Global RESPONSIBILITY
2019 SUMMARY
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 2018.

**85 percent**
of our 10 priority ingredients sustainably sourced

**2nd largest**
U.S. natural and organic food producer

**100 percent of facilities worldwide**
audited and/or certified for food safety by independent third parties

**US$102 million**
in corporate giving worldwide

**13 percent**
decrease of greenhouse gas emissions across our value chain in 2018 compared to 2010

**49 percent**
of professional positions held by women globally

**55,000+ acres**
of pollinator habitat planted through 2018

**US$4+ million**
invested in soil health initiatives through 2018

**90 percent of our solid waste**
recycled or processed for recovery

**81 percent of our U.S. retail sales volume**
nutritionally improved since 2005

**83 percent**
of our employees worldwide volunteered in their communities

**29 million**
meals enabled through food donations around the world
Our Food

At General Mills, our purpose is to serve the world by making food people love.

We are committed to making food with passion and putting people first by improving the variety and health profile of our products while adhering to high standards of food safety.

**Performance dashboard** (fiscal 2018)

<table>
<thead>
<tr>
<th>Nutrition</th>
<th>Food preferences</th>
<th>Food safety</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. Health Metric: In fiscal 2018, 81 percent of U.S. retail sales volume was composed of products nutritionally improved since fiscal 2005.</td>
<td>General Mills is now the No. 2 organic U.S. food producer* and the No. 4 gluten-free U.S. food provider.**</td>
<td>100 percent of our facilities worldwide are audited and/or certified by independent third parties using globally recognized food safety criteria.</td>
</tr>
</tbody>
</table>

**Nutritional impacts across our North American portfolio***

- **Fiber**
  - 19 percent of our North American product SKUs (300+ products) contain at least 10 percent of the recommended daily value of fiber per serving.
  - 11 percent of our U.S. retail product SKUs (190+ products) provide at least 10 percent of the daily value of protein per serving.
  - 29 percent of our Canadian retail product SKUs (165 products) are a source of protein.

- **Protein**
  - 11 percent of our U.S. retail product SKUs (190+ products) provide at least 10 percent of the daily value of protein per serving.

- **Calories**
  - 62 percent of our North American product SKUs (1,250+ products) have 150 calories or less per serving.
  - 30 percent of our North American product SKUs (700+ products) have 100 calories or less per serving.

- **Whole grain**
  - At breakfast, Big G cereals are the No. 1 source of whole grain for Americans.
  - 24 percent of our U.S. retail product SKUs (300+ products) provide at least 10 percent of the recommended daily value of calcium per serving.
  - 29 percent of our Canadian retail product SKUs (165 products) are a source of protein.

- **Calcium**
  - 45 percent of our Canadian retail product SKUs (200+ products) are a source of calcium.

*Based on SPINS NOMC Dashboard data through Sept. 16, 2018.
**Nielsen xAOC; 52 weeks ending Dec. 29, 2018.
***Status as of FY18; includes current products meeting specified criteria.
Our sustainability mission is to treat the world with care.

**Our goal** is to protect the resources upon which our business depends by promoting environmentally and socially responsible practices across our value chain.

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**Climate change**

We are committed to combating climate change by working toward sustainable emissions levels by 2050 and reducing GHG emissions by 28 percent by 2025.*

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**The path to 2050**

We are committed to combating climate change by working toward sustainable emissions levels by 2050 and reducing GHG emissions by 28 percent by 2025.*

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**Water stewardship**

We are advancing the sustainability of water use across our supply chain by ensuring farmers and communities have long-term plans to improve the health of key watersheds by 2025.

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**Four-phase approach to sustainable supply chain water use**

**PHASE 1**

**Assessment**
A study of key operation and growing region watersheds, using external standards and building on work completed with The Nature Conservancy.

**PHASE 2**

**Analysis and action planning**
Deep-dive analysis of at-risk growing areas, in conjunction with external experts.

**PHASE 3**

**Collaboration**
Establish multi-stakeholder water stewardship plan to implement identified improvements.

**PHASE 4**

**Transformation**
Implement water stewardship program with public education and advocacy, funding, and monitoring and reporting.

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### Sustainable sourcing

We are committed to sustainably sourcing 100 percent of our 10 priority ingredients by 2020, representing 40 percent of our annual raw material purchases, and supporting the livelihoods of smallholder farmers who grow our ingredients.

