supplier engagement activity.

Type of engagement

Innovation & collaboration

Details of engagement

Encourage/incentivize innovation to reduce water impacts in products and services
Encourage/incentivize suppliers to work collaboratively with other users in their river basins toward sustainable water management
Educate suppliers about water stewardship and collaboration

% of suppliers by number

1-25

Rationale for your engagement

We are engaging a portion of our suppliers in key growing regions on regenerative agriculture, where we have either potential to address water risk and also where we

have the potential to scale positive water impact. Regenerative agriculture is our primary strategy for supplier and farmer engagement on water innovation and collaboration in key ingredient supply sheds such as almonds (California), dairy (Great Lakes), wheat (Southern Plains, US), and oats (Northern Plains, US and Canada). Engagement that General Mills funds includes farmer educational training and 1:1 coaching in regenerative agriculture principles and practices associated with water outcomes. We engage our suppliers in these programs to identify farmers interested in participating, but being part of our direct supply chain is not a requirement to participate in these programs because we aim to extend positive impact beyond our own direct supply chain; General Mills takes a supply shed approach to farmer engagement, so any farmer within the program's region is eligible to participate in our regenerative agriculture program and receive the benefits, regardless of our current sales relationship.

Threats to agriculture, like extreme droughts and floods, impact our business and our ability to help feed a growing population. The farmer training and coaching that General Mills funds is designed to improve the in the following outcomes: economic resiliency in farming communities, soil health, water, biodiversity, and cow and herd well-being (dairy operations). Water: Crops, animals and communities rely on clean water to flourish. Regenerative agriculture helps maximize water use efficiency in rain-fed and irrigated systems. In addition to water utilization, these same practices can reduce agriculture's impact on water quality, helping to protect and restore clean water in nearby streams, rivers and lakes. Therefore we are engaging a portion of our suppliers in key growing regions on regenerative agriculture. The number of suppliers engaged is proprietary, and we selected 1-25% based on the total number of suppliers engaged vs. all suppliers.

We fund regenerative ag pilots and origin investment in critical ingredient sourcing regions to improve resilience for the farmers, such as in California (almonds and over 50 additional ingredients), the Northern Plains of Canada and the US (oats), the Red River Valley (sugar), and the Great Lakes (dairy), Indonesia (palm), and Mexico (sugar).

Impact of the engagement and measures of success

Success of our supply shed engagement is measured by progress toward our commitment to advance regenerative agriculture (RA) on 1 million acres by 2030. Beneficial outcomes:

California - almonds and >50 additional ingredients. Our engagement on RA helps reduce negative agricultural impacts on water quality and quantity, helping protect and restore clean groundwater. In F22, General Mills brand Larabar funded research by the Ecdysis Foundation on 7 farms in our supply shed to evaluate how RA on almond orchards links to outcomes, including on water infiltration rates and soil water holding capacity. Preliminary research results indicate positive water results, for example a 6x faster water infiltration rate on regeneratively managed soil vs. conventionally managed

soil, indicating potential for reduced irrigation intensity, improved groundwater recharge, and improved drought resilience.

Southern Plains - wheat: In January 2020, we launched a 3-year pilot with 24 wheat farmers in Kansas' Cheney Reservoir watershed which provides water to 400,000 Wichita residents. We targeted this 650,000 acre watershed, where more than 99% of the land is agricultural, in conjunction with the Kansas Dept of Health and Environment to improve water quality as part of the statewide Watershed Restoration and Protection Strategy. Farmers receive coaching via Soil Health Academy, technical support from an Understanding Ag coach, farmer-focused field days and a private Facebook group to encourage peer collaboration on best practices.

Red River Valley - sugar: We funded 43 farmers (9466 acres) through the Wilkin County Soil Health Incentive program to implement nutrient management, minimized tillage and cover crops in one of the most intensively tilled/conventionally farmed regions in the US.

Great Lakes - dairy: We invest in dairy farmers adopting regenerative ag (5000 acres) and partner with local conservation organizations to apply rigorous monitoring and modeling tools to estimate impacts of regen ag on water quality. In F22, the program included 32 dairies from suppliers DFA and Foremost Farms.

Sumatra and Kalimantan, Indonesia - palm: We collaborated with Tier 2 supplier Musim Mas to train 493 smallholders on reducing chemical herbicides, cover cropping, organic fertilizer, and avoiding peat and deforestation, all linked to healthy local water cycle.

San Luis Potosi, Mexico - sugar: Sugarcane workers farming 1500 acres receive support in accessing WASH services.

Comment

Northern Plains - oat: We work with 45 farmers representing 70,000 acres to provide 1-1 coaching, peer learning and support, and research on soils, farmer economics and biodiversity. We collect data on soil indicators like aggregate stability which are indirectly related to water impacts and take water infiltration data at participating farms for educational and demonstration purposes.

We track and anticipate being able to report water impact outcomes in future years.

W1.5e

(W1.5e) Provide details of any water-related engagement activity with customers or other value chain partners.

Type of stakeholder

Other, please specify
Consumers

Type of engagement

Education / information sharing

Details of engagement

Other, please specify
Consumer campaign with on-pack and digital messaging

Rationale for your engagement

General Mills uses the term "customer" to mean businesses that purchase our products for sale to consumers. Therefore we have selected "Other - consumer". In F22 Cascadian Farm continued a consumer campaign, <3 The Farmland, to restore 600 acres of California rice lands. The program provided \$750,000 over two years to provide temporary migratory bird wetland habitat on farms along the Pacific Flyway and advancing groundwater recharge, in collaboration with The Nature Conservancy's Bird Returns Program. This program helps us diffuse water risk for rice in one of our priority watersheds. Information about the partnership and TNC's program was featured on the front and back of Cascadian Farm cereal boxes, the most read of any consumer packaging.

Impact of the engagement and measures of success

Measure of success was number of acres of bird habitat restored: 600 acres.

W2. Business impacts

W2.1

(W2.1) Has your organization experienced any detrimental water-related impacts?

Yes

W2.1a

(W2.1a) Describe the water-related detrimental impacts experienced by your organization, your response, and the total financial impact.

Country/Area & River basin

United States of America
Other, please specify
Multiple basins: San Joaquin, Sacramento, Mississippi/Missouri,
Saskatchewan/Nelson

Type of impact driver & Primary impact driver

Acute physical
Drought

Primary impact

Supply chain disruption

Description of impact

In the 2021 growing season (Q4 FY 2021 – Q2 FY 2022), General Mills sourcing of numerous ingredients such as oats, wheat, and almonds were affected by the severe to exceptional drought that impacted much of North American (western US and Canada). This significantly and broadly impacted farmers in our many of our sourcing regions such as the Southern Plains (Kansas), Northern Plains (North Dakota, Saskatchewan, Manitoba), and California. We knew about this event's impacts from tracking the drought's progress through tools such as US Drought Monitor, as well as implications and impact on specific suppliers and geographies from regular communications with our suppliers to understand the context of price changes, ingredient shortages, and/or quality impact. The Sourcing team tracked and elevated this risk and impact as part of their routine procurement process. The drought affected our oat, wheat, and specialty ingredient sourcing by making those ingredients more costly and difficult to procure at our quality standards.

Primary response

Increase supplier diversification

Total financial impact

5,000,000

Description of response

While the exact cost impact on our sourcing is proprietary, we include this as a stark example of the relationship between climate change and water. We have included 5,000,000 as an illustrative figure to give insight into the scale of this impact. The figure is based on a previous water impact, in which General Mills faced a shortage of sugar beets due to prolonged increase precipitation in the Red River Valley growing region, making the crop unavailable and leading to sourcing from alternate sources, which added incremental costs in excess of \$5 million. The estimate of \$5 million was based on the actual realized increased costs due to this shortage and having to secure alternate sources for sugar, understanding that we could face costs of similar or higher magnitude. \$5 million equals actual cost for sourcing sugar from alternate sources minus the initial planned cost for the ingredient supply. Exact rates and quantities are considered proprietary information. Due to these drought related supply disruptions, General Mills shifted sourcing to other ingredient sourcing regions (e.g. shifting oat sourcing from Canada to Scandinavia) and implemented regenerative agriculture programs in the affected regions to support farmer adaptation to climate change and improved drought resilience.

W2.2

(W2.2) In the reporting year, was your organization subject to any fines, enforcement orders, and/or other penalties for water-related regulatory violations?

	Water-related regulatory violations	Comment
Row 1	No	

W3. Procedures

W3.1

(W3.1) Does your organization identify and classify potential water pollutants associated with its activities that could have a detrimental impact on water ecosystems or human health?

	Identification and classification of potential water pollutants	How potential water pollutants are identified and classified
Row 1	Yes, we identify and classify our potential water pollutants	<p>We identify and classify potential water pollutants that may have detrimental impacts over water bodies and ecosystems through our Global Safety & Environment function and Water Management internal policy. The purpose of that policy is to promote water conservation and to minimize the discharge of contaminants to water or soil that could cause harm to human health or the environment. All our facilities treat wastewater prior to discharge in accordance with local regulations. As a food manufacturer, our plants also monitor for contaminants to comply with local regulations and classify them based on testing categories: fats, oils and grease; total suspended solids; biological oxygen demand; and chemical oxygen demand to ensure treatment protocols result in compliance with local regulations. Plants monitor and classify potential pollutants by treatment method and then devise a treatment protocol accordingly.</p> <p>Water treatment and control effectiveness should be documented and may be done by:</p> <ul style="list-style-type: none"> • Observation • periodic measurement <or> • recording process conditions (e.g., pH or temperature) <p>Control device equipment and associated monitoring gauges must be inspected regularly and calibrated as appropriate and be part of a preventative maintenance program.</p>

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W3.1a

(W3.1a) Describe how your organization minimizes the adverse impacts of potential water pollutants on water ecosystems or human health associated with your activities.

Water pollutant category

Other nutrients and oxygen demanding pollutants

Description of water pollutant and potential impacts

As a food manufacturer, water used in plants for sanitation may contain remaining food particles and nutrients suspended in wastewater, such as such as in our Tennessee yogurt and Missouri pet food plants. If nutrients were released into the water system without treatment, it would create potential for eutrophication. We do not discharge untreated wastewater to land or surface waters at any of our locations, though this could be a risk if controls were not in place. Our production facilities are governed by applicable local regulations as well as our compliance management program.

Value chain stage

Direct operations

Actions and procedures to minimize adverse impacts

Assessment of critical infrastructure and storage condition (leakages, spillages, pipe erosion etc.) and their resilience

Water recycling

Discharge treatment using sector-specific processes to ensure compliance with regulatory requirements

Please explain

We mitigate the risk of discharging wastewater with significant volume of other nutrients and oxygen demanding pollutants by regularly conducting assessments of the resilience of the critical infrastructures and storage equipment to reduce risk of leaks, spills, pipe erosion, etc. Avoiding leaks and spills prevents untreated water discharge from entering water bodies, which may lead to eutrophication. Our Plant Facilities teams maintain critical infrastructures. All plant employees are empowered to shut down the line if a safety risk is identified. Facilities are required by company policy to develop a treatment plan that complies with local discharge regulations (e.g. municipality requirements). According to their plan, plants treat wastewater prior to discharge in accordance with local regulations. Plants also monitor for contaminants to comply with local regulations for fats, oils and grease; total suspended solids; biological oxygen demand; and chemical oxygen demand to ensure treatment protocols result in compliance with local regulations. Facilities are required by company policy to develop a treatment plan that aligns with local discharge regulations (e.g. municipality requirements). Plants also

recycle some water on-site, such as reusing line cleaning water for air scrubbers. Success is measured through all plants having a water monitoring and treatment plan that complies with local discharge regulations.

Water pollutant category

Nitrates

Description of water pollutant and potential impacts

Nitrate application is routine in conventional agriculture, which makes up the majority of our ingredient sourcing. With a broad set of agricultural commodities sourced globally, there are dozens of potential agricultural water pollutants, such as nitrates (waterway eutrophication from runoff). According to EPA, overuse of fertilizers has resulted in contamination of surface water and groundwater. For example, in California's Central Valley, one of our key sourcing locations and a priority watershed, over 1 million people lack access to clean water due to agriculture-driven groundwater overdraft and contamination of wells by nitrate leaching.

