Respect for human rights is fundamental to our company and its purpose. It also underpins our commitment to ethical business conduct. During 2015, we:
- Updated our Supplier Code of Conduct.
- Joined the Supplier Ethical Data Exchange (SEDEX).
- Signed the UN Women’s Empowerment Principles (WEP).

Climate change is one of the most pressing environmental issues throughout our value chain. We are collaborating across our company, value chain and entire industries to help tackle this global challenge. During 2015:
- We set a goal to reduce absolute greenhouse gas (GHG) emissions across our full value chain by 28 percent over the next 10 years (compared to 2010).
- We joined the We Mean Business coalition.

As a global food company, water is critical to our business. We collaborate with others to protect water quality and supply that benefit our growers, communities and the environment. During 2015, we:
- Released the General Mills Water Policy.
- Progressed five of our eight priority watersheds to Phase 3 in our four-phase transformation process to sustainable water use.
- Joined Connect the Drops.
- Signed The CEO Water Mandate.

Our customers worldwide care about the animals used in the production of General Mills products. We share this concern and are committed to continually advancing the humane treatment of animals in agriculture across our supply chain. During 2015, we made significant updates to our Animal Welfare Policy. Key enhancements include:
- Commitment to provide the “five freedoms”* beyond dairy cows to all animals across our supply chain.
- Commitment to procure 100 percent cage-free eggs for our U.S. operations by 2025.

*The “five freedoms” include freedom from hunger; freedom from thirst and malnutrition; freedom from discomfort; freedom from pain, injury and disease; freedom from fear and distress; and freedom to engage in normal patterns of animal behavior.
At General Mills, our purpose is to serve the world by making food people love.

### Our strategies

**PROVIDE**  
quality nutrition and wellness

**CHAMPION**  
global food safety

**EDUCATE**  
consumers

### Performance dashboard (fiscal 2015)

<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Whole grain</strong></td>
<td>247 billion grams – more than 15 billion 16-gram servings shipped by U.S. retail operations and 163.7 billion grams produced by Cereal Partners Worldwide, our joint venture with Nestlé.</td>
</tr>
<tr>
<td><strong>Vegetables</strong></td>
<td>1.8 billion 1/2-cup servings shipped by U.S. retail operations.</td>
</tr>
<tr>
<td><strong>Dairy</strong></td>
<td>3+ billion 6-ounce low-fat and nonfat dairy servings shipped by U.S. retail operations; 21,300+ servings of Yoplait® eaten every minute around the world.</td>
</tr>
<tr>
<td><strong>Fiber</strong></td>
<td>51+ billion grams shipped by U.S. retail operations.</td>
</tr>
<tr>
<td><strong>Calories</strong></td>
<td>1,000+ U.S. retail products with 150 calories or less per serving; 550+ U.S. retail products with 100 calories or less per serving.</td>
</tr>
<tr>
<td><strong>Gluten-free</strong></td>
<td>980+ gluten-free products offered in the U.S.; second-largest U.S. producer of gluten-free products.*</td>
</tr>
<tr>
<td><strong>Organic</strong></td>
<td>262 retail products offered in the U.S. and Canada; third-largest U.S. natural and organic food producer.**</td>
</tr>
<tr>
<td><strong>Protein</strong></td>
<td>225 U.S. retail products offered with at least 10 percent daily value of protein per serving.</td>
</tr>
<tr>
<td><strong>Non-artificial ingredients</strong></td>
<td>77 percent of the Big G cereal portfolio contains no artificial flavors or colors from artificial sources.</td>
</tr>
<tr>
<td></td>
<td>100 percent of Nature Valley Granola Bars have no artificial flavors, sweeteners or colors from artificial sources.</td>
</tr>
<tr>
<td></td>
<td>100 percent of Mott’s and Equity Fruit Snacks have no artificial flavors or colors from artificial sources.</td>
</tr>
<tr>
<td></td>
<td>100 percent of Betty Crocker Cookie Mixes have no artificial flavors or preservatives, or colors from artificial sources.</td>
</tr>
</tbody>
</table>

*Based on SPINS NPI (Natural Products Industry) food products in combined channels, 52 weeks ending June 4, 2015 (food only, excludes beverages).
Our sustainability mission is to treat the world with care.

