General Mills at-a-glance

We produce and market more than 100 consumer brands in more than 100 countries on six continents.

$17.8 billion
Global net sales*

$1.9 billion
Net earnings

$153 million
Community contributions

41,000 employees
About half work outside the United States

100+ consumer brands
Our many brands can be found in more than 100 countries on six continents

$5.2 billion
Net sales for our international business segment*

147 years
We have been making lives healthier, easier and richer for more than a century.

*Excludes $1.3 billion proportionate share of joint venture sales
All figures represent fiscal 2013 results and U.S. dollars.
My Farm
The Sustainability Imperative

Declining resources and ecosystem services

Increasing demand for resources and ecosystem services
Conserve Resources and Strengthen Communities Upon Which our Business Depends

Value Levers

Economic Efficiencies

Risk Management

Growth
Internal Supply Chain Metrics
F12 Results v F15 Goals

<table>
<thead>
<tr>
<th></th>
<th>Waste (lbs waste/lbs produced)</th>
<th>Water (gallons/lbs produced)</th>
<th>Energy (Kwh/lbs produced)</th>
<th>Greenhouse Gas (m-Tons/lbs produced)</th>
<th>Packaging (% Improved)</th>
<th>Logistics (gallons/ton shipped)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015 Goals</td>
<td>-50%</td>
<td>-20%</td>
<td>-20%</td>
<td>-20%</td>
<td>40%</td>
<td>-35%</td>
</tr>
<tr>
<td>F12 Total Co</td>
<td>-40%</td>
<td>-10%</td>
<td>-10%</td>
<td>-11%</td>
<td>52%</td>
<td>-17%</td>
</tr>
</tbody>
</table>

✓ Extend Packaging Metric to 60% by 2015
✓ Volume deleverage -7% F12 v F10
✓ Energy team Big G
Why Sourcing Matters

GHG Emissions

- Agriculture: 41%
- Packaging supply chain: 14%
- Ingredient manufacturing: 7%
- Product manufacturing: 8%
- Distribution (Retailing): 12%
- GMI DC: 1%
- GMI Transportation: 3%
- Consumer/customer preparation: 12%
- Consumer/customer storage: 2%
- Consumer/customer transport: 0%

Water Consumption

- Agriculture: 82%
- Packaging supply chain: 14%
- Ingredient manufacturing: 3%
- Product manufacturing: 1%

GMI is working on Sustainability programs across:

- 75% of our GHG footprint
- 99% of our water consumption
OUR GOAL is to sustainably source the raw materials we use in our products. **We are committed to sustainably sourcing 100 percent of our 10 priority ingredients by 2020.**

**Our Strategies**

- **Increase** sustainability of ingredients
- **Collaborate to improve** global water stewardship
- **Advance** socially responsible supply chains
Increasing sustainability of ingredients

Sustainable sourcing commitment

These ingredients 100% sustainably sourced by 2020 (palm oil by 2015).

Developing world
- Vanilla
- Cocoa
- Palm oil
- Sugarcane

Developed world
- Oats
- U.S. wheat
- U.S. sugar beets
- Dry milled corn
- Dairy (fluid milk)
- Fiber packaging

Performance dashboard

PHASE 1: Assessment
PHASE 2: Strategy formation
PHASE 3: Transformation
PHASE 4: Monitoring & evaluation

Ingredients:
- Sugarcane
- Corn
- Cocoa
- Vanilla
- Oats
- Suger beets
- Wheat
- Fiber packaging
- Palm oil
Definitions of Sustainability

Certification
- Sugarcane
- Palm Oil

Continuous Improvement
- Row Crops: oats, wheat, sugar beets, corn
- Dairy

Origin Direct Investment
- Vanilla
- Cocoa

Self Verification
- Fiber Packaging
- Animal welfare
The Power of Field to Market
Idaho Regional Engagement: “Paving the Way” for FTM

Opportunities & Incentives for Improvements

Learning’s from Aggregate Information

Sustainable Sourcing Claims Downstream

Efficiency Delivered Through Shared Cost

Field to Market

USDA

Benchmarks

Data Facilitators

Sourcing Region
(boundaries & participation represent sourcing by GMI & other downstream companies)

Grower Pilot Participants Capturing Data with Land.db

SE ID Crop & Rotation Analyses

Grower & Regional Story

Potato Processor & Shipper

GMI Wheat

Sugar Processor

Sustainable Sourcing Claims Downstream

Efficiency Delivered Through Shared Cost
The Program approach ensures data privacy for growers. Provides for multiple types of outputs.
Outcome-based Idaho Wheat Scorecards

<table>
<thead>
<tr>
<th>Yield (bu/ac)</th>
<th>District</th>
<th>Pilot Program</th>
<th>99</th>
<th>112</th>
<th>+13%</th>
</tr>
</thead>
</table>

