General Mills’ mission is Nourishing Lives.

Every day throughout the world, our 35,000 employees work to carry out our Nourishing Lives mission.

This document is a summary of the progress we made in 2011 to enhance the nourishment we provide ... to strengthen the communities we serve ... and to protect the planet we share.

Every day, we work to earn the trust of consumers. Being a responsible corporate citizen is integral to maintaining that trust. That’s why corporate social responsibility is at the core of our Nourishing Lives mission, culture and business strategy.

We believe that doing well for our shareholders goes hand in hand with doing well for our consumers, our communities and our planet. Our goal is to stand among the most socially responsible consumer food companies in the world.

Recognition for our efforts

Our efforts to build a responsible, sustainable and forward-looking company have been recognized by several third-party organizations.

- World’s Most Admired Companies (No. 47), Fortune
- The Most Reputable Company in America (No. 1) Forbes
- 100 Best Corporate Citizens (No. 12), Corporate Responsibility
- World’s Most Innovative Companies (No. 31), Forbes
- 100 Best Companies to Work For (No. 58), Fortune
- 100 Best Companies, Working Mother (for 16 straight years)
- Learning Elite (No. 1), for learning and development programs, Chief Learning Officer magazine

This year our full Global Responsibility report follows the Global Reporting Initiative (GRI) guidelines, a standardized framework for reporting on corporate social responsibility. This reflects our commitment to become more transparent with our stakeholders.
Improving the health profile of our products is integral to our success as a company. Long ago, we recognized that health was very important to our consumers.

Record improvements

Our U.S. Retail division set a new record in fiscal 2011 for improving the health profile of our products. As measured by our internal health metric, 24.6 percent of U.S. Retail’s product sales were comprised of products with improved nutrition profiles.

The biggest gains came from reducing trans fat and sodium, which each accounted for 26 percent of our improvement. The next largest gains came from adding vitamins and minerals (19 percent), and from increasing whole grain (12 percent).

Trimming sodium

We’ve made significant progress on our pledge to reduce sodium by 20 percent, on average, in more than 400 of our U.S. Retail products in our top 10 product categories by 2015. Since fiscal 2005, we’ve reduced the sodium by at least 10 percent in 195 products. Internationally, Green Giant has lowered the salt in 90 percent of its products in markets across Europe, Russia, Africa and the Middle East.

Reducing sugar in kid cereals

Since 2007, we’ve lowered sugar levels in our cereals advertised to children under age 12 by more than 14 percent, on average. In 2009, we strengthened our commitment by pledging to reduce the sugar in all of our kid cereals to single digit grams of sugar per serving.

Today, all of our Big G kid cereals contain 10 grams of sugar or less per serving. And we’ve reduced sugar in many of our other cereals as well.

Examples of progress on reducing sugar

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<thead>
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<th>2007 Sugar Level</th>
<th>2011 Sugar Level</th>
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<td>12g</td>
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Raising the health bar

64% of our U.S. Retail sales volume in fiscal 2011 was made up of products that had been nutritionally improved – or introduced with strong nutrition profiles since 2005.

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Percent Nutritional Improvement

FY05 16% 21% FY07 33% FY08 40% FY09 45% FY10 60% FY11 64%

600 or more of our U.S. products have been nutritionally improved since 2005.
Whole grain is No. 1

Ninety-five percent of Americans don’t eat enough whole grain. We’re working to change that.

Big G cereals provide people in the U.S. with more whole grain than any other breakfast food from any other food company. Whole grain is also listed as the first ingredient, which is important to health-conscious consumers who look to the ingredient list to assess the nutritional value of the food they eat.

Big G cereals deliver about 38 million whole grain servings per day – a 50 percent increase over 2004.

CPW boosts whole grain

Cereal Partners Worldwide (CPW) – our joint venture with Nestlé – is the second-largest cereal provider in the world. CPW is also making significant improvements to the health profile of its cereals.

