Global responsibility highlights

For more than 150 years, General Mills has been making food people love and making the world around us better. During fiscal 2017, we made substantial commitments and progress across our value chain, underlying our commitment to treat the world with care. Below are some highlights.

### Our value chain

**Upstream**
Improving the lives of farmers who grow ingredients for our products while protecting the natural resources upon which our business and communities depend.

**General Mills**
Making food people love in a workplace that promotes safety, quality, diversity and environmental responsibility.

**Downstream**
Continually enhancing our products by improving nutrition, expanding variety, and increasing sustainability.

### 2017 highlights

- **76 percent** of our 10 priority ingredients were sustainably sourced.
- Increased the number of acres from which we source organic ingredients by **225 percent** since 2009.
- Invested over **US$3.25 million** in soil health initiatives through 2017.
- Planted nearly **4,000 acres** of pollinator habitat.
- **100 percent** of facilities worldwide audited and/or certified for food safety by independent third parties.
- Signed a 15-year, **100-megawatt** virtual power purchase agreement for wind energy.
- **80 percent** of our U.S retail sales volume nutritionally improved since 2005.
- **2nd largest** U.S. organic food producer.
- **47 percent** of management positions in the U.S. held by women.
- **3rd largest** U.S. producer of gluten-free products.
- **US$139 million** in corporate giving worldwide.
- **30 million** meals enabled through food donations around the world.

Across our value chain, our greenhouse gas emissions footprint decreased **11 percent** in 2017 compared to 2010.
Our Food
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 2017)

Nutrition
U.S. Health Metric: In fiscal 2017, 80 percent of U.S. retail sales volume was composed of products nutritionally improved since fiscal 2005.

Food preferences
General Mills is now the No. 2 organic U.S. food producer* and the No. 3 gluten-free U.S. food provider.**

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

Health impacts across our North American portfolio

Whole grain
- 100 percent of our Big G cereals deliver 10 or more grams of whole grain per serving.
- One in seven of our products across North America delivers at least 8 grams of whole grain per serving.

Fiber
- 19 percent of our North American products contain at least 10 percent of the recommended daily value of fiber per serving.

Protein
- 14 percent of our U.S. retail product SKUs (more than 250 products) provide at least 10 percent daily value of protein per serving.
- 60 Canadian retail products are a source of protein.

Cal Calories
- 83 percent of North American product SKUs (more than 1,300 products) have 150 calories or less per serving.
- 30 percent of North American product SKUs (more than 650 products) have 100 calories or less per serving.

*Based on SPINS NOMC Dashboard data through June 18, 2017.
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.

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

Four-phase approach to sustainable supply chain water use

1. **PHASE 1**
   - **Assessment**
     - A study of key operation and growing region watersheds, using external standards and building on work completed with The Nature Conservancy

2. **PHASE 2**
   - **Analysis and action planning**
     - Deep-dive analysis of at-risk growing areas, in conjunction with external experts

3. **PHASE 3**
   - **Collaboration**
     - Establish multi-stakeholder water stewardship plan to implement identified improvements

4. **PHASE 4**
   - **Transformation**
     - Implement water stewardship program with public education and advocacy, funding, and monitoring and reporting

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.
### Performance dashboard: Sourcing

<table>
<thead>
<tr>
<th>Raw material/ingredient</th>
<th>FY2017 progress (% of volume sustainably sourced as of May 2017)</th>
<th>Strategy</th>
<th>Sustainability definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cocoa</td>
<td>59%</td>
<td>Origin-direct investment</td>
<td>Direct investment at origin to improve smallholder farmer livelihoods and ingredient quality</td>
</tr>
<tr>
<td>Vanilla</td>
<td>22%</td>
<td>Direct investment</td>
<td>Documented continuous improvement using industry-based environmental metrics*</td>
</tr>
<tr>
<td>Oats</td>
<td>61%</td>
<td>Continuous improvement</td>
<td>Documented continuous improvement using Field to Market framework or comparable metrics*</td>
</tr>
<tr>
<td>U.S. wheat</td>
<td>61%</td>
<td>Continuous improvement</td>
<td>Documented continuous improvement as outlined in the ICUSD’s Stewardship and Sustainability Framework for U.S. Dairy**</td>
</tr>
<tr>
<td>U.S. sugar beets</td>
<td>81%</td>
<td>Continuous improvement</td>
<td>Documented continuous improvement as outlined in the ICUSD’s Stewardship and Sustainability Framework for U.S. Sugar Beets**</td>
</tr>
<tr>
<td>U.S. corn (dry milled)</td>
<td>67%</td>
<td>Recycled material</td>
<td>Verifiable origin of recycled material or virgin wood fiber from regions not contributing to deforestation</td>
</tr>
<tr>
<td>U.S. dairy (raw fluid milk)</td>
<td>83%</td>
<td>Verification</td>
<td>Sourced from independently verified low-risk regions, or compliance with Bonsucro or comparable standards in high-risk regions</td>
</tr>
<tr>
<td>Fiber packaging</td>
<td>99%</td>
<td>Verification</td>
<td>RSPO mass balanced, segregated sustainable palm, or PalmTrace Credits</td>
</tr>
<tr>
<td>Sugarcane</td>
<td>59%</td>
<td>Verification</td>
<td>RSPO mass balanced, segregated sustainable palm, or PalmTrace Credits</td>
</tr>
<tr>
<td>Palm oil</td>
<td>100%</td>
<td>Verification</td>
<td>RSPO mass balanced, segregated sustainable palm, or PalmTrace Credits</td>
</tr>
</tbody>
</table>