<table>
<thead>
<tr>
<th>Raw material/ingredient</th>
<th>FY2018 progress (% of volume sustainably sourced as of May 2018)</th>
<th>Strategy</th>
<th>Sustainability definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cocoa</td>
<td>90%</td>
<td></td>
<td>Direct investment at origin to improve smallholder farmer livelihoods and ingredient quality</td>
</tr>
<tr>
<td>Vanilla</td>
<td>32%</td>
<td>Origin-direct investment</td>
<td></td>
</tr>
<tr>
<td>Oats</td>
<td>90%</td>
<td>Continuous improvement</td>
<td></td>
</tr>
<tr>
<td>U.S. wheat</td>
<td>74%</td>
<td></td>
<td>Driving towards continuous improvement using industry-based environmental metrics with at least 25 percent of acres under measurement</td>
</tr>
<tr>
<td>U.S. sugar beets</td>
<td>81%</td>
<td></td>
<td>Driving towards continuous improvement using Field to Market framework or comparable metrics with at least 25 percent of acres under measurement</td>
</tr>
<tr>
<td>U.S. corn (dry milled)</td>
<td>82%</td>
<td></td>
<td>Driving towards continuous improvement as outlined in the ICUSD’s Stewardship and Sustainability Framework for U.S. Dairy*</td>
</tr>
<tr>
<td>U.S. dairy (raw fluid milk)</td>
<td>91%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fiber packaging</td>
<td>99.5%</td>
<td>Verification</td>
<td>Recycled material or virgin wood fiber from regions not contributing to deforestation</td>
</tr>
<tr>
<td>Sugarcane</td>
<td>70%</td>
<td></td>
<td>Sourced from independently verified low-risk regions, or compliance with Bonsucro or comparable standards in high-risk regions</td>
</tr>
<tr>
<td>Palm oil</td>
<td>100%</td>
<td></td>
<td>RSPO mass balanced, segregated sustainable palm or PalmTrace Credits</td>
</tr>
</tbody>
</table>

*Measured using the National Milk Producers Federation’s Farmers Assuring Responsible Management (FARM) Environmental Stewardship module (formerly called FarmSmart).

### Ecosystems

We are committed to improving the health of ecosystems in our supply chain, which benefits farmers, wildlife, the planet and the food we make.

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<th>Performance dashboard: Ecosystems</th>
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<tbody>
<tr>
<td>Regenerative agriculture</td>
</tr>
<tr>
<td>We will advance regenerative farming practices on 1 million acres of farmland by 2030.</td>
</tr>
<tr>
<td>Organic farming</td>
</tr>
<tr>
<td>General Mills is now the second-largest U.S. natural and organic food producer.*</td>
</tr>
</tbody>
</table>

*Based on SPINS NOMC Dashboard data through Sept. 16, 2018.
Our goal is to foster a safe, inclusive and rewarding workplace where all employees can thrive. We put our people first by focusing on best-in-class workplace safety, creating a diverse and inclusive culture, and investing in our talent. By creating an agile and advantaged organization, we enable our company to succeed.

**Performance dashboard (fiscal 2017)**

**Workplace safety**
We reduced our global total injury rate to 0.77 injuries per 100 employees in fiscal 2018, a **9 percent decrease** from 2017. Our ultimate goal is zero injuries and illnesses.

**Global inclusion**
40 percent of company officer positions and **49 percent** of professional positions are held by women globally.

**Employee development**
We trained more than **4,000 leaders** through our Engaging Leader initiative. **90 percent** of leaders feel the training will positively impact business results.

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**Honors, awards and accolades**

1. **100 Most Just Companies**, Forbes/JUST Capital
2. **Best Places to Work for LGBTQ Equality**, Human Rights Campaign
3. **100 Best Companies**, Working Mother Media
4. **100 Best Corporate Citizens**, Corporate Responsibility
5. **Best Companies for Multicultural Women**, Working Mother Media
Our aim is to build strong, resilient and sustainable communities.

Strong people, flourishing communities, a thriving planet: Our philanthropic work is an extension of the company’s purpose and ties closely to our core business and food systems knowledge. We work in innovative ways with partners to harness our collective impact in key areas, while engaging employees through volunteerism.

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<tr>
<td><strong>2020 GOAL</strong></td>
</tr>
<tr>
<td><strong>Increasing food security</strong></td>
</tr>
<tr>
<td>Leverage philanthropic partnerships to help enable 30 billion meals for hungry people by 2030</td>
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<tr>
<td>Increase food access in at least four communities with USDA recognized food deserts</td>
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<tr>
<td>Enable or improve 100 million school meals for youth living in poverty</td>
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<tr>
<td>Empower 25,000 food businesses to participate in food rescue</td>
</tr>
<tr>
<td>Enable 200 million meals for food-insecure people through food donations</td>
</tr>
<tr>
<td><strong>Advancing sustainable agriculture</strong></td>
</tr>
<tr>
<td>Improve the well-being of 20,000 people in smallholder farming communities from which we source ingredients</td>
</tr>
<tr>
<td>Enable 100 farmers in North America to access knowledge and training events that can support their adoption of regenerative agricultural practices.</td>
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<tr>
<td><strong>Strengthening hometown communities</strong></td>
</tr>
<tr>
<td>Maintain an employee volunteerism rate of 80 percent worldwide</td>
</tr>
<tr>
<td>Exceed US$2.5 billion in cumulative corporate charitable giving</td>
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</tbody>
</table>

*This figure includes Foundation grants, Box Tops for Education giving, corporate contributions and the company’s global food donations.