Since 2003, CPW has increased global consumption of whole grain by more than 3.4 billion servings and reduced sugar by more than 9,141 tons. All of its global brands – Fitness, Cheerios, Chocapic and Nesquik – now have at least 8 grams of whole grain per serving.

Nutritious new products

- Progresso Reduced Sodium Tomato Parmesan soup is low in sodium and has 3 grams of fiber.
- Gold Medal White Whole Wheat Flour can be used for making baked goods that call for white flour.
- Bisquick is now available with whole grain for making pancakes and waffles.
- Fiber One 80 Calories cereal provides 40 percent of the Daily Value of fiber and calcium.
- Green Giant Valley Fresh Steamers Pasta and Vegetables with Alfredo Sauce help get kids to eat more vegetables.
- A Yoplait Chocolate Banana Smoothie has 130 calories per serving and 50 percent of the Daily Value of calcium.
- Simply Fruit Snacks has one serving of fruit per pouch and just 80 calories.

800

The number of U.S. Retail products with 150 calories or less per serving.
Reaching out to diverse communities

General Mills provides health and nutrition information to our customers in many ways, including our Qué Rica Vida education seminars. Since this outreach program was launched in 2010, we’ve connected with more than 500,000 people in Latino neighborhoods in Chicago, Los Angeles, Houston, and Oakland, Calif., on topics such as diabetes awareness and prevention. Hispanics account for 10.4 percent of adults 20 years and older with diabetes, and African-Americans account for 11.8 percent, while only 6.6 percent of Caucasian Americans are diagnosed as diabetic. To help address the problem, we’ve partnered with medical expert Dr. Aliza Lifshitz, who stresses the importance of both diet and exercise in preventing diabetes.

Other ways we reach out to diverse communities:

- **Nutrition Keys**: We’ve adopted a new front-of-pack labeling system known as “Nutrition Keys.” This voluntary system has four basic icons for calories, saturated fat, sodium and sugar, and two optional icons for “nutrients to encourage.”

- **GlutenFreely.com**: We’ve partnered with universities, bloggers and other creators of gluten-free food to build a Gluten Freely website that serves as a “one-stop shop” for consumers who want to lead a gluten-free lifestyle.

- **EatBetterEarly.com**: Our Eat Better Early website helps moms on a budget, including those eligible for the federal WIC (Women, Infant and Children) program. We have about 500 recipes on the site, each containing at least one WIC-eligible food item.

- **EatBetterAmerica.com**: The Eat Better America website, featuring “healthified” versions of traditional recipes, continues to grow. More than 1.4 million readers subscribe to the e-newsletter and 700,000 visit the website, on average, each month.

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### Healthier school breakfasts

General Mills supports breakfast programs in schools around the world.

- In Canada, we donate cereal, granola bars and Bisquick to more than 170 schools in the Toronto area. Employee volunteers serve meals every morning at Brian W. Fleming Public School in Toronto.

- In the U.S., our school breakfast program provides more than 1 million servings of whole grain every day to school children. We offer more than 75 products made with whole grain.

- In the Philippines, we support Food for Hungry Minds, a nonprofit organization that operates a school for poor urban kids with high potential. The students receive daily breakfast and lunch at the school.

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**$100,000**

The amount in grants in 2011 that General Mills Foodservice has awarded to 39 U.S. schools to improve their breakfast programs.

“The dedication and depth of commitment General Mills provides through the breakfast program every day means that our children do not have to go to class without a breakfast.”

— Christine Parr, Principal of Brian W. Fleming Public School
We gave more than US$118 million in foundation grants, product donations and other charitable contributions in fiscal 2011 – up 18 percent from 2010.

Creating a values-based culture

“We do the right thing, all the time” is one of our core values – and part of our long-term business strategy. We trace this value to a fatal explosion more than 125 years ago at a Minneapolis flour mill that was a predecessor to General Mills. In response, owner Cadwallader Washburn established a fund to help the families left behind, financed an orphanage and invested to create safer working conditions.

