

GLOBAL RESPONSIBILITY 2014



Health



Environment



Sourcing



Workplace



Community



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To our Stakeholders:



Ken Powell
Chairman, Chief Executive Officer
General Mills

As a global food company, General Mills is positioned not only to create economic value in the countries where we operate, but to create social and environmental value as well. In pursuit of our goal to stand among the world's most socially responsible food companies and to sustain our business for the long-term, we continue to improve our practices, our products and our supply chains as we work to fulfill our mission of Nourishing Lives.

For the global food business, the challenge is clear: How do we balance the need to produce more food for the world's growing population with the need to conserve and protect the natural resources on which our business depends? In response to this challenge, General Mills announced in 2013 our commitment to sustainably source 100 percent of our 10 priority ingredients by 2020 – representing more than 50 percent of our annual raw material purchases. Through our sustainable sourcing work, we're ensuring the long-term viability of our business while advancing sustainable agriculture and strengthening responsible practices throughout the supply chain.

Our consumers around the world will face many challenges related to food and nutrition in the coming years. We view our role in this equation as being part of the solution – through our products, consumer education and philanthropic efforts, we promote healthy lifestyles that balance

consumption and activity. We have nutritionally improved more than 750 of our products since 2005. We improve the safety of food around the world by sharing our best practices across the industry, including training suppliers to meet international food safety standards. The safety of the food we produce – and of our employees – is a top priority across the company.

We recognize the importance of transparency to our stakeholders and have made progress in this area. This past year, General Mills was named to the 2013 Dow Jones Sustainability North America Index. This placement reflects our operational efforts to be more sustainable as well as our commitment to more transparent reporting. Additionally, we conducted our first materiality assessment with internal and external stakeholders. The assessment informs our understanding of key business and sustainability topics and their longer-term relevance to General Mills.

We collaborate with others to address global challenges and pursue solutions related to our sustainability priorities. Through collaboration with businesses, governments and nongovernmental organizations, we work to advance systemic improvements in the areas of health, sustainable agriculture and community investment. We work with external partners and are signatories on

a number of key global efforts, such as the United Nations Global Compact. We are encouraged by the progress we're making and remain committed to our pursuit of continuous improvement.

In this, our 44th year of reporting back to our communities and stakeholders, we provide updates across five key focus areas: Health, Environment, Sourcing, Workplace and Community. Our 2020 sourcing commitment, health profile improvements and water stewardship efforts are among the highlights of the year. Our progress helps move us toward our goal of being one of the most sustainable food companies on the planet.

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

Sincerely,

A handwritten signature in black ink that reads "KJ Powell". The signature is written in a cursive, professional style.



INTRODUCTION

General Mills has been fulfilling our mission of Nourishing Lives – making lives healthier, easier and richer – for 147 years.



Our values

Everything we do reflects our strong core values, and we live these values every day around the world.

Play to win	Jogar para ganhar	战而必胜	Participer pour gagner	Actuar para ganhar
Grow and inspire	Crescer e inspirar	成长与激励	Grandir et inspirer	Crecer e inspirar
Act boldly, move quickly	Agir com ousadia e rapidamente	大胆实践、快速行动	Faire preuve d'audace, agir rapidement	Actuar con audacia, moverse rápido
Win as a team	Ganhar como equipe	众志成城，团队致胜	Gagner en équipe	Ganar como equipo
Do the right thing, all the time	Fazer o que é certo, o tempo todo	始终做正确的事	Toujours prendre une décision juste	Hacer lo correcto, en todo momento

Highlights

10x20

commitment to **sustainably source** 100 percent of our 10 priority ingredients by 2020.

750+

General Mills products **nutritionally improved** since we implemented our Health Metric in 2005.

\$153 million+

donated to **charitable causes** in 2013 – General Mills has given \$1 billion+ to charitable causes worldwide since the General Mills Foundation was created in 1954 (US\$).

59%

of **packaging volume improved** since 2009.

9

countries honored General Mills with **workplace awards** in 2013, and 86 percent of our U.S. employees said that General Mills is a great place to work.

60%

increase in R&D **spending** on **health and wellness** since 2004.

60

years of **giving** by the General Mills Foundation to nourish our communities.

86%

of all **solid waste** from our North American operations is **reused or recycled**.

100%

of General Mills facilities **certified** using globally recognized **food safety** criteria.

388 billion

grams of **whole grain** shipped by General Mills in the U.S. and produced by Cereal Partners Worldwide (our joint venture with Nestlé) in 2013.

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.

Opportunities and challenges

Our business depends on the availability of natural resources and the strength of the communities where we operate. As one of the world's largest food companies, we carefully consider our responsibilities to shareholders, employees, stakeholders and the broader community as we determine our role in addressing global challenges.

Materiality: Identifying business and sustainability relevance

In 2013, General Mills partnered with [Forum for the Future](#), a leading nonprofit sustainability organization, to conduct a materiality assessment. Incorporating both internal and external stakeholder feedback, the assessment helped to frame the most material topics as they relate to General Mills' global responsibility

strategy and reporting. The assessment included interviews with external partners – suppliers, customers, non-profit organizations and academics – and internally with leaders across our company.

Material issues: Seven issues emerged as the most material topics for General Mills in terms of business relevance and

sustainability impact for both external and internal stakeholders. They are:

- Health and nutrition wellness
- Diverse consumer needs
- Food safety
- Commodity pricing and availability
- Water stewardship

- Transparency
- Biotechnology

We address all of these issues within the report.

Our products and consumers

Health and nutrition wellness



NUTRITION – More than 15 percent of the global population today is undernourished. General Mills delivers nutrition to millions of consumers around the world. General Mills products – including vegetables, cereal, yogurt, soup and grain snacks – contribute to healthy lifestyles in more than 100 countries. We offer foods enriched with nutrients, such as vitamins, minerals and fiber. We also offer foods for special diets, such as gluten-free and high protein products.



BALANCE – In more developed regions of the world, obesity is a major health issue. The [World Health Organization](#) reports that the number of overweight children has tripled in the past three decades, with rates holding steady since 2007. Key consumer actions for addressing the obesity challenge

include making nutritious food choices and balancing food intake with activity. At General Mills, we are committed to helping educate people around the world to live healthier lives. We invest in programs that promote balance, including a six-year US\$10 million commitment to encourage fitness among children through the Presidential Youth Fitness Program. General Mills helped launch the program in 2012 with the President's Council on Fitness, Sports and Nutrition. Another example is our *Champions for Healthy Kids* program. Since launching *Champions for Healthy Kids* in 2002, we have funded 510 programs and reached nearly 1 million kids through grants totaling US\$5.5 million.

Diverse consumer needs



ACCESS – We increase access to food in a variety of ways, including

through philanthropic efforts and by providing technical assistance. We support hunger-relief programs and donate food around the world. We provided US\$46 million in food donations globally in 2013 and have donated US\$300 million in food worldwide since 1999. We founded [Partners in Food Solutions](#) to share technical expertise with food companies in sub-Saharan Africa, and to address chronic food supply issues and extreme hunger in the developing world.



REDUCTION – Many people around the world consume too many calories and too much fat, sugar and sodium. General Mills and other food companies are reducing calories, fat, sugar and sodium in our products. Since 2004, General Mills has increased R&D spending on health and wellness by 60 percent. We have improved the health profile of

nearly three-quarters of our U.S. retail sales volume since 2005. For example, 50 percent of General Mills' U.S. retail products now have 150 calories or less per serving.

