Global responsibility highlights

During the year, General Mills made substantial commitments and progress in numerous areas of global responsibility, underlying our commitment to treat the world with care.

- **100 percent** of our facilities worldwide were audited and/or certified by third parties using globally recognized food safety criteria.
- Set a goal to **reduce absolute GHG emissions** across our full value chain by 28 percent by 2025.
- Announced a pollinator project with the USDA and the Xerces Society to protect and establish **more than 100,000 acres** of pollinator habitat through 2021.
- **Fourth-largest** U.S. natural and organic food producer.
- Received recognition as a global climate leader and named to the CDP Climate A-List.
- **Second-largest** U.S. producer of gluten-free products.
- Introduced a soil health roadmap in partnership with The Nature Conservancy to improve soil health on more than 50 percent of U.S. cropland by 2025.
- Set a goal to develop water stewardship plans for the most material and at-risk watersheds in our global value chain by 2025.

For 150 years, General Mills has been making food people love while investing to make the world around us better. We believe that being successful in the marketplace and being a force for good go hand in hand. In this, our 47th year of reporting back to our communities and stakeholders, we provide updates across four key focus areas: Our Food, Our Planet, Our Workplace and Our Community. We have focused on providing transparency and insights into the topics that are important to our stakeholders and to our business. We are encouraged by the progress we’re making and remain committed to doing even more.

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

Sincerely,

Ken Powell
Chairman, Chief Executive Officer
General Mills
At General Mills, our purpose is to serve the world by making food people love.

Our goal is to provide people with nutritious, convenient food that can help them live healthier lives. We are committed to making food with passion and improving the variety and health profile of our products while adhering to high standards of food safety.

**Performance dashboard (fiscal 2016)**

**Nutrition**
U.S. Health Metric:
In fiscal 2016, 79 percent of U.S. retail sales volume was composed of products nutritionally improved since fiscal 2005.

**Food preferences**
No. 4 natural and organic U.S. food producer; No. 2 gluten-free U.S. food provider.

**Food safety**
100 percent of our facilities worldwide are audited and/or certified by third parties using globally recognized food safety criteria.

**Labeling & marketing**
Compliance with global industry front-of-pack calorie labeling; commitment to responsible marketing.

**Transparency**
Introduced AskGeneralMills.com; launched SmartLabel™ pilot; 600 products Non-GMO Verified.

**Health and wellness impacts across our North American portfolio in fiscal 2016**

- **Whole grain**
  One in five of our products across North America delivers at least 8 grams of whole grain per serving.

- **Calories**
  Two-thirds of our North American retail products contain 150 calories or less per serving.

- **Organic**
  One out of every 10 products in our North American portfolio is certified organic or made with organic ingredients.

- **Gluten-free**
  One in four of our North American products is labeled as gluten-free.

- **No artificial ingredients**
  Approximately half of our U.S. retail products are labeled as containing no artificial flavors, colors from artificial sources or artificial preservatives.
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.

*Compared to 2010.

**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.*

**The path to 2050**

<table>
<thead>
<tr>
<th>Year</th>
<th>Consuming</th>
<th>Selling</th>
<th>Shipping</th>
<th>Producing</th>
<th>Packaging supply chain</th>
<th>Agriculture and transformation</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>14.4</td>
<td>15.1</td>
<td>14.8</td>
<td>10.3</td>
<td>15.1</td>
<td>14.8</td>
</tr>
<tr>
<td>2015</td>
<td>15.1</td>
<td>14.4</td>
<td>14.8</td>
<td>10.3</td>
<td>15.1</td>
<td>14.8</td>
</tr>
<tr>
<td>2025</td>
<td>10.3</td>
<td>14.8</td>
<td>14.8</td>
<td>10.3</td>
<td>15.1</td>
<td>14.8</td>
</tr>
<tr>
<td>2050</td>
<td>9.0</td>
<td>14.6</td>
<td>14.6</td>
<td>9.0</td>
<td>14.6</td>
<td>14.6</td>
</tr>
</tbody>
</table>

**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.*

**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.

- **Analysis Strategy optimization**
  - Huang He (Yellow): Beijing, China
  - Ganges: Madhya Pradesh, India
  - San Joaquin: California, U.S.
  - Snake: Idaho, U.S.
  - South Florida basins: Florida, U.S.
  - Rio Grande/Rio Bravo, New Mexico, U.S.
  - Yangtze: Shanghai, China
  - Yongding He: Beijing, China
  - Snake: Idaho, U.S.
  - San Joaquin: California, U.S.
  - South Florida basins: Florida, U.S.
  - Rio Grande/Rio Bravo, New Mexico, U.S.
  - Yangtze: Shanghai, China
**Sustainable sourcing**

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

### Performance dashboard: Sourcing

<table>
<thead>
<tr>
<th>Raw material/ingredient</th>
<th>FY2016 progress (% of volume sustainably sourced as of May 2016)</th>
<th>Strategy</th>
<th>Sustainability definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cocoa</td>
<td>46%</td>
<td>Direct investment at origin to improve smallholder farmer livelihoods and ingredient quality</td>
<td></td>
</tr>
<tr>
<td>Vanilla</td>
<td>22%</td>
<td>Origin-direct investment</td>
<td></td>
</tr>
<tr>
<td>Oats</td>
<td>50%</td>
<td>Documented continuous improvement using industry-based environmental metrics</td>
<td></td>
</tr>
<tr>
<td>U.S. wheat</td>
<td>36%</td>
<td>Documented continuous improvement using Field to Market framework or comparable metrics</td>
<td></td>
</tr>
<tr>
<td>U.S sugar beets</td>
<td>68%</td>
<td>Continuous improvement</td>
<td></td>
</tr>
<tr>
<td>U.S. corn (dry milled)</td>
<td>33%</td>
<td>Documented continuous improvement measured by Stewardship &amp; Sustainability Framework (U.S.) or comparable metrics</td>
<td></td>
</tr>
<tr>
<td>U.S. dairy (raw fluid milk)</td>
<td>38%</td>
<td>Continuous improvement</td>
<td></td>
</tr>
<tr>
<td>Fiber packaging</td>
<td>99%</td>
<td>Recycled material or virgin wood fiber from regions not contributing to deforestation</td>
<td></td>
</tr>
<tr>
<td>Sugarcane</td>
<td>67%</td>
<td>Sourced from independently verified low-risk regions, or compliance with Bonsucro or comparable standards in high-risk regions</td>
<td></td>
</tr>
<tr>
<td>Palm oil</td>
<td>100%</td>
<td>RSPO mass balanced, segregated sustainable palm, or green palm certificates</td>
<td></td>
</tr>
</tbody>
</table>