Our strategies

**INCREASE**
sustainability of ingredients

**COLLABORATE**
to improve global water stewardship

**ADVANCE**
socially responsible supply chains

**IMPROVE**
environmental performance of our operations

We are committed to sustainably sourcing 100 percent of our 10 priority ingredients by 2020 – representing more than 50 percent of our annual raw material purchases.

**Performance dashboard: Sourcing**

<table>
<thead>
<tr>
<th>Raw material/ingredient</th>
<th>FY2020 target (% of spend sourced sustainably)</th>
<th>Progress through FY2015 (% of spend sourced sustainably)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vanilla</td>
<td>100%</td>
<td>45%</td>
</tr>
<tr>
<td>Cocoa</td>
<td>100%</td>
<td>28%</td>
</tr>
<tr>
<td>Palm oil</td>
<td>100%**</td>
<td>100%</td>
</tr>
<tr>
<td>Sugarcane</td>
<td>100%</td>
<td>59%</td>
</tr>
<tr>
<td>Oats</td>
<td>100%</td>
<td>40%</td>
</tr>
<tr>
<td>U.S. wheat</td>
<td>100%</td>
<td>24%</td>
</tr>
<tr>
<td>U.S. sugar beets</td>
<td>100%</td>
<td>47%</td>
</tr>
<tr>
<td>U.S. corn (dry milled)</td>
<td>100%</td>
<td>26%</td>
</tr>
<tr>
<td>U.S. dairy (fluid milk)</td>
<td>100%</td>
<td>20%</td>
</tr>
<tr>
<td>Fiber packaging</td>
<td>100%</td>
<td>99%</td>
</tr>
</tbody>
</table>

* For sustainability definitions and additional details, please refer to the Sustainability section of the full 2016 Global Responsibility report at www.generalmills.com.

** Palm oil 100% by 2015; baseline year FY2014 for all ingredients except palm oil (baseline year FY2010)
We are improving the sustainability of water use throughout our supply chain, including addressing the eight most at-risk watersheds affecting our business.

Performance dashboard: Water

**PHASE 1**
Assessment
A study of key operation and growing region watersheds

**PHASE 2**
Analysis and action planning
Deep-dive analysis of at-risk growing areas

**PHASE 3**
Collaboration
Establish multi-stakeholder water stewardship plan

**PHASE 4**
Transformation
Implement water stewardship program

---

We work to reduce the environmental footprint of our operations. We achieved our 2015 targets related to GHG emissions and packaging.

Performance dashboard: Operations*

<table>
<thead>
<tr>
<th>Metric (FY2015 target)</th>
<th>FY2015 excluding Yoplait/Yoki acquisitions (% rate reduction from FY2005)</th>
<th>FY2015 including Yoplait/Yoki acquisitions (% rate reduction from FY2005)</th>
</tr>
</thead>
<tbody>
<tr>
<td>GHG emissions rate</td>
<td>20%</td>
<td>13%</td>
</tr>
<tr>
<td></td>
<td>20% (metric tons CO₂e/metric ton of product)</td>
<td>13% (metric tons CO₂e/metric ton of product)</td>
</tr>
<tr>
<td>Energy usage rate</td>
<td>20% (kilowatt hours/metric ton of product)</td>
<td>10% (kilowatt hours/metric ton of product)</td>
</tr>
<tr>
<td>Transportation fuel usage rate</td>
<td>35% (% fuel reduction/metric ton of product shipped)</td>
<td>25% (% fuel reduction/metric ton of product shipped)</td>
</tr>
<tr>
<td>Water usage rate</td>
<td>20% (cubic meters/metric ton of product)</td>
<td>10% (cubic meters/metric ton of product)</td>
</tr>
<tr>
<td>Solid waste generation rate</td>
<td>50% (metric tons solid waste/metric ton of product)</td>
<td>43% (metric tons solid waste/metric ton of product)</td>
</tr>
<tr>
<td>Packaging improvement rate</td>
<td>60% (% of packaging volume improved)</td>
<td>70% (% of packaging volume improved)</td>
</tr>
</tbody>
</table>

* For details on each of these metrics and calculations, please refer to the Sustainability section of the full 2016 Global Responsibility Report at www.generalmills.com.
General Mills is committed to putting people first, every day.