Food safety



SAFETY – Keeping food safe in the global economy poses challenges. At General Mills, food safety is a priority, and we invest to ensure that our food is safe wherever it is produced or consumed. General Mills is recognized as a leader in food safety. We use rigorous processes and verification systems at our facilities and audit our suppliers to increase food safety. We invest 3 percent of our capital spending each year on food-safety related projects, including more than US\$15 million in 2013.

Sustainable agriculture

Water stewardship and commodity pricing

SOURCING – Through sustainable sourcing, we are able to create long-term economic, environmental and social value. The vitality of our business depends on access to high-quality ingredients. Nearly two-thirds of General Mills’ greenhouse gas (GHG) emissions and 99 percent of water use occur outside

the company’s operations, primarily in agriculture. Improving sustainability is a continuing process – one that General Mills does not undertake alone. We have committed to sustainably source 100 percent of our 10 priority ingredients by 2020. These ingredients represent 50 percent of General Mills’ total raw material purchases. We focus on the areas of greatest environmental and social impact, including improving the

livelihoods of smallholder farmers and supporting ethical standards and safe working conditions across our supply chain.

WATER – According to projections from the Organisation for Economic Co-operation and Development (OECD), almost half of the world’s population could be living under severe water stress by 2050. Agriculture is a major user of water resources and also

contributes to water pollution. Farming accounts for approximately 70 percent of water used in the world today. General Mills is addressing water use across our value chain to improve sustainable management of water resources. We have set targets within our operations to reduce water usage rates. Through our water stewardship strategy and collaboration with partners, we are developing strategies for critical watershed risk areas.

Transparency

REPORTING – We realize the importance of greater transparency and are making progress toward this goal. Steps we are taking include our 2013 materiality assessment, adoption of the Global Reporting Initiative guidelines in our reporting and our sustainable sourcing

commitment. Inclusion of General Mills on the 2013 Dow Jones Sustainability North America Index is recognition of greater transparency. Key drivers were increased disclosures, both in our annual reporting and in our application. We had significant improvements in priority areas, including:

health and nutrition; raw material sourcing; and corporate citizenship and philanthropy. We continue strengthening the global nature of our reporting by standardizing data collection across our operations.

General Mills was included in the 2013 Dow Jones Sustainability North America Index.



Food security and biotechnology



GROW – One in eight people in the world today – or 870 million people worldwide – do not have enough to eat. And by 2040, the world's population is projected to increase to nearly 9 billion people. Global experts project that to meet the growing needs of an increasingly hungry world, we will need at least:

- 50 percent more food
- 45 percent more energy
- 30 percent more water

It's a daunting challenge. But biotechnology shows promise to address such issues as strengthening crops against drought and extreme temperature, and delivering more nutritious food, even in poor soil conditions. We agree with the [U.N. World Health Organization](#) (WHO) that the development of genetically modified organisms (GMOs) offers the potential for increased agricultural productivity or improved nutritional value that can contribute directly to enhancing human health and development.



SAFE – We know consumers care about the foods they eat – and we care about the foods we provide. As genetically modified (GM) ingredients become more common in the global food supply, particularly in the U.S., we know that some consumers may have questions about this technology. On safety – our No. 1 priority – we find broad and deep global consensus among food and safety regulatory bodies that approved GM ingredients are safe. Those who have approved biotech crops to be as safe and acceptable as their conventional counterparts include: the [WHO](#), [U.N. Food and Agriculture Organization](#), [European](#)

[Food Safety Authority, U.S. Food and Drug Administration, U.S. Department of Agriculture, U.S. Environmental Protection Agency](#), and [Health Canada](#). The [National Academy of Sciences](#), [American Medical Association](#), and the [British Royal Society](#) also say there is no health risk associated with GM foods or ingredients.

This technology is not new. Biotech seeds have been approved by global food safety agencies and widely used by farmers in food crops for almost 20 years. Because U.S. farmers use GM seed to grow certain crops, 70 percent of foods on U.S. grocery store shelves likely contain GMO ingredients. As a result, if an American food or beverage product lists corn, soy, canola, cottonseed or beet sugar as an ingredient – and it's not organic – it likely contains GMOs. Global food safety experts will note there has not been a single incident of harm to health or safety demonstrably linked to the use of GMOs anywhere in the world. Numerous studies have found certain benefits, however.



SUSTAINABLE – Ensuring safe and effective food production, while conserving precious natural resources, is a long-standing commitment for General Mills. We believe biotechnology can help. GM crops generally need less insecticide, and may allow for the use of less harmful herbicides. GM crops often require less energy use by farmers. They are associated with reduced greenhouse gas emissions (GHG), improved water quality, improved nitrogen retention, and improved water filtration and erosion reduction in soil. Because GM crops can protect against weeds or disease, farmers planting GM crops tend to generate more stable – and sometimes higher yields.



△ General Mills is a leading purchaser of oats in the U.S. Oats are a non-GMO crop.



OPTIONS – We know that some consumers remain uncomfortable with GMOs. As a global food company, we produce products without GM ingredients in some markets – we also offer organic and non-GMO alternatives in most of our major categories in the U.S. In the spirit of transparency, we've enrolled several products – especially our organic products – in the U.S. Non-GMO Project. We oppose state-based labeling, but we support nationally standardized labeling of non-GMO products in the U.S., where there has generally been no requirement for special labeling.

For further information about biotechnology, we invite you to visit www.factsaboutgm.org.



FOOD WASTE – One-third of the food grown globally is wasted, according to the Food and Agriculture Organization of the United Nations (FAO). Reducing food waste is critical to feeding the world's growing population. In the

developing world, much of the waste stems from inadequate food storage and transportation. In the United States, where as much as 40 percent of food is wasted, more than 90 percent of that waste occurs at homes or in foodservice settings. General Mills is a founding member of the U.S. Food Waste Challenge, a program launched by the U.S. Department of Agriculture and the Environmental Protection Agency in 2013. The U.S. Food Waste Challenge urges producer groups, processors, manufacturers, retailers, communities, and other government agencies to reduce food loss and waste, recover wholesome food for human consumption, and recycle leftovers to use as animal feed, compost, and to generate energy. This mission aligns with work already underway at General Mills and the work we have been leading across the industry as co-chair of the [Food Waste Reduction Alliance](#).

Approach and scope

Organizational responsibility

The General Mills leadership team has ultimate responsibility for the company's corporate social responsibility. The team includes: Ken Powell, Chairman and Chief Executive Officer; Kim Nelson, Senior Vice President of External Relations and President of the General Mills Foundation; Jerry Lynch, Chief Sustainability Officer; and John Church, Senior Vice President of Supply Chain; as well as our Board of Directors' Public Responsibility Committee.

Increasing transparency

We are strengthening the global nature of our reporting by working to standardize data collection across our operations.

For the third year, we have used Global Reporting Initiative (GRI) G3.1 Guidelines to help inform our reporting scope and content. Again this year, we are including indicators from the GRI Food Processing Sector Supplement. Our report is undeclared and is not externally assured. Looking ahead, we plan to adopt the G4 Guidelines within the GRI defined transition period. The materiality assessment we conducted in 2013 also will continue to guide the scope and content of future reports.

Stakeholder engagement

Each year, we solicit input from stakeholders such as Ceres (a coalition of investors, environmental organizations and other public interest groups working with companies to advance their environmental and social performance). This feedback helps us understand external perspectives on both concerns and opportunities. In 2013, as part of the materiality assessment, we engaged additional external stakeholders to help us prioritize material topics related to our business and sustainability. Finally, we respond to stakeholder concerns regarding material issues to our business.