Other areas in General Mills' supply shed being impacted by nitrate runoff include Escault Basin, France (a priority watershed, dairy), the Great Lakes (dairy), and the Gulf of Mexico's deadzone, relevant to General Mills corn, wheat, and rice supply sheds. The scale and magnitude are very broad and significant, for example, nutrient runoff in the Midwest impacts the Gulf of Mexico causing millions of dollars in environmental damage, though not specific to General Mills. We view attention to this impact as part of our duty as a responsible corporate citizen, though we do not currently see it posing a direct risk to our business. General Mills North America sourcing footprint is about 3 million agricultural acres, a small fraction of the 900 million acres of crop and range land in the US.

Value chain stage

Supply chain

Actions and procedures to minimize adverse impacts

Upgrading of process equipment/methods

Other, please specify

Regenerative agriculture: Soil conservation practices, crop management practices, Sustainable irrigation and drainage management, Fertilizer management

Please explain

Through F22, we enrolled 235,700 acres in regenerative agriculture coaching, over \$5.5 million investment to date. Each of our pilots provide farmers with practical tools to learn practices with water benefits like cover cropping & no-till, which can significantly reduce nitrate application and runoff. We track outcomes in water across the life of the pilots & will be able to report on results following their completion, such as % improvement in soil water infiltration rate and % reduction in nitrates. Organic and conventional producers both reported strong implementation of three key regenerative agriculture principles: minimize soil disturbance, keep the soil covered, and maintain a living root in

the ground year-round, all of which can reduce nitrate contamination of surface and groundwater. Success is measured by assessing key outcomes associated with transitions to regenerative systems including improved soil health (e.g. % decrease in nitrate application) and total acres advancing regenerative agriculture principles, including practices associated with reduced nitrate application like number of acres with cover cropping. We funded increased staff capacity and cost-share for farmers implementing regen ag the Red River, a critical sugar sourcing location. In year 1, 43 farmers (6232 acres) registered. Estimated water pollution reduction impact from the Wilkin County Soil Health Incentive Program included 7478 lbs of nitrate reduced (1.2 lbs/acre).

Water pollutant category

Pesticides

Description of water pollutant and potential impacts

Pesticide (insecticide, herbicide, and fungicide) application is routine in conventional agriculture, which makes up the vast majority of our ingredient sourcing. With a broad set of agricultural commodities sourced globally, there are dozens of potential agricultural water pollutants, such as herbicides such as atrazine and 2,4D (groundwater contamination) potentially present in our supply chain. According to EPA, some pesticides have the potential to contaminate drinking water, but whether these contaminants pose a health risk depends on how toxic the pesticides are, how much is in the water, and how much exposure occurs on a daily basis.

(<https://www.epa.gov/safepestcontrol/drinking-water-and-pesticides>) In today's global agriculture system, where plant pests and diseases are responsible for losses of 20% to 40% of all food production, farmers rely on pesticides and other tools to protect crops and grow ingredients for the foods we eat. The scale and magnitude are very broad and significant, though not specific to General Mills. We view attention to this impact as part of our duty as a responsible corporate citizen, though we do not currently see it posing a direct risk to our business. General Mills North America sourcing footprint is about 3 million agricultural acres, a small fraction of the 900 million acres of crop and range land in the US.

Value chain stage

Supply chain

Actions and procedures to minimize adverse impacts

Upgrading of process equipment/methods

Other, please specify

Crop management practices

Pesticide management

Substitution of pesticides for less toxic or environmentally hazardous alternatives

Follow regulation standards

Please explain

We are one of the largest providers of branded organic food in the US. Organic certification prohibits farmers from using synthetic pesticides (including all herbicides and nearly all synthetic insecticides, those that are allowed can be used only with restrictions and as a last resort) for three years prior to harvest. In FY 22, our brands Annie's, Cascadian Farm, and Muir Glen accounted for over 80,000 acres of organic crop production for ingredient sourcing. General Mills partnered with Gunsmoke Farms to convert 34,000 acres of conventional farmland in South Dakota to certified organic. Acreage conversion to Organic certified eliminated synthetic pesticide application prohibited by the National Organic Program and prohibited by federal law and federal organic standards (7 CFR 205). Sourcing certified organic crops means sourcing from farms that did not use herbicides; therefore, on those acres no herbicides are entering the water. General Mills also purchased 3.3 million gallons of organic milk for use in our Annie's organic products, avoiding 15,000 pounds of synthetic pesticides that would have been used on conventional farmland for equivalent ingredient volume. We use the Organic Center calculator to calculate the pesticide reduction on our equivalent Organic acreage sourcing footprint (<https://www.organic-center.org/calculator-how-does-organic-reduce-chemical-use>).

W3.3

(W3.3) Does your organization undertake a water-related risk assessment?

Yes, water-related risks are assessed

W3.3a

(W3.3a) Select the options that best describe your procedures for identifying and assessing water-related risks.

Value chain stage

Direct operations
Supply chain

Coverage

Full

Risk assessment procedure

Water risks are assessed as a standalone issue

Frequency of assessment

Annually

How far into the future are risks considered?

More than 6 years

Type of tools and methods used

Tools on the market

Enterprise risk management
International methodologies and standards
Databases

Tools and methods used

WRI Aqueduct
WWF Water Risk Filter
Enterprise Risk Management
Alliance for Water Stewardship Standard
Life Cycle Assessment
IPCC Climate Change Projections
Other, please specify
 Science Based Target for Freshwater (pilot)

Contextual issues considered

Water availability at a basin/catchment level
Water quality at a basin/catchment level
Stakeholder conflicts concerning water resources at a basin/catchment level
Impact on human health
Implications of water on your key commodities/raw materials
Water regulatory frameworks
Status of ecosystems and habitats
Access to fully-functioning, safely managed WASH services for all employees

Stakeholders considered

Customers
Employees
Investors
Local communities
NGOs
Regulators
Suppliers
Other water users at the basin/catchment level
Other, please specify
 Farmers

Comment

Every three years, we have historically entered our water data into the WRI Aqueduct and WWF Water Risk Filter to identify priority watersheds and evaluate water risk materiality; in the interim we conduct additional risk assessments by tracking the context of prioritized watersheds closely. In F22 we engaged with World Wildlife Fund for support on upgrading our watershed risk assessment using the Science Based Target for Freshwater methodology (Steps 1 and 2). Additionally, our Global Economic Insights team examines public data on crop production and commodity analysis to get insights, for example into seasonal weather patterns, to get a sense of water risk such as drought impact to crop yield, which also identifies water risk outside our priority watersheds. In F20 we updated our watershed prioritization by assessing risk to 20 key ingredients

over 45 sourcing regions and 255 facilities of which 208 are contract manufacturers. We identify an area with water stress to be areas which are identified by the WRI Aqueduct tool to have a High (3-4) or Extremely High (4-5) level of water stress. More infrequently, we use the WWF-DEG Water Risk Filter's physical water risk parameters to cross reference. We informally monitor water conditions in our agricultural supply chain on an ongoing basis, as part of our regular cadence of communications with suppliers. In F21 we undertook more in-depth water risk evaluation through the Science-Based Target for Freshwater pilot, particularly focusing on risk in our agricultural supply chain.

For example, in the 2021 growing season (Q4 F21 - Q2 F22) much of North America experienced severe to exceptional drought. This significantly and broadly impacted farmers in our supply sheds in key ingredients such as wheat and oats (Plains of US and Canada) and fruit, vegetables and nuts (California). We knew about this event's impacts broadly from tracking the drought's progress through tools such as US Drought Monitor (<https://droughtmonitor.unl.edu/>), as well as implications and impact on specific suppliers and geographies from regular communications with our suppliers to understand the context of price changes and ingredient shortages. The Sourcing team tracked and elevated this risk and impact as part of their routine procurement process.

Value chain stage

Direct operations

Coverage

Partial

Risk assessment procedure

Water risks are assessed as a standalone issue

Frequency of assessment

Annually

How far into the future are risks considered?

1 to 3 years

Type of tools and methods used

International methodologies and standards

Tools and methods used

Alliance for Water Stewardship Standard

Contextual issues considered

Water availability at a basin/catchment level

Water quality at a basin/catchment level

Stakeholder conflicts concerning water resources at a basin/catchment level

Water regulatory frameworks

Status of ecosystems and habitats

Access to fully-functioning, safely managed WASH services for all employees

Stakeholders considered

- Employees
- Local communities
- NGOs
- Regulators
- Water utilities at a local level
- Other water users at the basin/catchment level

Comment

Our Albuquerque cereal and snacks plant became certified with the Alliance for Water Stewardship in F22. As part of the process, plant staff conducted an extensive stakeholder and environmental assessment to determine the correct course of action. The site was identified by our tri-annual water risk assessment as being high risk, due to potential contamination of municipal water from ash and debris following catastrophic wildfire. In 2011, New Mexico experienced a catastrophic wildfire and subsequent series of flash floods that caused the Rio Grande to become so contaminated that the Santa Fe and Albuquerque water municipalities halted withdrawals for 40 days. As Albuquerque is a critical facility - including being the only one to manufacture certain products due to allergen risk - the plant has pursued AWS certification and contribution to the Nature Conservancy Rio Grande Water fund as risk mitigation approaches. Through AWS, Albuquerque has validated their on-site water resilience activities, such as having no runoff and all seasonal rainwater retained in ponds for groundwater recharge of the plant's well.

W3.3b

(W3.3b) Describe your organization’s process for identifying, assessing, and responding to water-related risks within your direct operations and other stages of your value chain.

	Rationale for approach to risk assessment	Explanation of contextual issues considered	Explanation of stakeholders considered	Decision-making process for risk response
Row 1	Every three years, we historically entered our water data into the WRI Aqueduct and WWF Water Risk Filter to identify priority watersheds and evaluate water risk materiality. We used these tools because they are accessible and provide a clear overview of all basins	Our water risk assessment uses the contextual issues within the WRI Aqueduct and WWF Water Risk filter to identify physical (quality and quantity) and reputational risks. We also consider factors specific to General Mills'	We consider stakeholders such as employees, local communities, NGOs, regulators, water utilities at the local level, other human water users at the basin/catchment level, and ecosystems as part of the risk assessment. NGOs are a stakeholder of	Decision-making process for risk response is based on the evaluation of the contextual issues identified through WRI Aqueduct, WWF Water Risk Filter, and stakeholder engagement. Sourcing and Plant employees are important stakeholders in

<p>globally in which the company may experience water risk. In F20 we updated our watershed prioritization by assessing risk to 20 key ingredients over 45 sourcing regions and 255 facilities of which 208 are contract manufacturers. We identify an area with water stress to be areas which are identified by the WRI Aqueduct tool to have a High (3-4) or Extremely High (4-5) level of water stress. More infrequently, we used the WWF-DEG Water Risk Filter's physical water risk parameters to cross reference. We informally monitor water conditions in our agricultural supply chain on an ongoing basis, as part of our regular cadence of communications with suppliers. In FY22, we started the process of evolving our risk assessment toward using Steps 1 and 2 of the Science-Based Target for Freshwater methodology because it is more rigorous and more comprehensive than the approach we had been using up to then. In our FY23 report, we will share</p>	<p>business such as what ingredients are sourced from the basin, geographical dependence on a region as a single source of an ingredient, and the plant's water needs (e.g. a flour mill's water usage is miniscule compared to a yogurt plant). We consider local regulatory frameworks and manifestation of physical risk (e.g. drought that could impact our almond sourcing) to determine how the risk assessment may impact General Mills operations or supply chain.</p>	<p>particular importance, as they often provide guidance about how to meet other stakeholder needs within the basin. For example, staff of The Nature Conservancy's Rio Grande Water Fund have guided our assessment and subsequent risk mitigation approach in the Rio Grande basin, which was identified as a priority watershed through our risk assessment, due to the Albuquerque plant's risk of water contamination.</p>	<p>determining how risk might impact General Mills operations or ingredient sourcing. NGOs are a stakeholder of particular importance, as they often provide guidance about how to meet other stakeholder needs within the basin. For example, staff of The Nature Conservancy's Rio Grande Water Fund have guided our assessment and subsequent risk mitigation approach in the Rio Grande basin, which was identified as a priority watershed through our risk assessment, due to the Albuquerque plant's risk of water contamination. Function representatives work closely with the Global Impact Team's Water Stewardship Initiative Lead to identify the proper course of action. For example, the Albuquerque plant's Environment Manager coordinated with the GIT Water Stewardship Lead to determine that Alliance for Water Stewardship certification was the best course of action to continue advancing</p>
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	the results of that assessment.			water stewardship and mitigating risk in the Rio Grande basin, following the F20 risk assessment results that identified the Rio Grande as a priority watershed.
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W4. Risks and opportunities

W4.1

(W4.1) Have you identified any inherent water-related risks with the potential to have a substantive financial or strategic impact on your business?