**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.

### Performance dashboard: Ecosystems

- **Soil health**
  - Introduced a soil health roadmap in partnership with The Nature Conservancy to improve soil health on more than 50 percent of U.S. cropland by 2025.

- **Pollinators and biodiversity**
  - Partnered with the USDA and Xerces Society to protect and establish more than 100,000 acres of pollinator habitat by 2021.
  - General Mills has invested more than US$6 million since 2011 to support pollinator and biodiversity efforts.

- **Organic farmland**
  - General Mills is now among the top five organic ingredient purchasers – and the second-largest buyer of organic fruits and vegetables – in the North American packaged foods sector.
  - General Mills is now the fourth-largest U.S. natural and organic food producer.
  - We are doubling the size of our natural and organic business:
    - 2x sales – Double our natural and organic sales to $1 billion by 2019.
    - 2x acreage – Double the organic acreage from which we source by 2019.
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 2016)

**Workplace safety**
We reduced our global total injury rate to **1.20** injuries per 100 employees in fiscal 2016, down from 1.22 in 2015. Our ultimate goal is zero injuries and illnesses.

**Workplace culture**
75 percent of employees said General Mills is a great place to work.*

*Data from General Mills Employee Engagement Survey of global salaried employees conducted January-February 2016.

**Diversity and inclusion**
Our Board of Directors includes 36 percent female directors and 36 percent who are ethnically diverse. Our U.S.-based workforce includes 39 percent women and 20 percent people who are ethnically diverse.*

*Board and employee stats based on year-end calendar 2016. Workforce data includes all US-based employees.

**Honors, awards, and accolades**

- Fortune’s “World’s Most Admired” list – No. 6 out of 12 in consumer food products industry
- Best Places to Work for LGBT Equality, Human Rights Campaign Foundation
- 100 Best Companies, Working Mother Magazine
- Global 100 Most Sustainable Corporations, Corporate Knights
- Best Companies for Multicultural Women, Working Mother Magazine
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 locally and around the world to harness our collective impact in key areas, while engaging employees through volunteerism.

<table>
<thead>
<tr>
<th>Performance dashboard</th>
<th>2020 Goal</th>
<th>2016 Progress &amp; highlights</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Increasing food security</strong></td>
<td>Enable <strong>500 million meals</strong> globally to food-insecure individuals through General Mills food donations and rescue</td>
<td><strong>57 million meals</strong> enabled through General Mills food donations globally during 2016; more than <strong>201 million meals</strong> since 2010</td>
</tr>
<tr>
<td></td>
<td>Strengthen <strong>1,500+ food companies</strong> in the most vulnerable and food-insecure regions</td>
<td>Training and technical support provided through Partners in Food Solutions to more than <strong>900 small and growing food businesses</strong> in eight African countries since 2008</td>
</tr>
<tr>
<td><strong>Advancing sustainable agriculture</strong></td>
<td>Improve the well-being of <strong>20,000 people in smallholder farming communities</strong> from which General Mills sources key ingredients</td>
<td>CARE programs in West Africa funded by General Mills have reached more than <strong>8,190 people</strong> in cocoa farming communities since 2010</td>
</tr>
<tr>
<td></td>
<td>Increase charitable investments in natural resource conservation and sustainability to <strong>30 percent of corporate contributions</strong>*</td>
<td>Charitable investments in conservation and sustainability were <strong>23 percent</strong> of total corporate contributions* in 2016, an increase of 75 percent from 2015</td>
</tr>
<tr>
<td><strong>Strengthening hometown communities</strong></td>
<td>Achieve employee volunteering rate of <strong>80 percent</strong> worldwide</td>
<td><strong>83 percent of employees</strong> worldwide reported volunteering in their communities during 2016</td>
</tr>
<tr>
<td></td>
<td>Exceed <strong>US$2.5 billion</strong> in cumulative corporate charitable giving</td>
<td>Contributed more than <strong>$147 million</strong> in corporate giving worldwide in 2016</td>
</tr>
<tr>
<td></td>
<td>Provide more than <strong>US$1 billion</strong> to schools through Box Tops for Education™ cause marketing program</td>
<td>More than <strong>US$2.1 billion</strong> in cumulative corporate giving contributed by General Mills and its Foundation since 1954**</td>
</tr>
<tr>
<td></td>
<td>During the 2015-2016 school year, U.S. schools earned more than <strong>US$60 million</strong> through Box Tops for Education™</td>
<td>Schools have earned more than <strong>US$800 million</strong> through Box Tops for Education™ since the program began in 1996</td>
</tr>
</tbody>
</table>

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

**Since 1954, General Mills, Inc. and the General Mills Foundation have contributed US$2,116,823,102. This figure includes Foundation grants, Box Tops for Education giving, corporate contributions and the company’s global food donations.