We are active members in key industry coalitions such as the Consumer Goods Forum, Grocery Manufacturers of America, and Field to Market. We partner with nongovernmental organizations (NGOs) such as the World Wildlife Fund and The Nature Conservancy on sustainable sourcing and water stewardship. We have been participants in the Carbon Disclosure Project (CDP) since its inception in 2000 and are members of the Roundtable on Sustainable Palm Oil (RSPO), Bonsucro and the Innovation Center for U.S. Dairy Sustainability Council. As part of our commitment to supporting human rights in our supply chain, we are leaders in the AIM-PROGRESS Responsible Sourcing task force, and

are signatories to the United Nations Global Compact (UNGC). In addition, we are guided by the International Labour Organization's (ILO) 1998 Declaration on Fundamental Principles and Rights at Work. With regards to nutrition, we work with several organizations, including the American Academy of Family Physicians (AAFP) and the Academy of Nutrition and Dietetics to fund nutrition research and help promote nutrition education.

Public policy

We recognize the importance of accountability and transparency regarding our public policy engagement and political contributions. Our [civic policy](#) describes our approval process for using corporate funds for political contributions. The Public Responsibility Committee of our Board of Directors oversees the company's political activity, including our policy, an annual list of corporate political contributions, major trade association memberships, and any independent political expenditures (although the company has not made any). A list of our political contributions is made available on our [website](#). We have been publicly disclosing this information since 2005. We are a leader in the disclosure of information we provide about our [public policy engagement](#). In 2013, the Center for Political Accountability [rating metric](#) tied General Mills at No. 7 in its annual ranking of the top 200 companies in the S&P 500. In addition, we rank No. 1 in the consumer goods sector.

Report scope

We report our progress on key metrics for fiscal 2013. For the first time, we include data from Yoplait S.A.S. and Yoki Alimentos S.A., which we acquired in fiscal 2013.

The report scope includes global operations except where otherwise noted.

Report responsibility

The General Mills leadership team, noted earlier, has responsibility for the development of this report.

- We help increase sustainability through our partnerships and participation in coalitions.
- Our efforts include collaboration with the World Wildlife Fund and The Nature Conservancy and membership in the Roundtable on Sustainable Palm Oil, Bonsucro and the Innovation Center for U.S. Dairy Sustainability Council.

Across the company,
responsible practices
guide our work.



Health

We provide people with convenient, nutritious food that - when combined with exercise and activity - can help them live healthier lives. We believe that a variety of foods plays an important role in people's diets, providing nutrition, taste and convenience at a reasonable cost. Improving the health profile of our products over time and promoting healthy lifestyles that balance nutrition and activity are fundamental to our mission of Nourishing Lives.



Environment

Our goal is to continually reduce our environmental footprint. We focus our efforts on areas where we can have the greatest impact, both within our own operations and outside of them, primarily in agriculture. Across our global operations, we work to reduce our natural resource consumption. Additionally, we focus on sustainably sourcing the raw materials we use in our products.



Sourcing

We are committed to sustainably sourcing 100 percent of our 10 priority ingredients by 2020 - representing more than 50 percent of our annual raw material purchases. We partner with industry groups to advance sustainable sourcing frameworks, then pilot scalable solutions and share our findings so others can refine their efforts. At the same time, we are improving water stewardship and reinforcing socially responsible practices across our extended supply chain.



Workplace

We foster a safe, ethical, diverse and inclusive workplace where our 41,000 employees can thrive. We respect, develop and invest in our employees and continue to improve workplace safety through our efforts to prevent injuries and illnesses. We support our employees in being active, eating healthy and staying well.

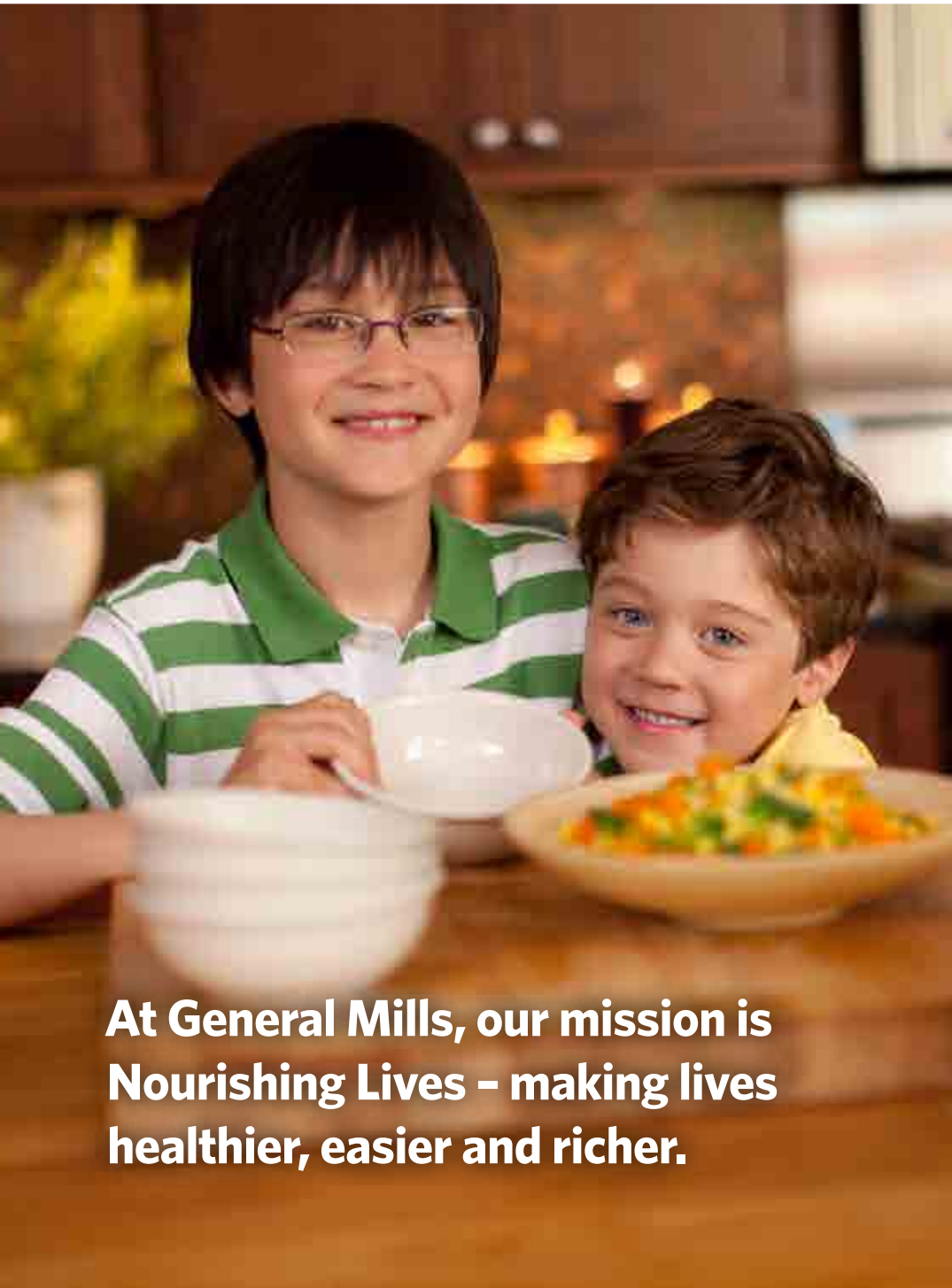


Community

We nourish our communities globally with remarkable philanthropy. Our philanthropic work is an extension of the company's Nourishing Lives mission and ties closely to our company's core business. We work in innovative ways with partners locally and around the world to harness our collective impact in key target areas, while engaging employees through skills-based and other volunteerism.