That philosophy has been with us ever since and permeates our culture. For example, we’re proud of the fact that 83 percent of our U.S. employees volunteer in some way in their communities.

We volunteer and make donations to worthy causes because it’s the right thing to do. And we know that our consumers and customers want to do business with companies that reflect their values. Likewise, employees want to work for a company that shares their values – and engaged employees are productive employees.

To reflect our commitment, our charitable programs – including employee volunteerism – are organized around our core food business.

$118.7 million
The amount we gave to charitable causes in fiscal 2011 – up 18 percent from 2010.

Corporate Contributions/Brand Partnerships
$65.1 million
Foundation Grants
$25.4 million
Product Donations
$28.2 million

Box Tops for Education

Since its inception in the mid-1990s, our Box Tops for Education initiative has raised more than US$400 million to provide schools with funding for whatever students need, everything from playground equipment to paint, computers to clarinets.

Nearly 70,000 kindergarten to eighth-grade schools are active participants in what has become the largest and best-known education “cause marketing” program in the United States. Box Tops for Education co-founder Tom Iverson, a General Mills sales employee, retired in 2011 after a 37-year career with our company.

Vanessa Little and her daughter are among the 83 percent of our U.S. employees who are committed volunteers.

$552 million
In fiscal 2011, General Mills’ spending with ethnic minority and woman-owned suppliers reached US$552 million. Our spending with these suppliers has grown 14 percent annually during the past decade.
Fighting hunger
In fiscal 2011, we made US$28.2 million in product donations via Feeding America, which has more than 200 food banks in the U.S., and the Global FoodBanking Network, which operates in 22 countries around the world. And in Minnesota, where we have our headquarters, we pledged US$1 million to Hunger-Free Minnesota, a three-year initiative that hopes to provide 100 million more meals every year to hungry people.

$33 million
The total amount we’ve contributed to promote breast cancer research and awareness since 1998 through our Save Lids to Save Lives and Pink Together campaigns.

$1 billion
The amount we’ve given to charitable causes since the General Mills Foundation was created in 1954.

500+
More than 500 General Mills employees contribute their time, knowledge and passion for helping people to Partners in Food Solutions, which links the expertise of General Mills employees and other food industry experts with small- and medium-sized food processors in Africa.

Supporting communities around the world
As an increasingly global company, General Mills continues to expand its outreach efforts around the world. In fiscal 2011, the total support we provided outside the U.S. reached nearly US$400,000, reflecting requests from 18 countries – nearly double the amount we gave in fiscal 2010.

In China, we’re helping expand construction of water cellars in exceptionally dry areas, providing water to grow and cook food.

In India, we’ve helped to add nearly 2,000 more families to a hunger and nutrition program.

In Canada, we’re providing nutrition and physical activity grants to help address the long-term implications of chronic poverty, as well as providing school breakfasts and nutrition education.

In Somalia, we contributed US$50,000 in food relief to the American Refugee Committee to help famine victims and pledged another US$50,000 to match contributions from other Twin Cities companies.
General Mills named a top workplace

In the U.S. and worldwide, General Mills has earned recognition as a good place to work – for everyone from emerging business leaders to working moms to employees from diverse ethnic backgrounds.

Among our workplace awards:

- United Kingdom’s 50 best workplaces, The Great Place to Work Institute
- One of France’s top employers, Corporate Research Foundation
- The “recommended employer” for the food industry in Australia
- Leadership development programs ranked No. 1, Leadership Excellence magazine
- 100 best companies, Working Mother (16th consecutive year)
- 40 Best Companies for Diversity, Black Enterprise magazine
- 50 Best Companies for Latinas, LATINA Style magazine
- Top 50 Employers, Equal Opportunity magazine

100%

In 2011, General Mills once again received a perfect 100 percent score on the Human Rights Campaign Foundation’s corporate equality index, which rates companies on policies and practices related to equality in the workplace.

Best of health

The National Business Group on Health had people like Jon Russett in mind when they named us to their 2011 list of best employers for healthy lifestyles.