Yes, both in direct operations and the rest of our value chain

W4.1a

(W4.1a) How does your organization define substantive financial or strategic impact on your business?

We perform ongoing assessment of a variety of risks impacting our business for both direct operations and supply chain. We consider potential financial impacts over near and long term. Risk analysis includes potential costs from increased or volatile commodity prices and other related costs from water impact and risk of water supply restrictions to facilities. For this disclosure, we are defining substantive financial risks to mean an impact greater than \$150 million to General Mills. Strategic impact is defined as impacting the organization's ability to achieve its strategic goals, including but not limited to items such as corporate reputation, customer demand, potential for business or operational disruption, impacts on employee and staffing needs, and legal or regulatory risk. In some cases, the financial impact of specific items may be unknown, proprietary, or below the company's materiality threshold. However, we know these impacts are still important to our stakeholders and therefore we have provided relevant information that provides context in the disclosure. A key ingredient is one that is geographically restricted like almonds and a key operation is one where we manufacture significant volume or sole source production. Almonds are an example of a supply chain key ingredient. 80% of the world's supply grows in California. A water disruption to California's almonds would affect some General Mills' products. Individual water events can also affect ingredient availability, with cost implications. E.g., in the 2021 growing season (Q4 F21 - Q2 F22), drought in North America affected our oat, wheat and specialty ingredient sourcing by making those ingredients more costly and difficult to source.

An example of a substantive risk that could affect our company is consumer perception and brand risk. Our results may be negatively impacted if consumers lose their favorable perception of our brands. Maintaining and continually enhancing the value of our many iconic brands is critical to the success of our business. The value of our brands is based in large part on the

degree to which consumers react and respond positively to these brands and could diminish due to a number of factors, including consumer perception that we have acted in an irresponsible manner, adverse publicity about our products, our failure to maintain the quality or consistent positive experience of our products. If our reputation is affected, we may experience reduced demand, which would in turn cause our revenues and profitability to suffer. Our annual sales in F22 were \$19 billion USD. Even a small decline in sales (i.e. 0.01%) could result in a big impact. \$19 billion multiplied by 0.01% equals \$1.9 million USD. E.g., if our reputation were significantly negatively affected due to not mitigating water risks in almonds, we might experience reduced demand for our products with them (e.g. Larabar), which could in turn cause our revenue and profitability to suffer [which could account for more than \$60 million on an annual basis]. There are a few metrics we use to measure consumer perception and brand risk; consumer complaints are a key performance indicator and are monitored at least quarterly; periodic consumer insight engagements provide insight on perception and attitude toward our brands. The indicators provide actionable information to our business.

Risks are considered a part of the company-wide Enterprise Risk Management (ERM) process, which is a program designed to protect enterprise value and provide reasonable assurance to management and the Board of Directors that major risk that could impact our strategic goals are identified and effectively managed by the company. Our program considers threats, opportunities and uncertainties that may impact the organization’s strategic, operational, safety, compliance and financial objectives. ERM risks are continuously evaluated to assess their inherent risk (impact and likelihood) and control effectiveness over the short-, medium-, and long-term timeframes. The process:

1. Risk identification & Assessment: input from senior leaders, business units, functions and external perspectives. Identified risks are assessed through input from Sr. Leaders, ERM Risk Owners, External Benchmarking and approved by ERM Risk Committee. Risk analysis includes potential costs associated with increased or volatile commodity prices (and other related costs) resulting from water risks as well as risk of water supply restrictions to facilities.
2. Risk response & control activity: Business unit/function identification of relevant risk mitigation activities. A key input is our Global Impact Team (GIT) who manages the company’s water strategy.
3. Reassessment: ERM Committee reassess risk level and mitigation effectiveness
4. Risk Reporting: The GIT reports progress to the Global Impact Governance Committee and through our ERM process, management of ERM risks are reported to the Board of Directors at least annually

W4.1b

(W4.1b) What is the total number of facilities exposed to water risks with the potential to have a substantive financial or strategic impact on your business, and what proportion of your company-wide facilities does this represent?

Total number of facilities exposed to water risk	% company-wide facilities this represents	Comment

Row 1	5	1-25	Five out of 51 owned sites (10%) that are located in high-risk watersheds have been identified as representing risk to our business. Our watershed prioritization approach overlays risk to business and watershed risk (as indicated by WRI Aqueduct and WWF Water Risk Filter) to determine which locations to prioritize. For example, our Albuquerque cereal and snacks facility was identified as a high-water risk location due to both quantity and quality related water risks (such as a quality impact from a catastrophic ash flow following a forest fire in the upper watershed that disrupted water availability for the plants sanitation). For the purpose of reporting, our definition of "facility " means owned manufacturing operations using above 0.02 megaliters per metric ton of product produced; some facilities are "dry", for example our flour mills, and therefore do not have water risk exposure even if they are located in a water-stressed location.
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W4.1c

(W4.1c) By river basin, what is the number and proportion of facilities exposed to water risks that could have a substantive financial or strategic impact on your business, and what is the potential business impact associated with those facilities?

Country/Area & River basin

United States of America
Bravo

Number of facilities exposed to water risk

1

% company-wide facilities this represents

1-25

% company's total global revenue that could be affected

1-10

Comment

Our cereal/snack facility in Albuquerque was identified as a in priority watershed in our global risk assessment. Proportion calculated using number of wholly owned manufacturing sites and their associated production.

Country/Area & River basin

China

Yangtze River (Chang Jiang)

Number of facilities exposed to water risk

2

% company-wide facilities this represents

1-25

% company's total global revenue that could be affected

Less than 1%

Comment

Facilities in Shanghai (dumplings) and Nanjing (dumplings) were identified as in a priority watershed in our global risk assessment. Proportion calculated using number of wholly owned manufacturing sites and their associated production.

Country/Area & River basin

China

Yongding He

Number of facilities exposed to water risk

1

% company-wide facilities this represents

Less than 1%

% company's total global revenue that could be affected

Less than 1%

Comment

Our facility in Sanhe (Beijing), China (ice cream) was identified as in a priority watershed in our global risk assessment. Proportion calculated using number of wholly owned manufacturing sites and their associated production.

Country/Area & River basin

France

Other, please specify

Escault

Number of facilities exposed to water risk

1

% company-wide facilities this represents

1-25

% company's total global revenue that could be affected

Less than 1%

Comment

Our facility in Arras, France (ice cream) was identified as in a priority watershed in our global risk assessment. Proportion calculated using number of wholly owned manufacturing sites and their associated production.

W4.2

(W4.2) Provide details of identified risks in your direct operations with the potential to have a substantive financial or strategic impact on your business, and your response to those risks.

Country/Area & River basin

United States of America
Bravo

Type of risk & Primary risk driver

Chronic physical
Ecosystem vulnerability

Primary potential impact

Increased operating costs

Company-specific description

Risk is of concern to General Mills' Albuquerque plant. In 2011, New Mexico experienced a catastrophic wildfire and subsequent series of flash floods that caused the Rio Grande to become so contaminated that Santa Fe and Albuquerque water municipalities halted withdrawals for 40 days. As Albuquerque is a critical facility - including being the only one to manufacture certain products due to allergen risk. New Mexico is experiencing locally accelerated climate change, which makes these catastrophic fires and risk of ash flow more common. The same impact hit several cities in Colorado; municipalities could not withdraw water from the Cache la Poudre River, due to severe ash flow after the 2020 Cameron Peak fire. We have the highest standards of safety with ingredients, including water. While Albuquerque municipal water is currently adequate for managing water quantity in the coming decades, catastrophic forest fire can cause ash flow which could create a polluted river and cut off that source of water to municipality for weeks. Our facility has limited alternative sources (well water); it is desirable to stay on municipal water from an operating standpoint.

The risk was identified and assessed using local knowledge of the watershed and the operations in it, and potential direct impact to operations if ecosystem vulnerability results increased production costs: If water quality becomes poorer due to loss of ecosystem services, it will likely cost more to treat or become temporarily unavailable, as in the above examples. This risk could impede the plant from using municipal water as needed in product manufacturing or cleaning (e.g. steam is used to scrub cereal dust from the chimneys as required to comply with local air quality regulations). As stated in

the General Mills 10K filing for company specific risk disclosures, "Our ability to make, move, and sell products is critical to our success. Damage or disruption to raw material supplies or our manufacturing or distribution capabilities due to weather, climate change, natural disaster, fire, terrorism, cyber-attack, pandemics (such as the COVID-19 pandemic), governmental restrictions or mandates, strikes, import/export restrictions, or other factors could impair our ability to manufacture or sell our products. Many of our product lines are manufactured at a single location or sourced from a single supplier." This risk could impact our ability to make products at this plant, and therefore we included it.

Timeframe

1-3 years

Magnitude of potential impact

Medium

Likelihood

About as likely as not

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

10,000

Potential financial impact figure - minimum (currency)

Potential financial impact figure - maximum (currency)

Explanation of financial impact

If water quality becomes poorer as a result of a watershed impacts, our costs for water purchases would likely increase. \$10,000 was calculated by estimating a 5-10% increase in the annual cost of water from the operation's provider.

Primary response to risk

Engage with NGOs/special interest groups

Description of response

Our partnership with The Nature Conservancy and the Rio Grande Water Fund has allowed us to engage with the community, with public policy makers and with other stakeholders in the river basin. Additionally, we have contributed to river basin restoration, the promotion of best practice and awareness.

We are continuing to conduct deep analyses of our key at-risk growing areas and facility watersheds. We realize that much of our impact is beyond our direct operations which ultimately may be affected. We are working to implement strategies for watershed

improvement as they are identified. In the reporting period, we provided \$50,000 to support community education by the Rio Grande Water Fund. The risk in this basin is primarily driven by catastrophic wildfires which could cause ash contamination of the river. This contribution supports community education on and implementation of restoration and remediation of forest lands for one year, and contributes to a multi-stakeholder, multi-year Water Fund engaging collective public and private sector action to achieve shared targets, for example on acres treated (148,905 to date). (See the Annual Report for more details: http://riograndewaterfund.org/wp-content/uploads/2021/10/TNC_RioGrandWaterFund_AnnualReport_2021_v4.pdf)

Additionally, Albuquerque facility pursued Alliance for Water Stewardship self-certification toward full certification from 2021 to 2022. The AWS standard is a platform for certifying an understanding of their water risks, their shared water risks in the community/supply chain and the plan in place to address those risks. The timescale of implementation of these responses is immediate and is expected to be extended for at least 1 year.

Cost of response

50,000

Explanation of cost of response

In this specific watershed we have invested \$50,000 in the Rio Grande Water Fund which works to improve watershed conditions and reduce the risk of water quality issues. During the reporting period, the \$50,000 for the Rio Grande Water Fund is the only expense we have incurred. 1 project x \$50,000 investment = \$50,000 cost of response.

W4.2a

(W4.2a) Provide details of risks identified within your value chain (beyond direct operations) with the potential to have a substantive financial or strategic impact on your business, and your response to those risks.