HEALTH



At General Mills, our mission is Nourishing Lives – making lives healthier, easier and richer.

OUR GOAL is to provide people with convenient, nutritious food that – when combined with exercise and activity – can help them live healthier lives. We believe that a variety of foods plays an important role in people’s diets, providing nutrition, taste and convenience at a reasonable cost. Improving the health profile of our products over time and promoting healthy lifestyles that balance nutrition and activity are fundamental to our mission of Nourishing Lives.



Our strategies

Provide
quality
nutrition

Champion
global food
safety

Educate
consumers



Overview

Improving nutrition and health - Consumers around the world seek nutritious, convenient and affordable food for themselves and their families every day. There are many challenges to achieving this simple, daily imperative - ranging from hunger and malnutrition to obesity.

Performance dashboard (fiscal 2013)

Whole grain

235 billion grams shipped by U.S. retail operations and **153 billion grams** produced by Cereal Partners Worldwide (our joint venture with Nestlé)

Vegetables

1 billion servings (1 serving = 1/2 cup) shipped by U.S. retail operations

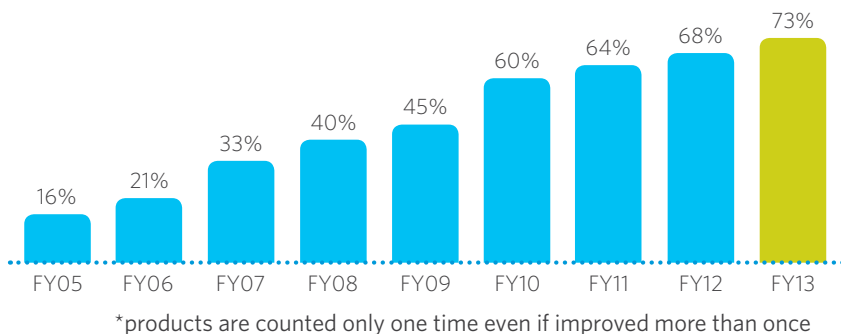
Dairy

2 billion servings of low/nonfat dairy (1 serving = 1 8-ounce cup) shipped by U.S. retail operations; **19,000** servings of Yoplait eaten every minute around the world

Fiber

50 billion grams of dietary fiber shipped by U.S. retail operations

Cumulative* health metric achievement U.S. RETAIL PRODUCTS



“At General Mills, we put consumers first. This commitment is reflected in our products - such as cereal, yogurt and vegetables - as well as our efforts to educate people about making healthy lifestyle choices. Achieving a balance of nutrition and activity contributes to consumers’ overall good health.”

- Jeff Harmening, General Mills Senior Vice President and Chief Operating Officer, U.S. Retail



Holistic view of nutrition & health

Our products: Unique portfolio, global impact

- **Healthy:** General Mills products – including vegetables, cereal, yogurt, soup and grain snacks – contribute to a healthy lifestyle.
- **Accessible:** We make nutritious foods convenient and accessible to consumers in more than 100 countries on six continents.
- **Expertise:** Our 50 years of nutrition expertise drives continued enhancements to our product portfolio.



Our practices: Promoting healthy lifestyles

We promote healthy lifestyles that balance consumption and activity in our workplaces and communities around the world. We communicate responsibly about our products.

Workplaces: We invest in our employees' health (learn more in the [Workplace](#) section of this report).

Communities: We raise awareness and invest in helping children achieve a balance of good nutrition and physical activity.

- **Champions for Healthy Kids:** promoting healthy nutrition and fitness
- **Presidential Youth Fitness Program:** cultivating lifelong skills and healthy habits to fight childhood obesity



- **Nemours:** partnering to reduce obesity beginning in early childhood

Learn more about these efforts on page 30 and in the [Community](#) section of this report.



Our strategies and actions

1 Provide quality nutrition p.14

- A** Delivering nutrition to millions of consumers
- B** Improving product health profiles
- C** Offering nutritious new products

2 Champion global food safety p.26

- A** Expanding food safety leadership
- B** Partnering to increase food safety

3 Educate consumers p.30

- A** Promoting better health
- B** Supporting responsible marketing



Our approach: invest & innovate

Our focus on health and nutrition helps drive business growth

Investment: Our investment in nutrition science helps us to better understand the relationship between food and health as we enhance our product portfolio. We invest in research and development (R&D) to help improve the health profile of our products.

60%

Since 2004, we have increased R&D spending on health and wellness by 60 percent.

History: General Mills has a long history of health and nutrition stewardship. Fifty years ago, we established a nutrition department to strengthen the company's expertise in nutrition science. Since 1963, our nutrition team has led the formulation

of General Mills' health strategy. The year 2013 also marked the 15th anniversary of our Bell Institute of Health and Nutrition.

Taste: Taste is the dominant driver of consumer food consumption, so we always balance taste and health. While consumers are focused on health, they will not accept compromises to the great taste they have come to expect from General Mills. We have found the most successful approach to improved nutrition is a series of small, incremental changes.

Structure and growth: In fiscal 2013, we organized our R&D function into key category platforms that are fundamental to the company's growth and our long-term health strategy. These platforms include dairy, meals, cereal, baked goods

and snacks. This structure increases our capacity for innovation and information sharing. We continue to grow our portfolio through acquisitions that meet our investment guidelines and consumer demand for health, taste and convenience.

Leadership and governance:

Operationally, product responsibility lies within the R&D and Marketing organizations. The Executive Vice President of Supply Chain, and the Executive Vice President of Innovation, Technology and Quality are responsible for consumer health and safety, and product and service labeling. Responsibility for Marketing Communications is held by the Chief Marketing Officer. The Bell Institute reports directly to the Executive Vice President of R&D and

reports indirectly to the Executive Vice President of Global Strategy, Growth and Marketing Innovation. The Bell Institute also reports regularly to the Public Responsibility Committee of the Board of Directors, which oversees the company's health and wellness strategy. Health improvements to our product portfolio are included in the performance objectives for our Chief Executive Officer and his direct reports. The company receives guidance from our global Health and Wellness Advisory Council, a group of leading external health and nutrition experts. We have had an external scientific advisory council since 1989.

Bell Institute of Health and Nutrition

The Bell Institute of Health and Nutrition influences General Mills' product development and guides our global health and nutrition strategy. With backgrounds in nutrition science, public health, clinical nutrition and food science, Bell Institute experts provide guidance to General Mills business teams and health professionals around the

world. This team brings together capabilities in scientific research and health communications for the benefit of our customers, consumers, the food industry and nutrition communities.

Scientific research: Members of the Bell Institute collaborate with leading scientists from universities around the globe to further

research in nutrition and health. We contribute to the advancement of scientific understanding on a variety of important health topics, including: whole grains, digestive health, vascular health, weight management, micronutrients and breakfast.

Health communications: The Bell Institute develops science-

based educational materials for health professionals and their patients about nutrition topics. It also sponsors continuing education programs to advance the knowledge of health and foodservice professionals. The Bell Institute also helps ensure that all of General Mills' health and nutrition claims are accurate and comply with



government and corporate nutrition regulations and policies.



1 Provide quality nutrition

1A Delivering nutrition to millions of consumers

Providing products that boost nutrient intake


































General Mills has a long history of providing a broad array of convenient, affordable, nutritious foods to help consumers meet key health and nutrition recommendations.