The facilities engineer – who oversees the company’s global effort to trim energy costs – has lost 80 pounds over the past few years by expending more energy of his own on workouts at one of our Minneapolis fitness centers. He ran 50 miles the week he turned 50 last year, after struggling for years with high cholesterol and high blood pressure.

“At General Mills, the culture of health and wellness is everywhere you turn,” says Russett.
At General Mills, our sustainability mission is to conserve and protect the natural resources our business depends on. We do this by continually improving our environmental performance.

Working toward our sustainability goals

We’re already more than halfway toward achieving three of our sustainability goals – on reducing water use, solid waste generation and packaging. And we’re making progress on reducing energy usage, greenhouse gas emissions and transportation fuel, our other three goals.

One area of improvement is a reduced packaging footprint. As of the end of fiscal 2011, 27 percent of our packaging volume had been improved, more than halfway toward our 40 percent goal. We build consumer loyalty, societal trust and shareholder value by integrating sustainability into our business.

Our strategy for becoming a more sustainable company is driven by two movements in our company: Continuous Improvement and Holistic Margin Management.

Continuous Improvement encourages total employee ownership of all of our processes – from plant production lines to our executive management team – to eliminate and prevent waste.

Holistic Margin Management calls on cross-functional teams to understand the drivers of value for our brands and to eliminate nonvalue-added costs throughout the supply chain.

Reducing fuel use

In 2011, we reduced the fuel used to ship a pound of product by 15 percent over our 2009 baseline. We’re using sophisticated new software, for example, to get raw materials – such as ingredients and paperboard used in our packaging – to our plants more efficiently. That’s projected to save more than US$4 million in fiscal 2012.

The goal is for our North American operations to reduce the fuel used to ship a pound of product by 35 percent by fiscal 2015. That will reduce our greenhouse gas emissions generated from shipping products by 35 percent.

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Compared with fiscal 2010, in fiscal 2011 we:

- Reduced the amount of solid waste generated by about 7,000 metric tons.
- Cut water usage by roughly 560,000 cubic meters.
- Lowered greenhouse gas emissions by about 10,000 metric tons.
- Reduced our total energy use by more than 49 million kilowatt hours.
Turning oat hulls into innovation

In 2011, our flour mill in Fridley, Minn., became the company’s first biomass-powered plant. By burning leftover oat hulls from the production of Cheerios, the plant generates about 90 percent of the steam needed to heat itself and produce oat flour.

Burning oat hulls reduces the plant’s carbon footprint by 21 percent and saves about US$390,000 per year, mostly from reduced natural gas costs. After the oat hulls have been burned, the resulting ash is distributed to nearby farmers who use it as a nutrient supplement to improve soil.

Our use of oat hulls as an energy source received the 2011 Consumer Packaged Goods Award for Innovation and Creativity from the Grocery Manufacturers Association and its Associate Member Council.

Audit program uncovers energy savings

To reach our 2015 environmental goals, we’ve launched an energy audit program designed to spread sustainability best practices throughout the company’s production facilities. A recent audit of our Wellston, Ohio, plant, for example, identified 77 different opportunities for curbing energy use at the facility, such as:

- Switching to LED lighting in freezers (LEDs can be turned on and off in very cold temperatures, unlike regular lights).
- Capturing more of the heat generated by everyday production at the plant and reusing it, rather than releasing it into the atmosphere.

The energy-saving opportunities represent about US$1 million in annual savings for Wellston, while reducing the plant’s impact on the environment.

Paving the way

Our Milwaukee plant installed porous, environmentally friendly pavers in its parking lot that help provide cleaner water. Storm water runoff passes through crushed granite between the pavers and then through stones of increasing size – a filtering process that removes impurities before the water enters city sewers.

“General Mills is committed to protect and conserve the natural resource base our business depends upon by continuously improving our environmental performance. We build consumer loyalty, societal trust and shareholder value by integrating sustainability into our strategies, our operations and our products.”