Country/Area & River basin

United States of America
Sacramento River - San Joaquin River

Stage of value chain

Supply chain

Type of risk & Primary risk driver

Chronic physical
Water scarcity

Primary potential impact

Supply chain disruption

Company-specific description

The San Joaquin Valley is a key sourcing region for rice, dairy, fruit, processing tomatoes, and nuts used in products such as Cascadian Farm granola, Muir Glen canned tomatoes, and Larabar. Increased water scarcity in this region could cause a supply chain disruption on ingredients important to our pet food, cereal, snack bar, and canned tomato brands. Decline in ingredient availability due to increasing water scarcity or increased cost of ingredients due to increasing water cost could potentially impact our cost of goods sold, which in turn could potentially impact profit. For example, Muir Glen sources 100% of its tomatoes from the Central Valley and celebrates "California-grown tomatoes" in its marketing/branding, so an increase in water scarcity could potentially cause a supply chain disruption of their sole sourcing region of raw commodities and create additional costs such as a packaging change to comply with marketing regulations and reduction in brand equity. As 80% of the world's almonds are grown in California, impact to the almond crop due to severe and exceptional droughts (such as in the 2021 growing season), could potentially affect ingredient availability and cost for General Mills' brands using almonds such as Cascadian Farm, Nature Valley and Larabar.

Timeframe

4-6 years

Magnitude of potential impact

Medium

Likelihood

About as likely as not

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

1,900,000

Potential financial impact figure - minimum (currency)

Potential financial impact figure - maximum (currency)

Explanation of financial impact

Our annual sales in Fiscal 22 were \$19 billion USD. Even a small decline in sales (i.e. 0.01 percent) - for example due to an almond crop failure due to drought that affects our ability to produce and deliver granola bars or cereal to our customers - could result in a big impact. \$19 billion multiplied by 0.01% equals \$1.9 million USD.

Primary response to risk

Supplier engagement

Promote the adoption of soil conservation practices among suppliers

Description of response

We mitigate risk through NGO & supplier collaboration in the region, with focus on regenerative agriculture in almonds. Almonds sourced from California are a featured ingredient in many of General Mills' products, such as cereal and granola bars. California is facing extreme water stress, leading to ground and surface water depletion and negative impacts to agricultural quality. And almonds, with their high-water dependency, comprise the biggest water footprint of any California crop. Preliminary research suggests that almonds grown with regenerative agriculture principles result in powerful soil health and water benefits, including significantly higher water infiltration rates as well as potential reductions in irrigation needed. General Mills is taking a multipronged approach to advance supplier and NGO collaboration to support an enabling environment for the adoption of regenerative agricultural practices for almonds:

1. Support sustainable water regulation implementation and ag water efficiency. In F22 we contributed funding to TNC's evaluation of Sustainable Groundwater Management Act (SGMA) plans to ensure that nature (including soil) is considered as a stakeholder in plan development by Groundwater Sustainability Agencies for groundwater sustainability by 2040.
2. Fund research and implementation focused on regenerative agriculture and water in California, with a specific focus on outcomes measurement and modeling for almonds grown using regenerative principles. In F22, General Mills' brand Larabar contributed to the Ecdysis Foundation's study to determine how regenerative practices in almond orchards impact soil health, water, yield, biodiversity, and farmer profitability. In FY22, we implemented a research partnership with University of California Davis and The Almond Board of California to examine water balance in regenerative v. conventional almonds, now underway.
3. Lead a working group with California Water Action Collaborative to scope a pilot to improve water resilience through soil health, with supplier and farmer participation. This working group unites NGOs and corporate partners. In F22, we worked to design a collective action project for the San Joaquin Valley to grow capacity of farmers and water stewards to think beyond water efficiency and toward water regeneration in this critically over-drafted basin.

These complimentary approaches are expected to be implemented at least through our FY 23.

Cost of response

570,000

Explanation of cost of response

The cost of this response is \$570,000. This cost calculation is based on the publicly available contributions that General Mills made to the programs described above, including contribution to The Nature Conservancy (SGMA evaluation) (\$100,000), Ecdysis research funding (\$33,000) CWAC membership (\$12,000) and associated NGO contributions, funding AFT (\$250,000) and Sustainable Conservation (\$175,000) for

regenerative agriculture & water efficiency projects, totaling \$570,000. We engage suppliers to identify priority locations and farmers who wish to participate in these programs. For example, the funding provided to the Ecdysis foundation by Larabar is funding regenerative agriculture research on soil health, water, yield, profitability, and biodiversity on 7 orchards in our supply shed. Some of the farmers whose farms are study sites in this study are members of coops that are General Mills suppliers. In this study, preliminary research results indicate positive water results from regenerative approaches, for example a 6x faster water infiltration rate on regeneratively managed soil vs. conventionally managed soil, indicating potential for reduced irrigation intensity, improved groundwater recharge, and improved drought resilience, and going forward, we anticipate using this collaborative approach to engage suppliers and the almond industry to adopt regenerative agriculture as a water management approach.

W4.3

(W4.3) Have you identified any water-related opportunities with the potential to have a substantive financial or strategic impact on your business?

Yes, we have identified opportunities, and some/all are being realized

W4.3a

(W4.3a) Provide details of opportunities currently being realized that could have a substantive financial or strategic impact on your business.

Type of opportunity

Resilience

Primary water-related opportunity

Increased resilience to impacts of climate change

Company-specific description & strategy to realize opportunity

In FY22, we updated our water commitment to an evergreen continuous improvement goal, to reflect that as a food company, General Mills will always depend on clean, abundant water to grow our ingredients and manufacture our products. Our goal: To champion the regeneration of water resources in priority watersheds. Every three years, we refresh our watershed prioritization and under our new strategy will now set a three-year action plan with context-based goals in each watershed. (At the time of reporting, the new prioritization is complete and will be reported on in our FY23 CDP report next year.) Watershed prioritization and action plans evaluates and sets basin-specific goals for General Mills' highest impact watersheds, such the Great Lakes where we source dairy, and which scored high in quality risk. This opportunity is strategic for GMI as it improves the health of watersheds in our supply chain which, consequently, would increase our water usage efficiency rate and lower overall water-related expenses in the long run. Further, it would decrease potential climate-related expenses that we would incur should we fail to build resiliency in our supply chain.

Implementation takes place through a holistic strategy designed to engage GMI owned operations, supply chain partners, and local stakeholders by:

- 1) Funding and participating in local water stewardship activities and policy activities through NGO partners.
- 2) Maximize water efficiency in owned plants in priority watersheds.
- 3) Advance regenerative agriculture, related to water outcomes.
- 4) Champion industry advancement of water stewardship

For example, in the Great Lakes region, a critical dairy sourcing region, we collaborate with National Fish and Wildlife Foundation on the Sustain Our Great Lakes program, a public-private partnership designed advance ecological restoration of the Great Lakes. We participate through the regenerative agriculture pillar, which advances water quality and wildlife habitat through regenerative agriculture implementation on farmland. Success is measured through acres adopting Best Management Practices and modelled avoidance of water pollutants such as nitrogen and phosphorous.

As a result of these and many other similar context-based actions in other priority watersheds, our supply chain and facilities are more resilient and adapted to water impacts driven by climate change.

Estimated timeframe for realization

Current - up to 1 year

Magnitude of potential financial impact

Low

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

1,900,000

Potential financial impact figure – minimum (currency)

Potential financial impact figure – maximum (currency)

Explanation of financial impact

For our California sourcing example, we estimated the range of potential cost savings associated with preventing sourcing disruption due to severe drought. For our Albuquerque facility example, we estimated the range of potential cost savings associated with a plant disruption due to water contamination. In addition to our actions in our priority watersheds that are intended to reduce water risk, we have assessed the commodity landscape and believe we can manage through a supply chain disruption due to water risk, negating competitive disadvantage or significant financial impact. As

compared to others affected by the same disruption, we see this as an advantage/opportunity.

Our annual sales in Fiscal 2022 were \$19 billion USD. Even a small decline in sales (i.e. 0.01 percent) - for example due to an almond crop failure due to drought that affects our ability to produce and deliver granola bars or cereal to our customers - could result in a big impact. \$19 billion multiplied by 0.01% equals \$1.9 million USD.

Type of opportunity

Resilience

Primary water-related opportunity

Increased supply chain resilience

Company-specific description & strategy to realize opportunity

As General Mills advances our work in regenerative agriculture, improved water efficiency and quality are some of the targeted outcomes. Regenerative agriculture can help to restore the water cycle on farms by enhancing water infiltration in soil and reducing water losses due to evaporation. This leads to more efficient use of water resources on farms and minimizes the runoff of soil, nutrients, and chemicals that can contaminate waterways — outcomes which we are monitoring as part of our regenerative agriculture commitment. We know that the holistic benefits of regenerative agriculture, including improved water outcomes, can benefit a wide variety of stakeholders. In 2020, General Mills commissioned Ecotone Analytics, in collaboration with the Cheney Lake Watershed, Kansas Department of Health and Environment, and No-till on the Plains, to conduct an Impact Analysis to estimate the social return on investment for regenerative agriculture in the Cheney Lake Watershed, where General Mills has a regenerative agriculture pilot.

The study found that for every US\$1 in costs to implement regenerative principles on-farm, there is approximately US\$5 in social return on investment to farmers/landowners, taxpayers, local communities, municipal water plants and water users. Estimated return on investment was modeled for financial impacts: direct farm benefit (average annual on-farm economic benefit over first 3-5 years of adoption, increased farm resiliency, reduced irrigation needed), ecosystem benefit (improved surface water quality and reduced eutrophication; reduced soil erosion from water and wind), global societal benefit (increased carbon sequestration) and local community/municipality benefit (improved drinking water quality). Average additional cost per acer per year of regenerative agriculture practices was estimated at \$38, while estimated return on investment (benefit) for all stakeholders including nature and global society was estimated at \$189 per acre per year. Our strategy is to advance regenerative agriculture in key supply sheds such as the Northern Plains (oats - Cheerios, Nature Valley, Cascadian Farm), Southern Plains (wheat - Pillsbury), Great Lakes & Quebec (dairy - Yoplait, Liberte), and California (almonds - Larabar). General

Mills' goal is to advance regenerative agriculture on 1 million acres of farmland by 2030. Through fiscal 2022, 235,700 acres of farmland are in process of implementing regenerative management.

Estimated timeframe for realization

More than 6 years

Magnitude of potential financial impact

Low-medium

Are you able to provide a potential financial impact figure?

Yes, an estimated range

Potential financial impact figure (currency)

Potential financial impact figure – minimum (currency)

15,000,000

Potential financial impact figure – maximum (currency)

20,000,000

Explanation of financial impact

As we work to scale up our program in the next couple of years, implementation could be approximately \$15-20MM annually. We see this as a positive investment, as regenerative agriculture is a powerful lever for change across the agriculture supply chain and can help maintain a steady supply of high-quality ingredients while addressing some of the world's biggest environmental, social and economic challenges and opportunities, including in water, as described above. This estimate is comprised of adding the main costs of the program: Tools, measurement and verification (~\$4-6MM) and farmer resourcing (~\$12-14MM). In later years we expect to spend more on tools, measurement and verification and less on farmer resourcing. More specific detail on these costs would be considered proprietary information.

W5. Facility-level water accounting

W5.1

(W5.1) For each facility referenced in W4.1c, provide coordinates, water accounting data, and a comparison with the previous reporting year.

Facility reference number

Facility 1

Facility name (optional)

Albuquerque

Country/Area & River basin

United States of America
Bravo

Latitude

35.18

Longitude

-106.61

Located in area with water stress

Yes

Total water withdrawals at this facility (megaliters/year)

214

Comparison of total withdrawals with previous reporting year

Lower

Withdrawals from fresh surface water, including rainwater, water from wetlands, rivers and lakes

0

Withdrawals from brackish surface water/seawater

0

Withdrawals from groundwater - renewable

15

Withdrawals from groundwater - non-renewable

0

Withdrawals from produced/entrained water

0

Withdrawals from third party sources

199

Total water discharges at this facility (megaliters/year)

109

Comparison of total discharges with previous reporting year

Lower

Discharges to fresh surface water

0

Discharges to brackish surface water/seawater

0

Discharges to groundwater

0

Discharges to third party destinations

109

Total water consumption at this facility (megaliters/year)

105

Comparison of total consumption with previous reporting year

Lower

Please explain

At Albuquerque, withdrawal in F22 was 214ML vs 252ML in F21, or 15% less. Discharge in F22 was 109ML vs 116ML in F21, or 6% less. Consumption in F22 was 105ML vs 136ML in FY21, or 23% less. Minor well use at this facility. Most of facility's water is from the City of Albuquerque. All facility wastewater treated by municipality.