Challenge: Many people's diets are lacking in key nutrients and food groups.

Our role: Our portfolio offers a range of products that deliver key nutrients and food groups. General Mills has been an industry

leader in enriching foods with nutrients in the United States since the 1940s. Research shows that enriched and fortified foods make a substantial contribution to the nutrient intakes of consumers.

Commitment: In 2009, General Mills joined the Partnership for a Healthier America (PHA). PHA brings together public, private and nonprofit leaders making meaningful commitments and developing strategies to end childhood obesity.

Benefits	General Mills key product categories  Cereal  Vegetables  Yogurt  Snacks  Soup	Impact
More whole grain	 	<p>WHOLE GRAIN: 235 billion grams of whole grain shipped by U.S. retail operations and 153 billion grams produced by Cereal Partners Worldwide (our joint venture with Nestlé)</p> <p>CALCIUM: 100 percent of our yogurts provide at least 10 percent of the recommended Daily Value of calcium</p> <p>FIBER: 50 billion grams of dietary fiber shipped by our U.S. retail operations in 2013*</p> <p>CALORIES: 800+ U.S. retail products (50 percent) have 150 calories or less per serving</p> <p>GLUTEN FREE: 600+ gluten-free products offered in the U.S.**</p> <p>* cereals, snacks, flour and baking mixes ** cereals, vegetables, yogurt, snacks, soups and baking products</p>
More calcium		
More vitamins & minerals	  	
More fiber	  	
Fewer calories	    	
Less fat	   	
Gluten free	    	
Good value*	    	

*value based on cost per serving



1B Improving product health profiles

Increasing nutrients in key food groups while reducing sugar, sodium, fat and calories

Progress

U.S.: 73 percent of U.S. retail sales volume nutritionally improved since 2005 (20 percent in fiscal 2013, including baking, cereal, dairy, meals and snack foods)

International: 90+ products nutritionally improved in fiscal 2013

Canada: 45 percent of retail product portfolio nutritionally improved since 2010

Challenge: According to the World Health Organization (WHO) of the United Nations, obesity has nearly doubled worldwide since 1980. The fundamental cause of obesity is an energy imbalance between calories consumed and calories expended. Globally, there has been an increasing intake of energy-dense foods combined with decreasing physical activity due to the sedentary nature of 21st century lifestyles.

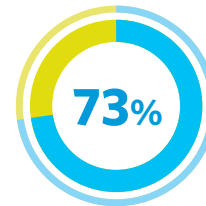
Our role: Around the world, we are reformulating our recipes and making progress toward our healthier product commitments.

U.S.: More than 750 of our products have been nutritionally improved since 2005.

U.K.: We already have removed artificial trans fat from foods across Europe and

are proceeding with our sodium reduction program as part of our pledge associated with the [Responsibility Deal](#), a set of voluntary agreements covering food, physical activity and health at work that is backed by the U.K.'s Department of Health.

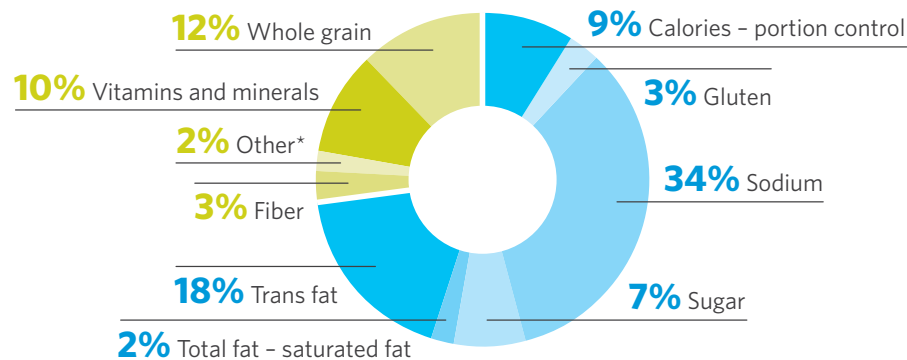
Australia: As part of the [Healthier Australia Commitment](#), General Mills and other companies have pledged to collectively deliver on targets that include reducing sodium by 25 percent, reducing saturated fat by 25 percent and reducing energy (calories as measured by kilojoules to address calorie consumption) by 12.5 percent by 2015. The commitment also includes



General Mills has improved the health profile of **nearly three-quarters** of our U.S. retail sales volume since 2005.

educating consumers about balanced diets and healthy, active lifestyles and promoting employee wellness.

Drivers of nutritional improvements FY05-FY13 U.S. RETAIL PRODUCTS



27% Increasing positives

73% Decreasing limiters

*other includes protein, fruit, vegetable, probiotics

U.S. Health Metric

Product improvement guidelines



Reducing

Reducing calories, fat, saturated fat, trans fat, sugar or sodium by **10 percent** or more



Increasing

Increasing beneficial nutrients – including vitamins, minerals and fiber – by **10 percent** or more



Formulating

Formulating products to include at least a half-serving of whole grain, fruit, vegetables, or low or nonfat dairy



Formulating/reformulating

Formulating/reformulating products to meet specific internal requirements, including limiting calories, and meeting health or nutrition claim criteria as defined by the U.S. Food and Drug Administration (FDA)



At a glance: 2013 global new and reformulated products

We introduced new and reformulated products around the world in 2013, including in the locations noted below.



Reformulated products

- 1 U.S.
- 2 France
- 3 UK
- 4 Ireland
- 5 Sweden
- 6 Canada
- 7 Brazil
- 8 China
- 9 Latin America
- 10 Caribbean
- 11 Middle East
- 12 Australia
- 13 South Korea

New products

- 1 U.S.
- 2 Canada
- 3 Argentina
- 4 Australia
- 5 UK
- 6 France
- 7 New Zealand
- 8 Norway
- 9 Switzerland

Canada: We continue to make improvements to our product portfolio. Since 2010, 45 percent of our retail volume has been nutritionally improved or launched with a strong nutrition profile. In fiscal 2013 alone, more than

26 percent of retail volume in Canada qualified for our “health improved” criteria, with meaningful increases in nutrients targeted for increased consumption or decreases in nutrients that are over-consumed in the Canadian population.

These achievements are helping improve diet quality in areas such as whole grain, fiber, sodium and heart-healthier fats.

PR1, FP6, FP7



“Health is a core growth strategy for General Mills. We continue to focus on providing healthier products through what we call the ‘trifecta of innovation’ – delivering great taste, with a meaningful health benefit, at an affordable cost – and helping consumers lead healthier lifestyles.”

– Maha Tahiri, General Mills Chief Health and Wellness Officer and leader of the Bell Institute of Health and Nutrition



Cereal Partners Worldwide nutritional improvements

Our Cereal Partners Worldwide (CPW) joint venture with Nestlé makes and markets cereals such as Fitness, Cheerios, Chocapic and Nesquik globally outside North America. CPW is the second-largest cereal provider in the world. As part of its Global Nutrition Commitment, CPW announced specific targets in October 2012 for nutritionally improving

about 5.3 billion portions of breakfast cereals in more than 140 countries by boosting the amount of whole grain, increasing calcium, and reducing sugar and salt in its recipes. CPW has made significant progress against this commitment, with 41 percent of global sales volume already achieving the commitment criteria after just one year.



Improving health by boosting whole grains

★ Impact

U.S. – 100 percent: Every Big G cereal contains more whole grain than any other single ingredient and at least 10 grams of whole grain per serving; more than 20 General Mills cereals deliver at least 16 grams.