– General Mills environmental sustainability mission statement
The giving trees of Irapuato

Over the past 15 years, General Mills employees have transformed the landscape near our facility in Irapuato, Mexico, by planting thousands of trees – trees raised from seedlings right in the facility’s own greenhouses. The greenhouses normally are used to germinate vegetable plants grown by Irapuato-area farmers. It’s a seasonal process that leaves some greenhouses empty at times. When space is available, it’s set aside for the cultivation and care of young trees. Hundreds of employees and their families have volunteered over the years to nurture ash, pine, pirul, mesquite and other seedlings to life. And our employees’ green thumbs are just getting started. Their goal is to plant enough trees for the facility to become carbon-neutral.

Recycling expands in Albuquerque

Our plant in Albuquerque, N.M., has made significant strides in its commitment to recycling and shrinking its environmental footprint. The numbers tell the story:

**90**
The plant now recycles about 90 percent of its waste. That’s nearly doubled from 2010, when the plant recycled just 48 percent of its waste.

**33**
Every month, about 33 fewer tons of waste go into landfills in the Albuquerque area as a result.

**1**
One medium-sized trash can now handles all the waste generated by two busy production lines at the plant, after recyclable materials are separated out.

As a result, the plant now generates about US$2,500 more per month in recycling revenue and has shrunk its landfill output by 80 percent.

Certified gold

Our production plant in Albuquerque, N.M., earned LEED (Leadership in Energy and Environmental Design) certification at the “gold” level in recognition of its energy efficiency and aggressive recycling program.

“When economic growth and environmental sustainability come together, it strengthens the health and vitality of New Mexico for all those who live and work here. It is truly a great acknowledgement of what you have done here at General Mills.”

– New Mexico Gov. Susana Martinez

Organic composting

In 2011, a group of researchers in our Analytical Services lab in Minneapolis began composting various food products sent to them for testing. The idea quickly caught on throughout our world headquarters campus. We’re currently composting about 3 tons of organic waste per week. This spring, some of that compost was returned to our Main Office “giving garden,” where we raise food – largely from Green Giant seeds – to donate to food banks.

75%

In North America, about 75 percent of our packaging is recyclable. Approximately 50 percent contains recycled content (post-consumer and post-industrial).
Our Cheerios business illustrates how we bring our Nourishing Lives mission to life. Sustainability is built into every phase of this business – from the growing of oats to the burning of discarded oat hulls to fuel our oat milling plant.

1. **A sustainable crop**
   - Oats are among the most sustainable crops and usually require less fertilizer and pesticide than other major crops. And they typically rely entirely on rainfall – instead of irrigation – for water.

2. **Efficient cereal processing**
   - Since fiscal 2006, the facilities that produce Cheerios have reduced, on average, their energy consumption rate by 12 percent, solid waste generation rate by 20 percent and water usage rate by 31 percent.

3. **Renewable energy source**
   - Our biomass burner in Fridley, Minn., is designed to burn discarded oat hulls from this oat milling plant to supply up to 100 percent of the processing steam and heating needs for the facility.

4. **Recycled packaging for decades**
   - Like all General Mills cereals, Cheerios boxes are made from 100 percent recycled paperboard and have been since the 1930s.

5. **A healthy, nutritious breakfast**
   - Each serving of Cheerios contains healthy whole grain, and just 1 gram of sugar. Oats contain beta-glucan, a soluble fiber that’s been proven to lower cholesterol.*

6. **Nourishing communities**
   - The Cheerios brand supports community programs such as Spoonfuls of Stories, which has distributed 60 million children’s books in Cheerios boxes in the past decade.

* Three grams of soluble fiber daily from whole grain oat foods, like original Cheerios cereal, in a diet low in saturated fat and cholesterol, may reduce the risk of heart disease. Original Cheerios cereal provides 1 gram per serving.

For a comprehensive overview of our commitment to stand among the most socially responsible food companies in the world, see our full Global Responsibility report online at GeneralMills.com/Responsibility.