Facility reference number

Facility 2

Facility name (optional)

Shanghai

Country/Area & River basin

China
Yangtze River (Chang Jiang)

Latitude

31.12

Longitude

121.52

Located in area with water stress

Yes

Total water withdrawals at this facility (megaliters/year)

232

Comparison of total withdrawals with previous reporting year

Much higher

Withdrawals from fresh surface water, including rainwater, water from wetlands, rivers and lakes

0

Withdrawals from brackish surface water/seawater

0

Withdrawals from groundwater - renewable

0

Withdrawals from groundwater - non-renewable

0

Withdrawals from produced/entrained water

0

Withdrawals from third party sources

232

Total water discharges at this facility (megaliters/year)

105

Comparison of total discharges with previous reporting year

Lower

Discharges to fresh surface water

0

Discharges to brackish surface water/seawater

0

Discharges to groundwater

0

Discharges to third party destinations

105

Total water consumption at this facility (megaliters/year)

126

Comparison of total consumption with previous reporting year

Much higher

Please explain

At Shanghai, withdrawal in F22 was 232ML vs. 152ML in FY21, or 52% more., Discharge in F22 was 105ML vs 114 ML in F21, or 8% less. Consumption in F22 was 126ML vs 38ML in F21, or 232% more. This divergence from our previous fiscal years' trend of increased water efficiency was largely driven by COVID facility lockdowns. Facility's water is from the local water utility. All facility wastewater treated by municipality.

Facility reference number

Facility 3

Facility name (optional)

Nanjing

Country/Area & River basin

China
Yangtze River (Chang Jiang)

Latitude

32.06

Longitude

118.78

Located in area with water stress

Yes

Total water withdrawals at this facility (megaliters/year)

16

Comparison of total withdrawals with previous reporting year

Lower

Withdrawals from fresh surface water, including rainwater, water from wetlands, rivers and lakes

0

Withdrawals from brackish surface water/seawater

0

Withdrawals from groundwater - renewable

0

Withdrawals from groundwater - non-renewable

0

Withdrawals from produced/entrained water

0

Withdrawals from third party sources

16

Total water discharges at this facility (megaliters/year)

15

Comparison of total discharges with previous reporting year

Lower

Discharges to fresh surface water

0

Discharges to brackish surface water/seawater

0

Discharges to groundwater

0

Discharges to third party destinations

15

Total water consumption at this facility (megaliters/year)

0.8

Comparison of total consumption with previous reporting year

Lower

Please explain

At Nanjing, withdrawal in F22 was 16ML, compared to 20ML in F21, or 21% less. Discharge in F22 was 15ML vs 19ML in F21, or 21% less. Consumption in F22 was 0.8ML vs 1ML in F21, or 21% less. This is a result of maximized water efficiency. Facility's water is from the local water utility. All facility wastewater treated by municipality.

Facility reference number

Facility 4

Facility name (optional)

Sanhe

Country/Area & River basin

China

Yongding He

Latitude

39.98

Longitude

117.02

Located in area with water stress

Yes

Total water withdrawals at this facility (megaliters/year)

140

Comparison of total withdrawals with previous reporting year

Higher

Withdrawals from fresh surface water, including rainwater, water from wetlands, rivers and lakes

0

Withdrawals from brackish surface water/seawater

0

Withdrawals from groundwater - renewable

0

Withdrawals from groundwater - non-renewable

0

Withdrawals from produced/entrained water

0

Withdrawals from third party sources

140

Total water discharges at this facility (megaliters/year)

78

Comparison of total discharges with previous reporting year

Lower

Discharges to fresh surface water

0

Discharges to brackish surface water/seawater

0

Discharges to groundwater

0

Discharges to third party destinations

78

Total water consumption at this facility (megaliters/year)

62

Comparison of total consumption with previous reporting year

Higher

Please explain

At Sanhe, withdrawal in F22 was 140ML vs 135ML in FY21, or 4% more. Discharge in F22 was 78ML vs 108ML in F21. Consumption in F22 was 62ML vs 27ML in F21, or 128% more. This divergence from previous years' trends of increased water efficiency is related to COVID plant shutdowns, which inhibited the plant from maximizing water use efficiency. Facility's water is from the local water utility. All facility wastewater treated by municipality.

Facility reference number

Facility 5

Facility name (optional)

Arras

Country/Area & River basin

France

Other, please specify

Escault

Latitude

50.29

Longitude

2.78

Located in area with water stress

Yes

Total water withdrawals at this facility (megaliters/year)

206

Comparison of total withdrawals with previous reporting year

About the same

Withdrawals from fresh surface water, including rainwater, water from wetlands, rivers and lakes

0

Withdrawals from brackish surface water/seawater

0

Withdrawals from groundwater - renewable

0

Withdrawals from groundwater - non-renewable

0

Withdrawals from produced/entrained water

0

Withdrawals from third party sources

206

Total water discharges at this facility (megaliters/year)

116

Comparison of total discharges with previous reporting year

Higher

Discharges to fresh surface water

116

Discharges to brackish surface water/seawater

0

Discharges to groundwater

0

Discharges to third party destinations

0

Total water consumption at this facility (megaliters/year)

90

Comparison of total consumption with previous reporting year

Lower

Please explain

At Arras, withdrawal in F22 was 206 ML vs 206 ML in F21, or flat year over year. Discharge in F22 was 116ML vs 114ML in F21, or 2% more. Consumption in F22 was 90ML vs 92ML in F21. This is the result of improved efficiency at the plant, and we anticipate similar water use and reporting going forward. Facility's water is from the local water utility. Most facility wastewater was discharged to surface water after treatment at the plant, with a small amount treated by the municipality.

W5.1a

(W5.1a) For the facilities referenced in W5.1, what proportion of water accounting data has been third party verified?

Water withdrawals – total volumes

% verified

Not verified

Please explain

We regularly measure and monitor these aspects so we can proactively manage our water footprint. In FY21, we pivoted our strategy from a water reduction goal of 1% on an annual basis to a continuous improvement and holistic evaluation approach of water conservation opportunities, by facility. Facilities must seek to minimize water usage and consider water conservation opportunities when adding new operations or making process changes. In 2014 we replaced manual tracking with GSTEMS, an enterprise-wide system that gathers water withdrawal and discharge data (including water withdrawals - total volumes), which measures this water aspect using continuous on-site metering from all our facilities on a monthly basis and enables rapid reporting and analysis. Facilities also record data on water withdrawal volume per metric ton of production, enabling us to track and optimize water efficiency. This data is backed up by utility invoices, laboratory reports or other similar documentation.

Water withdrawals – volume by source

% verified

Not verified

Please explain

We regularly measure and monitor these aspects so we can proactively manage our water footprint. In FY21, we pivoted our strategy from a water reduction goal of 1% on an annual basis to a continuous improvement and holistic evaluation approach of water conservation opportunities, by facility. Facilities must seek to minimize water usage and consider water conservation opportunities when adding new operations or making process changes. In 2014 we replaced manual tracking with GSTEMS, an enterprise-wide system that gathers water withdrawal and discharge data (including water withdrawals - total volumes), which measures this water aspect using continuous on-site metering from all our facilities on a monthly basis and enables rapid reporting and analysis. Facilities also record data on water withdrawal volume per metric ton of production, enabling us to track and optimize water efficiency. This data is backed up by utility invoices, laboratory reports or other similar documentation.

Water withdrawals – quality by standard water quality parameters

% verified

Not verified

Please explain

We regularly measure and monitor these aspects so we can proactively manage our water footprint. In FY21, we pivoted our strategy from a water reduction goal of 1% on an annual basis to a continuous improvement and holistic evaluation approach of water conservation opportunities, by facility. Facilities must seek to minimize water usage and consider water conservation opportunities when adding new operations or making process changes. In 2014 we replaced manual tracking with GSTEMS, an enterprise-wide system that gathers water withdrawal and discharge data (including water withdrawals - total volumes), which measures this water aspect using continuous on-site metering from all our facilities on a monthly basis and enables rapid reporting and analysis. Facilities also record data on water withdrawal volume per metric ton of production, enabling us to track and optimize water efficiency. This data is backed up by utility invoices, laboratory reports or other similar documentation.

Water discharges – total volumes

% verified

Not verified

Please explain

We regularly measure and monitor these aspects so we can proactively manage our water footprint. In FY21, we pivoted our strategy from a water reduction goal of 1% on an annual basis to a continuous improvement and holistic evaluation approach of water conservation opportunities, by facility. Facilities must seek to minimize water usage and consider water conservation opportunities when adding new operations or making process changes. In 2014 we replaced manual tracking with GSTEMS, an enterprise-wide system that gathers water withdrawal and discharge data (including water withdrawals - total volumes), which measures this water aspect using continuous on-site metering from all our facilities on a monthly basis and enables rapid reporting and

analysis. Facilities also record data on water withdrawal volume per metric ton of production, enabling us to track and optimize water efficiency. This data is backed up by utility invoices, laboratory reports or other similar documentation.

Water discharges – volume by destination

% verified

Not verified

Please explain

We regularly measure and monitor these aspects so we can proactively manage our water footprint. In FY21, we pivoted our strategy from a water reduction goal of 1% on an annual basis to a continuous improvement and holistic evaluation approach of water conservation opportunities, by facility. Facilities must seek to minimize water usage and consider water conservation opportunities when adding new operations or making process changes. In 2014 we replaced manual tracking with GSTEMS, an enterprise-wide system that gathers water withdrawal and discharge data (including water withdrawals - total volumes), which measures this water aspect using continuous on-site metering from all our facilities on a monthly basis and enables rapid reporting and analysis. Facilities also record data on water withdrawal volume per metric ton of production, enabling us to track and optimize water efficiency. This data is backed up by utility invoices, laboratory reports or other similar documentation.

Water discharges – volume by final treatment level

% verified

Not verified

Please explain

We regularly measure and monitor these aspects so we can proactively manage our water footprint. All our facilities discharge in accordance with local regulations (for example, in accordance with US EPA Effluent Guidelines in the United States). Plants also monitor for contaminants to comply with local regulations for fats, oils and grease; total suspended solids; biological oxygen demand; and chemical oxygen demand to ensure treatment protocols result in compliance with local regulations. For their reporting year we updated accounting methodology (direct data reporting from plants replacing estimates from testing protocols) (including water discharges – quality by standard water quality parameters), which measures this water aspect through direct reporting by facilities on an annual basis. This data is backed up by utility invoices, laboratory reports or other similar documentation.

Water discharges – quality by standard water quality parameters

% verified

Not verified

Please explain

We regularly measure and monitor these aspects so we can proactively manage our water footprint. All our facilities discharge in accordance with local regulations (for example, in accordance with US EPA Effluent Guidelines in the United States). Plants also monitor for contaminants to comply with local regulations for fats, oils and grease; total suspended solids; biological oxygen demand; and chemical oxygen demand to ensure treatment protocols result in compliance with local regulations. For their reporting year we updated accounting methodology (direct data reporting from plants replacing estimates from testing protocols) (including water discharges – volume by final treatment level), which measures this water aspect through direct reporting by facilities on an annual basis. This data is backed up by utility invoices, laboratory reports or other similar documentation.

Water consumption – total volume

% verified

Not verified

Please explain

We regularly measure and monitor these aspects so we can proactively manage our water footprint. In FY21, we pivoted our strategy from a water reduction goal of 1% on an annual basis to a continuous improvement and holistic evaluation approach of water conservation opportunities, by facility. Facilities must seek to minimize water usage and consider water conservation opportunities when adding new operations or making process changes. In 2014 we replaced manual tracking with GSTEMS, an enterprise-wide system that gathers water withdrawal and discharge data (including water withdrawals - total volumes), which measures this water aspect using continuous on-site metering from all our facilities on a monthly basis and enables rapid reporting and analysis. Facilities also record data on water withdrawal volume per metric ton of production, enabling us to track and optimize water efficiency. This data is backed up by utility invoices, laboratory reports or other similar documentation.

W6. Governance

W6.1

(W6.1) Does your organization have a water policy?

Yes, we have a documented water policy that is publicly available

W6.1a

(W6.1a) Select the options that best describe the scope and content of your water policy.