International – 100 percent: All global cereal brands offered by CPW now have at least 8 grams of whole grain per serving; CPW is working to increase levels of whole grain so it is the main ingredient in all CPW cereals.

Challenge: Nine out of 10 Americans aren't getting enough whole grain. Most Americans are barely eating one serving of whole grain a day.

Our role: Research shows that eating whole grains as part of a healthy diet can help improve heart health, weight management and diabetes management while reducing the risk of some cancers. General Mills products deliver whole grains to consumers around the world, including the examples below.

U.S.: We increased whole grain by 10 percent in our *Fiber One* 80 Calorie *Honey Squares* and several Big G cereals, including *Kix*, *Honey Kix*, *Cinnamon Chex* and *Chocolate Chex*.

Canada: Four of our five *Nature Valley* Crunchy granola bars have been reformulated to increase oat fiber, which can help Canadians reach the daily amount of the fiber shown to lower cholesterol.

CPW: Since 2003, CPW has increased the whole grain in its recipes by more than 3.8 billion servings annually.



20+
More than 20
General Mills cereals
have at least 16 grams
of whole grain.





Benefits of cereal

Weight management: People who eat cereal have healthier body weights and lower cholesterol.

Whole grain: Cereal is the No. 1 source of whole grain for Americans, including children. Since 2003, our Cereal Partners Worldwide (CPW) joint venture with Nestlé has increased global consumption of whole grain by more than 3.4 billion servings. Research has shown that people who eat cereal

consume more whole grain and eat less cholesterol and fat.

Nutrients: Cereal contributes vital nutrients to the American diet: 30 percent recommended Daily Value of folate, 23 percent iron and 20 percent vitamin B6. People who eat cereal have better intake of nutrients, including fiber, calcium and vitamin D.

Low fat: Cereal is low in fat.

Low calorie: Cereal accounts for only 3 percent of caloric

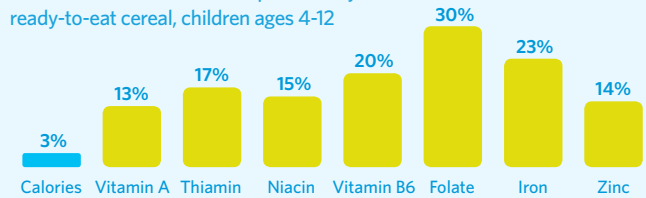
intake and only 4 percent of the dietary intake of sugar of American children. Cereal has fewer calories than almost any other common breakfast option.

Value: A serving of cereal with milk costs about US 50 cents on average, making cereal one of the most inexpensive and efficient ways to get key vitamins and minerals into people's diets.

Learn more about the benefits of cereal.

Cereal provides key nutrients for children

Percent of selected nutrients provided by ready-to-eat cereal, children ages 4-12



Centers for Disease Control and Prevention (CDC). National Center for Health Statistics (NCHS). National Health and Nutrition Examination Survey Data. Hyattsville, MD: U.S. Department of Health and Human Services, Centers for Disease Control and Prevention.

Improving health by increasing beneficial nutrients

★ Impact

Calcium: Calin+ yogurt, CPW cereals and all Big G cereals are fortified with calcium.

Fiber: Our *Fiber One* brand offers 49 fiber-added products.

Vitamins: 100 percent of Big G cereals are fortified with vitamin D, Big G cereals advertised to children are fortified with iron and B vitamins.

Protein: Our U.S. protein snack bars deliver a range of 6-10 grams of protein per bar.

Challenge: Many people lack key nutrients in their diets. Insufficient vitamin D status is a widespread problem that may affect at least half of the Australian population as well as 85 percent of women and 90 percent of children in France. Most Americans also do not get enough calcium or vitamin D. Studies show that nearly nine out of 10 American kids do not consume enough vitamin D, and about four out of 10 do not consume enough calcium. Calcium promotes healthy bones and teeth, yet 60 percent of U.S. women, less than half of Australian adults, and seven out of 10 women and six out of 10 children in France do not get the recommended amount of calcium.

Our role: We increase beneficial nutrients in our product portfolio, including



△ Calin+ yogurt available in France, U.K., Ireland and Sweden is enriched with calcium and vitamin D to support bone health.

vitamins, minerals and fiber. Our products also include whole grain, fruit, vegetables, and low or nonfat dairy.

France, U.K., Ireland and Sweden: Calin+ yogurt available in France, U.K., Ireland and Sweden, is enriched with calcium and vitamin D to support bone health.

CPW: CPW is increasing calcium in cereals to at least 15 percent of the recommended daily allowance, which varies in different parts of the world.





Canada: Our expanded *Fibre One* line of cereals in Canada includes four flavor varieties that provide at least 10 grams of fiber per serving.

U.S.: General Mills has launched 18 U.S. snack bars that provide at least 10 percent Daily Value of protein since fall 2012. One example is *LÄRABAR ALT*, which



△ *Trix* fruit rolls in China now contain more than 50 percent real fruit and use natural colors.

contains peas as the main protein source and delivers 10 grams of protein without using dairy or soy. The No. 1 ingredient in our *Nature Valley Protein bar* is roasted nuts.



△ In Brazil, we introduced two new flavors of our *Yoki Mais Vita* soy beverage: orange/papaya and tangerine, which contain 1.2 grams of protein per serving. As with our other *Mais Vita* fruit/soy varieties, these products use natural colors and have 24 percent less sugar than the original 2008 formulation.



Benefits of yogurt

Nutrients: Yogurt provides protein, calcium, potassium and other important nutrients; *Yoplait*® Original contains 20 percent of the Daily Value of calcium and vitamin D in each cup.

Healthy weight: Research indicates that women who regularly eat yogurt have a healthier body weight, smaller waist size and consume more essential nutrients.

▷ Learn more about the benefits of yogurt.



Yoplait is a registered trademark of YOPLAIT MARQUES (France) used under license.



General Mills offers 18 U.S. snack bars with at least **10 percent** Daily Value of protein.



Benefits of vegetables

Fiber and vitamins:

Americans get as much as 30 percent of their daily fiber and 50 percent of their daily vitamin C from frozen, canned and dry fruits and vegetables.

Nutrients: *Green Giant* vegetables are *Picked at the*

Peak of Perfection, packed and frozen within eight hours of being picked to lock in naturally occurring nutrients.

Frozen: According to research by the University of California, Davis, frozen vegetables are as nutritious as their fresh counterparts.

Frozen vegetables offer the convenience of longer shelf life.

Low in fat: Vegetables are naturally low in fat and pack a lot of nutrition in fewer calories.



Reducing sugar

Impact

Big G cereals: 100 percent of General Mills cereals marketed to children contain 10 grams of sugar or less per serving.

CPW cereals: As of December 2013, 63 percent of CPW's volume of brands popular with kids and teens has achieved the committed sugar reduction targets.

Yogurt: Since 2007, we have reduced sugar in our main kid yogurts (*Yoplait® Go-GURT®*, *Yoplait Trix* and *Yoplait Kids®*) by a line average of 24 percent.

Granola bars: We reduced sugar in several varieties of *Cascadian Farm* chewy granola bars by more than 10 percent.

Challenge: The American Heart Association recommends limiting the amount of added sugars to no more than half of a person's

daily discretionary calorie allowance, since sugar adds calories without contributing nutrients. Food and beverage companies around the world are being challenged to cut the amount of sugar in products.

Our role: General Mills continues to reduce sugar across our global product portfolio.