**Idaho Spring Wheat Program Advantage over District & State Average**

<table>
<thead>
<tr>
<th>Land Use</th>
<th>Soil Conservation</th>
<th>Soil Carbon</th>
<th>Energy Use</th>
<th>GHG Emissions</th>
<th>Irrigation Water Use</th>
</tr>
</thead>
<tbody>
<tr>
<td>acres/bu</td>
<td>tons/bu</td>
<td>SCI</td>
<td>BTU/bu</td>
<td>lbs CO₂eq/bu</td>
<td>ac-in/bu</td>
</tr>
<tr>
<td>+12%</td>
<td>+1%</td>
<td>+8%</td>
<td>+9%</td>
<td>-2%</td>
<td>+49%</td>
</tr>
<tr>
<td>+29%</td>
<td>+22%</td>
<td>+8%</td>
<td>-46%</td>
<td>-38%</td>
<td>+25%</td>
</tr>
</tbody>
</table>

Note: District benchmarks reflect irrigated wheat for SE Idaho whereas State benchmarks represent the average of dryland & irrigated wheat for Idaho

SE Idaho Pilot Growers have a great story to tell!
Analyzing the Sustainability Story of Southern Idaho Wheat Production

The Big Picture: Producers Making a Difference

**Why measure?**
Global attention to agriculture’s impact on the environment is turning to each individual’s contribution. We live in a resource-constrained world with an increasing population. To meet the future demand for food, we must increase efficient production while sustaining our natural resources.

**How are we doing? (Focus areas & progress)**
- Program is now in its fifth year of data collection
- Expansion of rotational crops to include spring wheat, winter wheat, potatoes, sugar beets and barley
- Individual Grower Reports provide relevant feedback to each grower and Grower Workshops provide guidance for improvements

**What have we learned? (Understanding trade-offs & opportunities)**
- Baseline datasets need a minimum of three years of data, with 4-5 years of data preferred
- Economics, weather and rotation have major influence on sustainability.
- Other contributing factors include quality attributes, pest pressure and the yield potential of the field

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**Environmental Performance for Idaho Wheat Production (relative to benchmarks)**

<table>
<thead>
<tr>
<th>Category</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Element</td>
<td>+11%</td>
</tr>
<tr>
<td>GHG Emissions</td>
<td>+18%</td>
</tr>
<tr>
<td>Soil Carbon</td>
<td>+14%</td>
</tr>
<tr>
<td>Energy</td>
<td>+16%</td>
</tr>
<tr>
<td>Water Use</td>
<td>+14%</td>
</tr>
<tr>
<td>Land Use</td>
<td>+10%</td>
</tr>
<tr>
<td>Nitrogen Use</td>
<td>+10%</td>
</tr>
<tr>
<td>Soil Loss</td>
<td>+10%</td>
</tr>
<tr>
<td>Yield</td>
<td>+14%</td>
</tr>
</tbody>
</table>

Notes: This evaluation benchmarks pilot participants relative to the 5 year average for the corresponding Crop Reporting Districts. A positive value (upward arrow) suggests improvement in performance and a negative value suggests a decline in performance.
GMI’s 7 Regional Engagements

- **Snake River (SE Idaho):**
  - **Wheat:**
    - 115,000 acres
    - Wheat, potatoes, sugar beets & barley
    - Partner: Syngenta
- **Western Canada: Manitoba & Saskatchewan:**
  - Cereal grain: **Oats** & wheat
  - Oil: Canola
  - Pulses: Peas & Lentils
  - Partners: Pulse Canada, Canola Growers, POGA, Farmers Edge & Agri-Trend
- **Red River Valley:**
  - **Sugar Beets,**
  - Partners: RRVSGA & American Crystal Sugar
- **N Plains:**
  - **Wheat** & canola
  - Partners: ADM, CHS?
- **Ohio:**
  - **Wheat**, corn & soy
  - Mennen Milling, EDF, Syngenta & Farmers Edge
- **Wisconsin:**
  - **Dry Milled Corn** & soy
  - Didion Milling
- **S Plains:**
  - Under construction
  - **Wheat**
FTM & CCA

- Partnership development with Luther Smith
- Webinar January, 2015
- New CCA curriculum in 2015
- Other ideas?

FTM will only achieve sufficient scale with the involvement of established farmer “trusted advisors”

We need you!
Thank You & Contacts

• Global Responsibility Report
  http://www.generalmills.com/~media/Files/CSR/2013_global_respon_report.ashx

• 10 x 20 Press Release
  http://www.generalmills.com/Home/ChannelG/NewsReleases/Library/2013/September/sourcing_10

• Steve.Peterson@genmills.com