	Scope	Content	Please explain
Row 1	Company-wide	Description of the scope (including value chain	General Mills' water policy is applicable company-wide as water is relevant to all aspects of our operations and

		<p>stages) covered by the policy</p> <p>Description of business dependency on water</p> <p>Description of business impact on water</p> <p>Commitment to align with international frameworks, standards, and widely-recognized water initiatives</p> <p>Commitment to reduce water withdrawal and/or consumption volumes in supply chain</p> <p>Commitment to safely managed Water, Sanitation and Hygiene (WASH) in the workplace</p> <p>Commitment to safely managed Water, Sanitation and Hygiene (WASH) in local communities</p> <p>Commitment to stakeholder education and capacity building on water security</p> <p>Commitment to water stewardship and/or collective action</p> <p>Commitment to the conservation of freshwater ecosystems</p> <p>Commitments beyond regulatory compliance</p> <p>Reference to company water-related targets</p> <p>Acknowledgement of the human right to water and sanitation</p> <p>Other, please specify</p>	<p>supply chain as its purpose is to set the expectations around safe and sustainable water use for our products, employees and watersheds that we impact. See the complete policy here: https://www.generalmills.com/how-we-make-it/healthier-planet/environmental-impact/water/water-policy</p> <p>It's general purpose is to set the expectation around safe and sustainable water use for our products, employees and watersheds that we impact.</p> <p>Our water policy covers the content selected such as;</p> <ul style="list-style-type: none"> - descriptions of dependency and impact, - references to international standards such as WASH and AWS - company goals, targets and commitments. For example, it lays out our 4-Phase targeted approach: <ul style="list-style-type: none"> * Global assessment of water stress to identify priority watersheds. * Deep-dive analysis of priority watersheds to understand challenges and opportunities, including positive and negative impact of General Mills operations. * Establishment of a multi-stakeholder science-based water stewardship action plan, including consultation with local stakeholders from relevant sectors (industry, agriculture, government, NGO, and communities). * Implementation of water stewardship plan and monitoring for outcomes.
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		Regenerative agriculture	
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W6.2

(W6.2) Is there board level oversight of water-related issues within your organization?

Yes

W6.2a

(W6.2a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for water-related issues.

Position of individual or committee	Responsibilities for water-related issues
Board-level committee	<p>In F21, General Mills restructured oversight for our sustainability efforts to be overseen by the Global Impact Governance Committee (GIGC). The purpose of the Global Impact Governance Committee is to establish, direct, and oversee the Company's positions on matters of significance to the Company and its stakeholders concerning corporate social responsibility, environmental and sustainability issues, and philanthropy (collectively, "Global Impact" matters) including water-related issues such as droughts, floods, and water-related policy changes that could affect crop yields and prices. The Committee consists of five or more members of the Company's senior leadership team. The Chair of the Committee is the CEO. Members are appointed by the CEO. Current members include the General Counsel & Secretary, Chief Information Technology & Quality Officer, Chief Financial Officer, Chief Communications Officer, Chief Supply Chain Officer, Chief Strategy & Growth Officer, Group President - North America Retail, and Chief Human Resources Officer. The committee meets quarterly.</p> <p>Duties and responsibilities of the committee include: guide strategy, review and approve public commitments (including water stewardship), review and approve budgets and resourcing, provide oversight to ensure public commitments are carried out, and oversee Global Impact efforts to mitigate environmental and social risks.</p> <p>In F22, the GIGC approved an update to General Mills' water stewardship strategy for integration with regenerative agriculture and approved investments in key regenerative agriculture projects in Canada and the United States targeting water outcomes. The GIGC will be responsible for evaluating and approving General Mills' refreshed watershed prioritization in our upcoming FY.</p>

W6.2b

(W6.2b) Provide further details on the board's oversight of water-related issues.

	Frequency that water-related issues are a scheduled agenda item	Governance mechanisms into which water-related issues are integrated	Please explain
Row 1	Scheduled - some meetings	<p>Monitoring implementation and performance</p> <p>Monitoring progress towards corporate targets</p> <p>Overseeing acquisitions, mergers, and divestitures</p> <p>Overseeing and guiding public policy engagement</p> <p>Overseeing and guiding scenario analysis</p> <p>Overseeing the setting of corporate targets</p> <p>Overseeing value chain engagement</p> <p>Providing employee incentives</p> <p>Reviewing and guiding corporate responsibility strategy</p> <p>Reviewing and guiding major plans of action</p> <p>Reviewing and guiding risk management policies</p> <p>Reviewing and guiding strategy</p>	<p>In F21, General Mills restructured oversight for our sustainability efforts to be overseen by the Global Impact Governance Committee (GIGC) (our Board-level committee, hereafter “GIGC”). The purpose of the GIGC is to establish, direct, and oversee the Company’s positions on matters of significance to the Company and its stakeholders concerning corporate social responsibility, environmental and sustainability issues, and philanthropy (collectively, “Global Impact” matters). The GIGC consists of five or more members of the Company’s senior leadership team. The Chair of the GIGC is the Chairman & CEO. Members are appointed by the Chairman & CEO. Current members include the General Counsel & Secretary, Chief Information Technology & Quality Officer, Chief Financial Officer, Chief Communications Officer, Chief Supply Chain Officer, Chief Strategy & Growth Officer, Group President - North America Retail, and Chief Human Resources Officer. The GIGC has been meeting at least quarterly.</p> <p>Duties and responsibilities of the committee include: guide strategy, review and approve public commitments (including water stewardship), review and approve budgets and resourcing, provide oversight to ensure public commitments are carried out, and oversee Global Impact efforts to mitigate environmental and social risks.</p> <p>Examples of recent water-related topics covered by the GIGC include an update to General Mills' water stewardship strategy for integration with regenerative agriculture and approval of investments in key regenerative agriculture projects in Canada and the United States targeting water outcomes. The GIGC will evaluate and approve General Mills refreshed watershed prioritization, which is currently underway.</p>

W6.2d

(W6.2d) Does your organization have at least one board member with competence on water-related issues?

	Board member(s) have competence on water-related issues	Criteria used to assess competence of board member(s) on water-related issues
Row 1	Yes	General Mills Chairman & CEO is Chairman of the Board for the company's Board of Directors. The Chairman & CEO has competence on water-related issues, which we have assessed based on awareness building done by the Global Impact Team and by his engagement in external forums oriented to water impact. He has consistently pursued education with the Global Impact Team on regenerative agriculture (for example, visiting multiple regenerative farms to learn about soil health and positive water and greenhouse gas impacts), as well as his participation in water stewardship decision-making through the Global Impact Governance Committee. The Chairman & CEO also works with the investment community to create awareness of potential for water stewardship opportunities and drive investment, like engaging fellow companies on Minnesota water stewardship in the food and agriculture industry through the Minneapolis Saint Paul Regional Economic Development Partnership. In a personal capacity, the Chairman & CEO volunteers for The Nature Conservancy Minnesota chapter's Our Water Campaign Committee.

W6.3

(W6.3) Provide the highest management-level position(s) or committee(s) with responsibility for water-related issues (do not include the names of individuals).

Name of the position(s) and/or committee(s)

Chief Executive Officer (CEO)

Water-related responsibilities of this position

Assessing water-related risks and opportunities

Managing water-related risks and opportunities

Setting water-related corporate targets

Other, please specify

Guide strategy and provide resourcing for corporate commitments, including water stewardship

Frequency of reporting to the board on water-related issues

Quarterly

Please explain

In F21, General Mills restructured oversight for our sustainability efforts to be overseen by the Global Impact Governance Committee (GIGC). The purpose of the Global Impact Governance Committee is to establish, direct, and oversee the Company's positions on matters of significance to the Company and its stakeholders concerning corporate social responsibility, environmental and sustainability issues, and philanthropy. The Chair of the Committee is the CEO and appoints members.

Duties and responsibilities of the committee include: guide strategy, review and approve public commitments (including water stewardship), review and approve budgets and resourcing, provide oversight to ensure public commitments are carried out, and oversee Global Impact efforts to mitigate environmental and social risks.

Examples of topics include water stewardship strategy update for integration with regenerative agriculture. The GIGC will evaluate/approve General Mills refreshed watershed prioritization.

Name of the position(s) and/or committee(s)

Chief Sustainability Officer (CSO)

Water-related responsibilities of this position

Assessing water-related risks and opportunities

Managing water-related risks and opportunities

Setting water-related corporate targets

Monitoring progress against water-related corporate targets

Managing annual budgets relating to water security

Other, please specify

Advance internal education for senior leaders on impact initiatives, including water stewardship

Frequency of reporting to the board on water-related issues

Quarterly

Please explain

The company's Chief Sustainability & Global Impact Officer (CSO) stewards the company's sustainability work, reporting to the Chief Strategy and Growth Officer, and working closely with key business leaders to develop, coordinate and execute programs to achieve company-wide sustainability targets. This includes being responsible for strategy alignment, goal setting and resourcing sustainability efforts. Some key efforts the CSO leads include regenerative agriculture (our commitment to advance regenerative agriculture on 1 million acres of farmland by 2030) and our overall climate ambition to reduce emissions by 30% by 2030 and net zero emissions by 2050.

W6.4

(W6.4) Do you provide incentives to C-suite employees or board members for the management of water-related issues?

	Provide incentives for management of water-related issues	Comment
Row 1	Yes	

W6.4a

(W6.4a) What incentives are provided to C-suite employees or board members for the management of water-related issues (do not include the names of individuals)?

	Role(s) entitled to incentive	Performance indicator	Contribution of incentives to the achievement of your organization's water commitments	Please explain
Monetary reward	Chief Sustainability Officer (CSO)	<p>Company performance against a sustainability index with water-related factors (e.g., DJSI, CDP Water Security score, etc.)</p> <p>Implementation of water-related community project</p> <p>Supply chain engagement</p> <p>Other, please specify</p> <p>Water integration into regenerative agriculture 1 million acres target</p>	<p>General Mills employees are financially incentivized with an annual bonus and pay raise calculated partly by the completion of an individual's annual priorities, resulting in a performance rating. The CSO is currently the highest executive employee with an annual priority directly related to water activities, and is therefore monetarily rewarded for delivering progress on water stewardship activities.</p> <p>Delivery of progress against our 1 million acre regenerative agriculture programs is an annual priority most directly aligned to water impact in our supply chain, such as our Cheney Lake wheat pilot in Kansas, which has a water focus. These</p>	<p>As the leader of the Global Impact Function, the Chief Sustainability & Impact Officer has responsibility for all corporate environmental commitments and annual targets, including water and water-related targets such as our 1 million acre agriculture commitment.</p> <p>Performance and progress on these functional goals are traced through our monthly red/green review process. At the end of the fiscal year, completion of annual water-related priorities is rolled up into the CSO's overall deliverables. All employees, including the CSO, receive annual performance ratings and then receive incentives calculated based on</p>

			<p>performance indicators were selected because our regenerative agriculture programs' activities and outcomes relate back to each indicator.</p>	<p>business performance and individual performance. The CSO and other Officers' incentives are calculated based on 80% business performance and 20% individual performance. This is used to calculate annual monetary rewards (bonus, merit increase, and equity).</p>
<p>Non-monetary reward</p>	<p>Chief Executive Officer (CEO)</p>	<p>Other, please specify Progress and achievements on sustainability programs, including regenerative agriculture (driver of water outcomes in our supply sheds), are considered in the CEO's overall performance.</p>	<p>At General Mills, our Chairman and CEO has ultimate accountability for environmental sustainability performance, which is included in his annual performance objectives. Progress on sustainability programs, including regenerative agriculture (key driver of water outcomes in our supply sheds), are considered as part of his annual performance evaluation.</p>	<p>As the leader of the Global Impact Governance Committee, the Chief Executive Officer has responsibility for all corporate environmental commitments and annual targets, including water and water-related targets such as our 1 million acre agriculture commitment. Performance and progress on these functional goals are tracked and reported to GIGC and the CEO through our quarterly red/green review process. At the end of the fiscal year, completion of annual water-related priorities is rolled up into the CSO's overall deliverables. All employees, including the CEO, receive annual performance ratings based on completion of priorities.</p>

W6.5

(W6.5) Do you engage in activities that could either directly or indirectly influence public policy on water through any of the following?