Our strategies

- **MAINTAIN** a safe workplace
- **BUILD** a strong workplace culture
- **RESPECT**, develop and invest in employees

**Our values:**

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

**Performance dashboard**

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

**Strengthen our workplace culture**
74 percent of employees said General Mills is a great place to work. *

*Data from most recent General Mills Employee Engagement Survey conducted January-February 2016.

**Increase diversity and inclusion**
Our Board of Directors includes **27 percent** female directors and **18 percent** who are people of color. Our U.S.-based workforce includes **39 percent** women and **21 percent** people of color.

**Increase employee well-being**
Employees walked **37 million** steps globally in 2015 through the worldwide Walk in Her Shoes initiative focused on encouraging movement and building awareness about our partnership to break hunger and poverty.
Community

We believe in the power of food to nourish lives and communities in lasting ways, from farm to fork.

Our strategies

**INCREASE**
- community food and nutrition security

**ADVANCE**
- agricultural and environmental sustainability

**INVEST** in
- our hometown communities

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**Performance dashboard**

<table>
<thead>
<tr>
<th>2020 Goal</th>
<th>2015 Progress &amp; highlights</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Food &amp; nutrition security</strong></td>
<td>Provide 200 million meals globally to food-insecure individuals through General Mills food donations.</td>
</tr>
<tr>
<td></td>
<td>Strengthen 2,500+ food companies in the most vulnerable and food-insecure regions.</td>
</tr>
<tr>
<td></td>
<td>Expand market opportunities for 1 million smallholder farmers in vulnerable and food-insecure regions.</td>
</tr>
<tr>
<td><strong>Sustainable agriculture</strong></td>
<td>Improve the well-being of 20,000 people in smallholder farming communities from which General Mills sources key ingredients.</td>
</tr>
<tr>
<td></td>
<td>Increase charitable investments in natural resource conservation and sustainability to 30 percent of corporate contributions*.</td>
</tr>
<tr>
<td></td>
<td>Achieve employee volunteerism rate of 80 percent worldwide.</td>
</tr>
<tr>
<td><strong>Hometown communities</strong></td>
<td>Exceed US$2 billion in cumulative corporate charitable giving.</td>
</tr>
<tr>
<td></td>
<td>Provide more than US$1 billion to schools through Box Tops for Education™ cause marketing program.</td>
</tr>
<tr>
<td></td>
<td>Achieve employee volunteerism rate of 80 percent worldwide.</td>
</tr>
<tr>
<td></td>
<td>Exceed US$2 billion in cumulative corporate charitable giving.</td>
</tr>
</tbody>
</table>

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* Of total corporate charitable contributions that are managed by the General Mills Foundation.

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$154.9 million
The amount we gave to charitable causes in fiscal 2015

Food donations $49.9 million
Foundation grants $27.8 million

Corporate contributions/brand philanthropy $77.2 million
Highlights in fiscal 2015

Sustainability

10x20 progress on our commitment to sustainably source 100 percent of our 10 priority ingredients by 2020.

#3 General Mills is now the third-largest U.S. natural and organic food producer.

$4 million+ invested since 2011 to support pollinator and biodiversity efforts.

70% of packaging volume improved since 2009.

86% of all solid waste from our North American operations is reused or recycled.

Health & Wellness

1,000+ products nutritionally improved since we implemented our U.S. Health Metric in 2005.

100% of General Mills facilities audited using globally recognized food safety criteria.

Community

$154 million+ given to charitable causes in fiscal 2015 – General Mills and its Foundation have given more than $1.9 billion since 1954 (US$).

20 million meals provided through global food donations in fiscal 2015.

Workplace

9% reduction in global total injury rate at General Mills production facilities.

At General Mills, we serve the world by making food people love.

Learn more at GeneralMills.com.