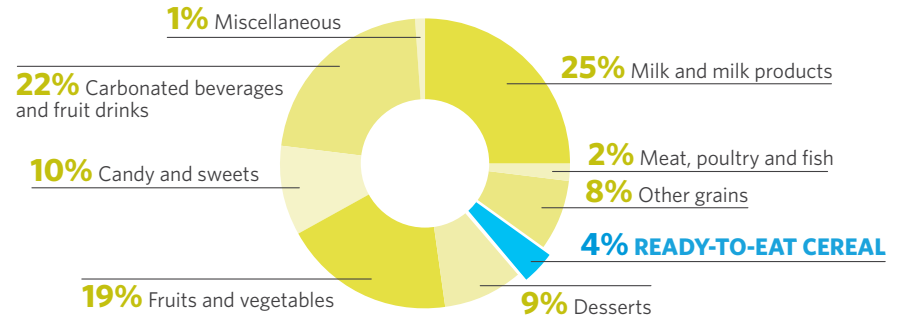
U.S.: Since 2007, we have lowered sugar levels in Big G kid cereals by 16 percent. For example, all *Monster* cereals, *Booberry*, *Frankenberry* and *Count Chocula* now have 9 grams of sugar per serving (down from 10 grams in fiscal 2011 and 15 grams in 2007). In addition, in 2013 we reduced sugar by 10 percent in *Oatmeal Crisp* Hearty Raisin and *Oatmeal Crisp* Crunchy Almond cereals.

Latin America: We achieved at least a 10 percent reduction in total fat, sodium, or sugar in selected Big G cereals.

Caribbean: We reduced total fat, sodium, or sugar by at least 10 percent in *Cheerios* and *Oatmeal Crisp* Hearty Raisin cereals.

Europe, Middle East & Africa: CPW has reduced sugar levels in 25 cereal recipes sold in Europe, the Middle East and Africa and will continue this process in other

Food sources of total sugar CHILDREN AGES 4-12

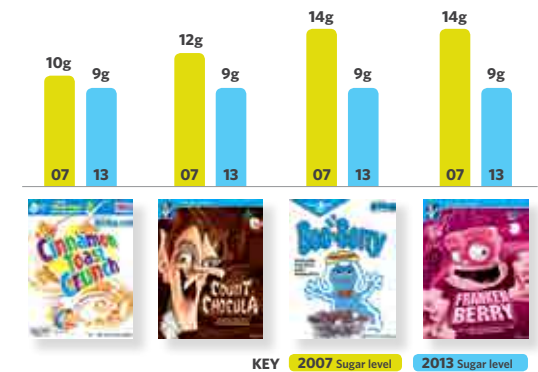


△ Ready-to-eat cereals account for a relatively small amount of children's sugar consumption.

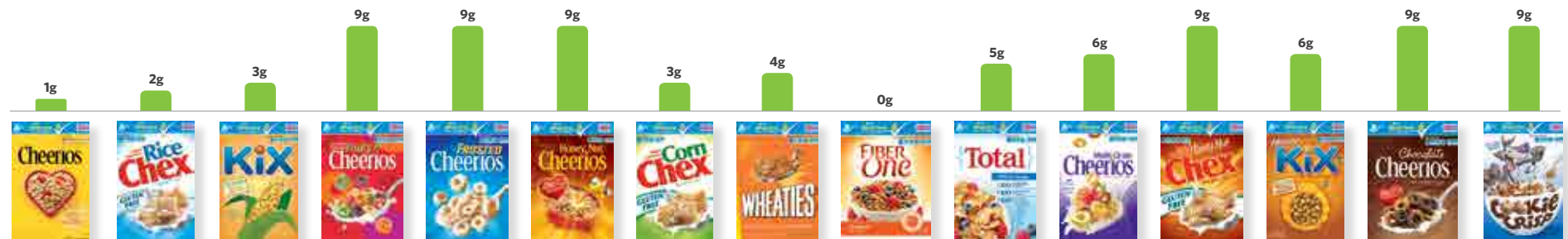
United States Department of Health and Human Services. Centers for Disease Control and Prevention. National Center for Health Statistics. National Health and Nutrition Examination Survey (NHANES), 2009-10.

parts of the world in 2014 and 2015. In 2013, CPW removed an additional 7,000 metric tons of sugar from its cereals (beyond the 9,000 metric tons eliminated previously). CPW is reducing sugar by up to 30 percent across several cereal brands, including Nesquik, Chocapic, Honey Cheerios and Cookie Crisp.

Cereals reduced in sugar in 2013



Cereals at single-digit sugar levels





Improving health by reducing sodium

Commitments

U.S. commitment: Reduce sodium by 20 percent across top 10 retail product categories by 2015

U.K. commitment: Reduce sodium in food, helping consumers get closer to the 2.4 grams per day maximum recommended daily intake

Australia commitment: Reduce sodium in products by 25 percent by 2015 (collective industry goal as part of Healthier Australia Commitment)

Challenge: Around the world, consumers eat an average of 9 to 12 grams of salt a day. Many health authorities recommend reducing this level to around 6 grams – or about a teaspoonful – a day.

Our role: General Mills has a broad commitment to reducing sodium in our products around the world while meeting consumer taste requirements. We have a team of researchers dedicated to reducing sodium in foods through gradual reductions.

U.S.: In 2008, General Mills committed to trim sodium by 20 percent in our top 10 product categories by 2015. We are on track to meet this ambitious, industry-leading effort. General Mills made strong progress toward this goal with sodium reductions in fiscal 2013 across our

product portfolio, especially in cereals and meals. For example, we reduced sodium in our *Cascadian Farm* Raisin Bran and *Cascadian Farm* Maple Brown Sugar Granola cereals. We also achieved significant sodium reductions in several varieties of *Hamburger Helper*, which now contain at least 20 percent less sodium than in 2008, and many canned and frozen vegetables.

Canada: Since 2010, 13 of our 17 Canadian *Hamburger Helper* meal starters have been reformulated to reduce sodium by at least 10 percent, several reduced by more than 20 percent. Three of our five *Betty Crocker* scalloped potatoes also have reduced sodium by a minimum of 15 percent.



◁ We reduced sodium by at least 10 percent in 13 Canadian *Hamburger Helper* products. These sodium reductions include our most popular flavors: Lasagna and Beef Noodle.

Latin America: We reduced sodium by more than 10 percent in a third of our *Green Giant* vegetables (seven out of 21 products).



Australia: We reduced sodium by an average of 30 to 35 percent in our *Latina* Fresh filled pasta products. In selected *Betty Crocker* cake mixes, we reduced sodium by 10 to 30 percent and sugar by 25 to 30 percent.

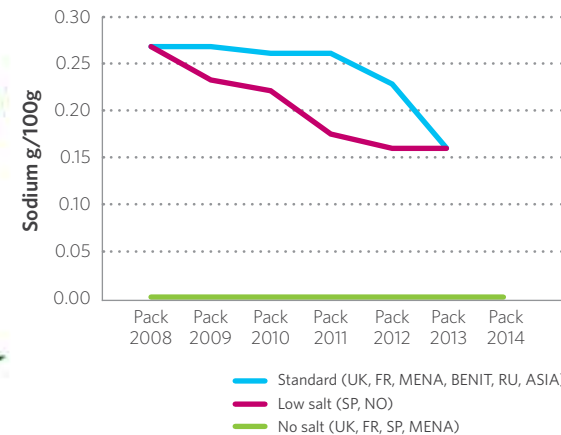


◁ *Latina* Fresh pasta in Australia contains less sodium.