- Yes, direct engagement with policy makers
- Yes, trade associations
- Yes, funding research organizations
- Yes, other

W6.5a

(W6.5a) What processes do you have in place to ensure that all of your direct and indirect activities seeking to influence policy are consistent with your water policy/water commitments?

In F21, General Mills restructured oversight for our sustainability efforts to be overseen by the Global Impact Governance Committee (GIGC). The GIGC's purpose is to establish, direct, and oversee the Company's positions on matters of significance to the Company and its stakeholders concerning corporate social responsibility, environmental and sustainability issues, and philanthropy. Reporting to the GIGC, the Global Impact Steering (GIST) team enables integration advancement through cross-functional representation and internal advocacy for function needs. The GIST's responsibilities include change management and communications strategy, providing guidance on how to best integrate into key function processes, and representing Global Impact efforts back to their function. GIST enables integration of water policies and commitments across different departments to ensure consistency throughout the organization. If an inconsistency were discovered, GIST would work with functions to identify the cause of the inconsistency and report it to the GIGC to revise policy to address it. For example, we have consistently communicated to state and federal legislators that regenerative agriculture is a key strategy to advance ecosystem health and mitigate climate impact on our business (including from water). The VP of External Relations sits on GIST and provides specific oversight support to ensure that our efforts to influence policy remain consistent with our water policy/commitments.

W6.6

(W6.6) Did your organization include information about its response to water-related risks in its most recent mainstream financial report?

- No, and we have no plans to do so

W7. Business strategy

W7.1

(W7.1) Are water-related issues integrated into any aspects of your long-term strategic business plan, and if so how?

	Are water-related issues integrated?	Long-term time horizon (years)	Please explain
Long-term business objectives	Yes, water-related issues are integrated	> 30	<p>In FY 22, we updated our water commitment to reflect that as a food company, General Mills will always depend on clean, abundant water to grow our ingredients and manufacture our products. Therefore we have selected ">30". Our goal: to champion the regeneration of water resources in our priority watersheds. In FY23, we are implementing the updated risk assessment on our tri-annual timeline. Under our new strategy we will set a 3-year action plan with context-based goals in each watershed. In addition to reducing the water we use in our operations by 1% annually normalized to production, we continue to apply our four-phase approach to conserve water used throughout our supply chain. Improving the health of watersheds requires long-term collaboration. We formulate and implement our collaborative global water stewardship strategy watershed by watershed.</p> <p>For example, water-related issues such as the decrease of availability of surface and ground irrigation water in California is integrated into our long-term business objectives, as we plan to continue sourcing from this region. For example, our Larabar brand is acting on this through their funding of regenerative agriculture research to ensure they have a long-term available supply of almonds from California. As a food business dependent on agriculture and therefore water, General Mills does not anticipate any end date to our focus on water as an aspect of sustainability and risk management.</p>
Strategy for achieving long-term objectives	Yes, water-related issues are integrated	> 30	<p>In FY 22, we updated our water commitment to reflect that as a food company, General Mills will always depend on clean, abundant water to grow our ingredients and manufacture our products. Our goal: to champion the regeneration of water resources in our priority watersheds. In FY23, we are implementing the updated risk assessment on our tri-annual timeline. Under our new strategy we will set a 3-year action plan with context-based goals in each watershed. In addition to reducing the water we use in our operations by 1% annually normalized to production, we continue to apply</p>

			<p>our four-phase approach to conserve water used throughout our supply chain. Improving the health of watersheds requires significant collaboration. We formulate and implement our collaborative global water stewardship strategy watershed by watershed.</p> <p>We use a context-based strategy for achieving long-term objectives in each basin: E.g. Groundwater Sustainability Plans for critically over-drafted basins required of Groundwater Sustainability Agencies under California's Sustainable Groundwater Management Act are required to reach sustainable water management objectives by 2040. This is critical as many of General Mills' key ingredients are sourced from California.</p> <p>As a food business dependent on agriculture and therefore water, General Mills does not anticipate any end date to our focus on water as an aspect of sustainability and risk management.</p>
Financial planning	Yes, water-related issues are integrated	> 30	<p>Financial risks and planning are part of the Enterprise Risk Management (ERM) process. ERM identifies risks, plans mitigation activity, and provide reasonable assurance that the risks are being managed. Water risks are reviewed at the company level, and climate change is considered a trigger event for several operational ERM risks, and in 2021 was added as a separate strategic ERM risk given the importance to properly mitigate to drive value.</p> <p>Process:</p> <ol style="list-style-type: none"> 1. Risk Identification – input from senior leaders, business units, functions and facilities leveraging external perspectives and emerging risks. Our TCFD risk assessment showed that water stress is one of our biggest climate risks 2. Risk Response and Control Activity – Business unit identification of risk mitigation activities. A key input to this process is our Global Sustainability and Safety and Environment functions 3. Reassessment – ERM Committee reassess risk level and mitigation effectiveness 4. Annual Risk Report – report to Senior Management and Board of Directors. Risk analysis includes potential costs associated with increased or volatile commodity prices (and other related costs) resulting from water risks (flooding or scarcity) and risk of water restrictions

			<p>to facilities.</p> <p>As a food business dependent on agriculture and therefore water, General Mills does not anticipate any end date to our focus on water as an aspect of sustainability and risk management. Thus, we have selected >30 as our long-term horizon.</p>
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W7.2

(W7.2) What is the trend in your organization’s water-related capital expenditure (CAPEX) and operating expenditure (OPEX) for the reporting year, and the anticipated trend for the next reporting year?

Row 1

Water-related CAPEX (+/- % change)

0.01

Anticipated forward trend for CAPEX (+/- % change)

0.01

Water-related OPEX (+/- % change)

0.01

Anticipated forward trend for OPEX (+/- % change)

0.01

Please explain

Our water-related CAPEX has remained the same as our operations are currently stabilized and therefore our CAPEX is allocated to the same expenditures we had the previous year. When they do occur, water-related expenditures can include expenditures for managing wastewater and address water quality issues. For example, in F19 at our Hannibal Missouri facility, we installed additional capabilities to manufacture crème soups. The excess crème during cleaning could not be discharged to the sewer due to water quality concerns. To mitigate that risk, we installed some piping/valving system and some controls to capture the waste so it could be managed separately. We spent a CAPEX of approximately \$75,000 to abate the water quality risk. In F21 Albuquerque plant was evaluating potential capital expenditures to advance water stewardship and risk mitigation, as part of their AWS certification process.

W7.3

(W7.3) Does your organization use scenario analysis to inform its business strategy?

	Use of scenario analysis	Comment
Row 1	Yes	Science-based goals: General Mills was the first company to publish a full value chain goal approved by the Science-Based Target Initiative, in 2015. We set a target to reduce absolute GHG emissions across our full value chain (Scopes 1, 2 and 3) by 28% by 2025 (compared to 2010) and by 41 to 72% by 2050. During 2020, we launched new goals to drive further progress, in alignment with the new SBTi 1.5°C guidance. General Mills will reduce absolute GHG emissions across our full value chain** (Scopes 1, 2 and 3) by 30% by 2030 (compared to 2020). By 2050, we will achieve net zero GHG emissions across our full value chain. Performance numbers in our CDP Climate report reflect progress against the new targets.

W7.3a

(W7.3a) Provide details of the scenario analysis, what water-related outcomes were identified, and how they have influenced your organization’s business strategy.

	Type of scenario analysis used	Parameters, assumptions, analytical choices	Description of possible water-related outcomes	Influence on business strategy
Row 1	Climate-related	Science-based goals: General Mills was the first company to publish a full value chain goal approved by the Science-Based Target Initiative, in 2015. We set a target to reduce absolute GHG emissions across our full value chain (Scopes 1, 2 and 3) by 28% by 2025 (compared to 2010) and by 41 to 72% by 2050. During 2020, we launched new goals to drive further progress, in alignment with the new SBTi 1.5°C guidance. General Mills will reduce absolute GHG emissions across our full value chain** (Scopes 1, 2 and	Water is impacted by climate change and the human activities that accelerate climate change, and 80% of climate events have a water impact. A key climate-related outcome for General Mills in water would be decline in available agricultural water in key sourcing regions due to climate change driven drought. For example, this is currently taking place in California (a key sourcing region for over 50 of our ingredients): the state declared a drought in 2021 due to a dry winter and continues to experience drought in the 2022 growing season. Similarly conventional	As a global food company, our business is rooted in agriculture. Over time, the quality and availability of the earth’s natural resources (including water) have declined, while the need to provide for a growing population has increased. Simply sustaining the current state of ecosystems and communities is not enough. We must instead invest in the potential of agriculture to ensure a thriving future for both people and planet. We are on a journey to make a meaningful difference through regenerative

		<p>3) by 30% by 2030 (compared to 2020). By 2050, we will achieve net zero GHG emissions across our full value chain. Performance numbers in our CDP Climate report reflect progress against the new targets.</p>	<p>agricultural activities in the Great Plains and Mississippi/Missouri River Valley (much of the central United States) are contributing both to climate change and water quality impact. For example, nitrogen fertilizer represents one of the largest sources of agriculture emissions of greenhouse gas and can also lead to eutrophication of adjacent waterways and groundwater contamination. Although this scenario does not present a risk to General Mills in terms of water, it is relevant to us because this is a key sourcing region for wheat, oats, dairy, and corn. Our North America agricultural footprint is approx. 300,000 acres, so we anticipate water impacts to be relevant to supply chain stability, ecosystem health and farming community resilience in key sourcing regions for us such as the Great Plains, San Joaquin Valley, and Dairy Belt.</p>	<p>agriculture, which we define as a holistic, principles-based approach to farming and ranching that seeks to strengthen ecosystems and community resilience for farmers growing ingredients that General Mills depends on. Using our scale to maximize our impact, we are working with farmers to advance regenerative agriculture in key regions where we source our most greenhouse gas intensive ingredients, such as wheat, oats and dairy, and water risky ingredients, such as almonds. General Mills' goal is to advance regenerative agriculture on 1 million acres of farmland by 2030, which represents approximately 25-35% of our global sourcing footprint. Regenerative agriculture positively impacts biodiversity, helps maximize water infiltration and use efficiency, and can reduce agriculture's impact on water quality, helping to protect and restore clean water in nearby water bodies, in addition to being a key lever for reducing climate impact to achieve our Science-</p>
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				Based Target for Climate.
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W7.4

(W7.4) Does your company use an internal price on water?

Row 1

Does your company use an internal price on water?

Yes

Please explain

Although we cost water from suppliers at \$0 in our bill of materials, we fund regenerative agriculture projects partly through assigning a portion of the costs to certain brands, as part of their cost of goods sold (COGS), to advance regenerative outcomes, including water quality and quantity impact in key ingredients. Regenerative agriculture can result in powerful soil health and water benefits, including significantly higher water infiltration rates as well as potential reductions in irrigation needed. Thus, we selected “yes” that we use an internal price on water, as these projects advance water outcomes and are charged to COGS. For example, Larabar is contributing to regenerative agriculture in almonds through their almond COGS. General Mills is also closely collaborating with the Ecosystem Services Market Consortium to develop markets, including for water credits, from farmers implementing regenerative agriculture. In the future, our brands may choose to purchase these credits.

W7.5

(W7.5) Do you classify any of your current products and/or services as low water impact?

	Products and/or services classified as low water impact	Primary reason for not classifying any of your current products and/or services as low water impact	Please explain
Row 1	No, but we plan to address this within the next two years	Other, please specify Data is still in development	As a food company, General Mills will always depend on clean, abundant water to make our products. Livestock, plants, pollinators, healthy soil, and ecosystems in which farms are located all depend on water to grow our ingredients. As General Mills advances our work in regenerative agriculture, improved water efficiency and quality are some of the targeted outcomes. We are currently pursuing a "supply shed" approach to address water impact and other outcomes

			through regenerative agriculture, including some project such as our California almond pilot that aim to lower water impact. We may classify some of our products as low water impact in the future, as data from our pilots and other industry efforts is strengthened, and if certain brands advance supply chain projects related to improved water impact through regenerative agriculture.
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W8. Targets

W8.1

(W8.1) Do you have any water-related targets?

Yes

W8.1a

(W8.1a) Indicate whether you have targets relating to water pollution, water withdrawals, WASH, or other water-related categories.