*With at least 25 percent of acres under measurement.

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

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### Performance dashboard: Ecosystems

<table>
<thead>
<tr>
<th>Soil health</th>
<th>Pollinators and biodiversity</th>
<th>Organic farming</th>
</tr>
</thead>
<tbody>
<tr>
<td>Through fiscal 2017, we have invested more than US$3.25 million in soil health initiatives.</td>
<td>We planted nearly 4,000 acres of pollinator habitat in fiscal 2017. We have invested more than US$6 million since 2011 to support pollinator and research efforts.</td>
<td>General Mills is now the second-largest U.S. organic food producer.* General Mills is among the top five organic ingredient purchasers in the North American packaged foods sector. We have increased the number of acres from which we source organic ingredients by 225% since 2009.</td>
</tr>
</tbody>
</table>

*Based on SPINS NOMC Dashboard data through June 18, 2017.
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 0.85 injuries per 100 employees, a **29 percent decrease** from 2016. Our ultimate goal is zero injuries and illnesses.

**Diversity and inclusion**
Women hold **47 percent** of management positions and **52 percent** of all salaried positions in the U.S.

**Employee development**
We trained **4,400 leaders** through our Engaging Leader initiative, launched in 2017 to advance learning development and engagement across the company.

**Honors, awards and accolades**
- **100 Best Companies**, Working Mother Media
- **100 Best Corporate Citizens**, Corporate Responsibility
- 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.

### Performance dashboard

<table>
<thead>
<tr>
<th>2020 GOAL</th>
<th>2017 PROGRESS &amp; HIGHLIGHTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Increasing food security</strong></td>
<td></td>
</tr>
<tr>
<td>Increase food access in at least <strong>four communities</strong> with USDA recognized food deserts</td>
<td>Community food systems grant programs implemented in <strong>two communities</strong> to increase food access and equity</td>
</tr>
<tr>
<td>Empower <strong>150 schools</strong> serving youth from low-income households to add a daily school breakfast</td>
<td>Our grants in 2017 enabled <strong>190 schools</strong> to add a school breakfast program so that every child is nourished and ready to learn</td>
</tr>
</tbody>
</table>
| Enable or improve **100 million school meals** for youth living in poverty | With General Mills’ support, the World Food Program is fortifying school meals served to **322,000 students** daily in India (in 2017 this program impacted **30 million school meals**)
| Empower **25,000 food businesses** to participate in food rescue | Empowered **19,328 food retailers** in food rescue through MealConnect in the U.S., and FareShareGo in the United Kingdom |
| Enable the rescue of **1 billion pounds** of food from retailers and foodservice operators in the U.K. and U.S. | MealConnect has empowered 95 food banks to recover and donate **575 million pounds** of food to nonprofits |
| Enable **200 million meals** for food-insecure people through food donations | General Mills’ food donations have enabled **233 million meals** globally since 2010, including **30 millions meals** in 2017 |
| **Advancing sustainable agriculture** | |
| Improve the well-being of **20,000 people** in smallholder farming communities from which we source ingredients | NGO programs funded by General Mills helped improve the lives of **24,760 people** in smallholder cocoa and vanilla communities in 2017 |
| Increase investments in natural resource conservation and sustainable agriculture to **30 percent of corporate contributions** | Charitable investments in conservation and sustainable agriculture grew to **39 percent** of total corporate contributions in 2017, up from 23 percent in 2016. Key investment areas include: soil health, water stewardship and pollinator habitats |
| **Strengthening hometown communities** | |
| Maintain an employee volunteerism rate of **80 percent** worldwide | **83 percent of employees** worldwide reported volunteering in their communities in the latest employee survey (2016) |
| Exceed **US$2.5 billion** in cumulative corporate charitable giving | More than **US$2.25 billion** in cumulative corporate giving by General Mills and its Foundation since 1954** |

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

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