	Target set in this category	Please explain
Water pollution	Yes	
Water withdrawals	No, but we plan to within the next two years	In FY 22, we updated our water commitment to reflect that as a food company, General Mills will always depend on clean, abundant water to grow our ingredients and manufacture our products. Therefore we have selected ">30". Our goal: to champion the regeneration of water resources in our priority watersheds. In FY23, we are implementing the updated risk assessment on our tri-annual timeline. Under our new strategy we will set a 3-year action plan with context-based goals in each watershed. In addition to reducing the water we use in our operations by 1% annually normalized to production, we continue to apply our four-phase approach to conserve water used throughout our supply chain. Improving the health of watersheds requires long-term collaboration. We formulate and implement our collaborative global water stewardship strategy watershed by watershed. We selected "water withdrawals" because some of the context-based goals may related to water withdrawals.
Water, Sanitation, and Hygiene (WASH) services	Yes	

Other	No, but we plan to within the next two years	In FY 22, we updated our water commitment to reflect that as a food company, General Mills will always depend on clean, abundant water to grow our ingredients and manufacture our products. Therefore we have selected ">30". Our goal: to champion the regeneration of water resources in our priority watersheds. In FY23, we are implementing the updated risk assessment on our tri-annual timeline. Under our new strategy we will set a 3-year action plan with context-based goals in each watershed. In addition to reducing the water we use in our operations by 1% annually normalized to production, we continue to apply our four-phase approach to conserve water used throughout our supply chain. Improving the health of watersheds requires long-term collaboration. We formulate and implement our collaborative global water stewardship strategy watershed by watershed. We selected "other" because some of the context-based goals may relate to areas not listed, for example groundwater recharge.
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W8.1b

(W8.1b) Provide details of your water-related targets and the progress made.

Target reference number

Target 1

Category of target

Water pollution

Target coverage

Site/facility

Quantitative metric

Increase in proportion of wastewater that is safely treated

Year target was set

2018

Base year

2018

Base year figure

100

Target year

2022

Target year figure

100

Reporting year figure

100

% of target achieved relative to base year

Target status in reporting year

Achieved

Please explain

This target is in "maintain" phase. We have selected 100%, as all our wholly owned plants have a treatment plan aligned with local regulations. 51 of our sites provide primary treatment for wastewater, and 20 practice secondary and 15 practice tertiary treatment.

Primary treatment includes grease traps and dissolved air flotation (DAF) to remove suspended solids prior to discharging. Secondary treatment includes on-site biological treatment prior to discharging. For tertiary treatment, plants use on-site chemical treatment prior to discharging. 15 of our 51 sites practice tertiary treatment. 20 of our 51 sites practice tertiary treatment primarily in Brazil, China, Mexico, and India where the local municipal water system is less equipped to handle decontamination, or the plant is discharging to surface water as in the case of one Brazil plant. Chemical treatment is used by plants where there may be remaining nutrients suspended in wastewater, such as in our Tennessee yogurt and Missouri pet food plants.

Target reference number

Target 2

Category of target

Water, Sanitation and Hygiene (WASH) services

Target coverage

Suppliers

Quantitative metric

Other, please specify

Percent resolutions when any noncompliance is found in a supplier not meeting General Mills Supplier Code of Conduct Compliance (including WASH requirements under Human Rights section). Numbers below are "percent resolution".

Year target was set

2018

Base year

2018

Base year figure

92

Target year

2023

Target year figure

100

Reporting year figure

48

% of target achieved relative to base year

-550

Target status in reporting year

Underway

Please explain

We expect all suppliers (co-packers and Tier 1 direct) to uphold our Supplier Code of Conduct, and we use responsible sourcing audits to assess and understand suppliers' business practices. This includes provisions for WASH services for employees of our co-packers and Tier 1 direct suppliers: "Workers shall have unrestricted access to necessities such as clean drinking water and toilets during both work and non-work hours at the work site or in employer-provided or arranged housing."

We use the 4-pillar Sedex Members Ethical Trade Audit (SMETA) protocol or mutually recognized audits to assess our supply chain on social and environmental practices. SMETA is a prescriptive audit procedure covering Health and Safety, Labor Standards (including audit criteria on forced labor and human trafficking), Environment, and Business Ethics. The audit covers human rights by assessing the extent to which businesses understand and manage their human rights impacts through the lens of the UNGPs. All suppliers are expected to comply and participate in the program by submitting a SMETA-compliant audit when requested. When a noncompliance is flagged, we work with the supplier to address the noncompliance. To date, at least one supplier non-compliance was related to restriction of WASH services in company-provided housing, and we worked with the supplier to resolve it.

See the table on General Mills Slavery and Human Trafficking Statement for number of non-compliances (includes WASH) and subsequent percentage of resolution. Note: not all findings and resolutions are related to WASH, but we include them in the totals provided for base year figure, target year figure and reporting year figure, as this is the mechanism for supplier engagement on WASH. Percent of noncompliances resolved are reported based on the number of findings rather than the number of suppliers with findings <https://www.generalmills.com/slavery-and-human-trafficking-statement>

W9. Verification

W9.1

(W9.1) Do you verify any other water information reported in your CDP disclosure (not already covered by W5.1a)?

No, we are waiting for more mature verification standards and/or processes

W10. Plastics

W10.1

(W10.1) Have you mapped where in your value chain plastics are used and/or produced?

	Plastics mapping	Please explain
Row 1		

W10.2

(W10.2) Across your value chain, have you assessed the potential environmental and human health impacts of your use and/or production of plastics?

	Impact assessment	Please explain
Row 1		

W10.3

(W10.3) Across your value chain, are you exposed to plastics-related risks with the potential to have a substantive financial or strategic impact on your business? If so, provide details.

	Risk exposure	Please explain
Row 1		

W10.4

(W10.4) Do you have plastics-related targets, and if so what type?

	Targets in place	Please explain
Row 1		

W10.5

(W10.5) Indicate whether your organization engages in the following activities.

	Activity applies	Comment
Production of plastic polymers		
Production of durable plastic components		
Production / commercialization of durable plastic goods (including mixed materials)		
Production / commercialization of plastic packaging		
Production of goods packaged in plastics		
Provision / commercialization of services or goods that use plastic packaging (e.g., retail and food services)		

W11. Sign off

W-FI

(W-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.

W11.1

(W11.1) Provide details for the person that has signed off (approved) your CDP water response.

	Job title	Corresponding job category
Row 1	Chief Executive Officer	Chief Executive Officer (CEO)

SW. Supply chain module

SW0.1

(SW0.1) What is your organization's annual revenue for the reporting period?

	Annual revenue
Row 1	19,000,000,000

SW1.1

(SW1.1) Could any of your facilities reported in W5.1 have an impact on a requesting CDP supply chain member?

Yes, CDP supply chain members buy goods or services from facilities listed in W5.1

SW1.1a

(SW1.1a) Indicate which of the facilities referenced in W5.1 could impact a requesting CDP supply chain member.

Facility reference number

Facility 1

Facility name

Albuquerque

Requesting member

CVS Health

Description of potential impact on member

Our cereal/snack facility in Albuquerque was identified as a in priority watershed in our global risk assessment, due to potential contamination of municipal water from ash and debris following catastrophic wildfire. In 2011, New Mexico experienced a catastrophic wildfire and subsequent series of flash floods that caused the Rio Grande (the local municipality's water source) to become so contaminated that the Santa Fe and Albuquerque water municipalities halted withdrawals for 40 days. As Albuquerque manufactures many of our popular products such as Nature Valley bars and Cinnamon Toast Crunch, and is the only facility to produce Reese's Puffs due to allergen risk, a plant shutdown due to water unavailability could potentially affect service delivery. However, this has not happened to date.

Comment

As Albuquerque is a critical facility - including being the only one to manufacture certain products due to allergen risk - the plant has pursued AWS certification and contribution to the Nature Conservancy Rio Grande Water fund as risk mitigation approaches. See SW2.1 for recommended collaborative risk mitigation approaches.

Facility reference number

Facility 1

Facility name

Albuquerque

Requesting member

Wal Mart de Mexico

Description of potential impact on member

Our cereal/snack facility in Albuquerque was identified as a in priority watershed in our global risk assessment, due to potential contamination of municipal water from ash and debris following catastrophic wildfire. In 2011, New Mexico experienced a catastrophic

wildfire and subsequent series of flash floods that caused the Rio Grande (the local municipality's water source) to become so contaminated that the Santa Fe and Albuquerque water municipalities halted withdrawals for 40 days. As Albuquerque manufactures many of our popular products such as Nature Valley bars and Cinnamon Toast Crunch, and is the only facility to produce Reese's Puffs due to allergen risk, a plant shutdown due to water unavailability could potentially affect service delivery. However, this has not happened to date.

Comment

As Albuquerque is a critical facility - including being the only one to manufacture certain products due to allergen risk - the plant has pursued AWS certification and contribution to the Nature Conservancy Rio Grande Water fund as risk mitigation approaches. See SW2.1 for recommended collaborative risk mitigation approaches.

SW1.2

(SW1.2) Are you able to provide geolocation data for your facilities?

	Are you able to provide geolocation data for your facilities?	Comment
Row 1	No, this is confidential data	

SW2.1

(SW2.1) Please propose any mutually beneficial water-related projects you could collaborate on with specific CDP supply chain members.

Requesting member

CVS Health

Category of project

Promote river basin collective action

Type of project

Invite customer to collaborate with other users in their river basins to reduce impact

Motivation

Reduce risk from to local water municipality of water contamination due to ash and debris runoff, following catastrophic wildfire in the upper watershed. In 2011, the local municipality had to pause surface water withdrawals for 40 days, as the river was too contaminated to treat, following the Las Conchas wildfire.

Estimated timeframe for achieving project

4 to 5 years

Details of project

Contribute to the Rio Grande Water Fund (<https://riograndewaterfund.org/>) managed by The Nature Conservancy. RGWF practices upper watershed forest treatment, wetland

and stream restoration, and post-fire reforestation. Corporate contributions unlock substantial state and federal matching funds, allowing contributions to be scaled rapidly.

Projected outcome

Significant wildfire and therefore water risk reduction for the Rio Grande watershed, the Albuquerque plant's primary water source. In 2022, New Mexico had their worst wildfire year on record. A fire started in the RGWF treated area, but because of the project activities the fire did not metastasize into a catastrophic wildfire. As a result of project activities, the Rio Grande remained clean and free of debris, protecting the basin for all users including General Mills' Albuquerque plant.

Requesting member

Wal Mart de Mexico

Category of project

Promote river basin collective action

Type of project

Invite customer to collaborate with other users in their river basins to reduce impact

Motivation

Reduce risk from to local water municipality of water contamination due to ash and debris runoff, following catastrophic wildfire in the upper watershed. In 2011, the local municipality had to pause surface water withdrawals for 40 days, as the river was too contaminated to treat, following the Las Conchas wildfire.

Estimated timeframe for achieving project

4 to 5 years

Details of project

Contribute to the Rio Grande Water Fund (<https://riograndewaterfund.org/>) managed by The Nature Conservancy. RGWF practices upper watershed forest treatment, wetland and stream restoration, and post-fire reforestation. Corporate contributions unlock substantial state and federal matching funds, allowing contributions to be scaled rapidly.

Projected outcome

Significant wildfire and therefore water risk reduction for the Rio Grande watershed, the Albuquerque plant's primary water source. In 2022, New Mexico had their worst wildfire year on record. A fire started in the RGWF treated area, but because of the project activities the fire did not metastasize into a catastrophic wildfire. As a result of project activities, the Rio Grande remained clean and free of debris, protecting the basin for all users including General Mills' Albuquerque plant.

SW2.2

(SW2.2) Have any water projects been implemented due to CDP supply chain member engagement?

No

SW3.1

(SW3.1) Provide any available water intensity values for your organization's products or services.

Submit your response

In which language are you submitting your response?

English

Please confirm how your response should be handled by CDP

	I understand that my response will be shared with all requesting stakeholders	Response permission
Please select your submission options	Yes	Public

Please indicate your consent for CDP to share contact details with the Pacific Institute to support content for its Water Action Hub website.

Yes, CDP may share our Main User contact details with the Pacific Institute

Please confirm below

I have read and accept the applicable Terms