Europe, Middle East, South Korea: We reduced sodium by an additional 10 percent in our *Green Giant* canned sweet corn in Europe and the Middle East and in three of the four varieties sold in South Korea. *Green Giant* consumers historically have been sensitive to changes in product taste, resulting in a “slow and steady” approach to reducing sodium. Through consumer research, we discovered that consumers like the 30 percent reduced sodium product just as much as the higher sodium variety. We continue to decrease sodium in our *Green Giant* canned vegetables.



Sodium reduction - corn



◁ *Green Giant* is lowering the salt in its canned vegetables by 5 to 35 percent across Europe, Russia, Africa and the Middle East. This sodium reduction effort has already been implemented in 90 percent of *Green Giant* products – including sweet corn, artichokes and hearts of palm – in these markets.

CPW: Since 2003, CPW has removed more than 900 metric tons of salt from its cereal recipes. As of December 2013, 96 percent of CPW’s recipes have achieved the committed sodium reduction targets.



In the U.S., General Mills has committed to reduce sodium by 20 percent across our top 10 retail product categories by 2015.



Improving health by reducing trans fat

★ Impact

90+ percent of U.S. retail products labeled as zero grams trans fat

Zero trans fat from partially hydrogenated oils used in U.K. products

Challenge: While dietary fats are essential for energy, nutrient absorption and to support cell growth, many people consume more fat than they need. The American Heart Association recommends limiting consumption of trans fats to less than 1 percent of a person's total daily calories.

Our role: General Mills has successfully reformulated a number of products to reduce or remove trans fat while maintaining the quality and taste consumers expect.

U.S.: Since 2008, we have reduced trans fat to zero grams in more than 270 of our U.S. retail products, including *Betty Crocker Rich & Creamy Frosting*, *Pillsbury Toaster Strudel*, *Toaster Scrambles*, low-fat *Pillsbury* breads, reduced-fat crescents, reduced-fat sweet rolls, reduced-fat biscuits, and the *Simply...* line of cookies, bread and biscuits. All *Totino's Pizza* and *Pizza Rolls* snacks are now labeled zero grams trans fat. We continue to reduce our use of partially hydrogenated oils.

Australia: Our *Latina Fresh* ready-to-eat meals now offer healthier options in single-serving packs that are 97 percent

fat free with low saturated fat. These meals are also an excellent source of fiber and a good source of protein.

U.K.: We have achieved our goal of removing trans fat (partially hydrogenated oils) from our products, meeting the trans fat elimination target of the U.K. Responsibility Deal pledge. In addition to these ingredient selection and reformulation efforts, we have put in place nutrition standards ensuring continued absence of trans fat from our products in the U.K.

Improving health by reducing calories

★ Impact

500+ General Mills U.S. retail products (33 percent) have 100 calories or less per serving

800+ General Mills U.S. retail products (50 percent) have 150 calories or less per serving.

6.4 trillion calories trimmed from U.S. food by a coalition of partners, of which General Mills is a part, through the Healthy Weight Commitment Foundation.

Challenge: Rising levels of obesity around the world are driven by the energy imbalance between calories consumed and calories expended. Reduction of calories in foods and beverages is part of the solution, along with portion control and exercise.

Our role: From *Green Giant* vegetables to *Fiber One* bars to *Yoplait®* Light yogurt, General Mills offers a variety of options for meals or snacks throughout the day that are easy on the calories. We also offer smaller portion options and single-serving packages for consumers seeking portion control.

Yogurt: We offer a variety of lower-calorie dairy options, including eight flavors of *Yoplait* Greek 100, which provide two times the protein of regular yogurt at 100 calories and a Weight Watchers PointsPlus® value of 2 points per serving.



△ We reduced calories in *Yoplait* Greek 100 yogurt.

Soup: *Progresso* Light soups also carry an endorsement from Weight Watchers. The 16 varieties contain 100 calories or less per serving.



◁ We reduced calories in *Progresso* Light soups.



Cereal: Seventy-five percent of our Big G retail cereals have 130 calories or less per serving.

◁ A serving of *Total* cereal has just 100 calories.

PR1, FP6, FP7



Exceeding our Healthy Weight Commitment Foundation pledge

In 2013, General Mills and 15 other leading food and beverage companies together exceeded the Healthy Weight Commitment Foundation (HWCF) pledge to reduce calories by 1.5 trillion in the U.S. marketplace by 2015. In 2013, this goal – part of a multi-year effort designed to help reduce obesity – was achieved three years ahead of schedule. The companies surpassed the calorie reduction goal by introducing lower-calorie options, changing recipes and reducing portion sizes of existing single-serve products compared with products available in 2008. Several of the largest food companies (including General Mills) trimmed 6.4 trillion calories from our products – more than four times what was pledged – reducing daily intake by an average of 78 calories per person.



Fifty percent of General Mills U.S. retail products have 150 calories or less per serving.



Improving school meals

Our foodservice business helps schools deliver nutritious foods for students. In the U.S., we updated some of our products to meet revised U.S. Department of Agriculture (USDA) standards for K-12 school meals, effective in July 2013. Under these standards, school meals must include more fruits, vegetables and whole grains, items with zero grams of trans fat, and meet specific calorie ranges and sodium targets. Most of our products

for the school market contained zero grams trans fat, and more than 70 of our products already met the new whole grain-rich requirements. We also introduced new items, including Yoplait® Greek Blended yogurt. In addition to food, we provide school foodservice staff with educational materials and also partnered with the School Nutrition Association to develop parent education brochures.



Alternative breakfasts for students: For the past five years, General Mills Foodservice has helped schools boost breakfast participation through the National Dairy Council Fuel Up Breakfast grant program, which has awarded US\$325,000 to more than 100 schools since 2009. Schools use the funds to add alternative ways to serve breakfast outside of the cafeteria, giving more kids access to a healthy breakfast and improve opportunities for learning.

◀ We provide school meal options that meet updated USDA standards.

1C Offering nutritious new products

Providing products with more whole grain, more calcium, more vegetables and fruit, reduced sodium, less fat, fewer calories

★ Impact

General Mills delivered healthful new product options across a broad range of categories in a variety of markets in 2013.

Five percent of total company sales were from new products in 2013.

PR1, FP6, FP7

Cereal



Honey Nut Cheerios Medley Crunch

17 grams of whole grain per serving

U.S.



Peanut Butter Toast Crunch

11 grams of whole grain per serving

U.S.



Fiber One 80 Calories Chocolate

10 grams whole grain, 80 calories, 35 percent Daily Value of fiber per serving

U.S.



Dairy



Yoplait® Yopa! Greek yogurt

Yogurt with stirred-in ingredients

CANADA
(JUNE 2013)



Yoplait® Source® Greek yogurt

Fat free, 50 calories

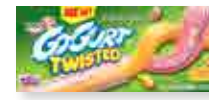
CANADA



Yoplait® Greek blended yogurt

150 calories

U.S.
(JULY 2013)



Go-GURT® Twisted yogurt

Calcium and vitamin D

U.S.



BFast

8-ounce dairy-based portable drink; 8 grams of protein; 8 grams of whole grain; 3 grams of fiber

U.S.
(JUNE 2013)

Meals



Wanchai Ferry dumplings

Reduced fat (25 percent less than regular dumplings), more vegetables

CHINA (HONG KONG MARKET)



Old El Paso Casserole mix

Encouraging scratch cooking in a convenient manner

U.K.
(SEPTEMBER 2013)



Progresso Heart Healthy soups

No more than 120 calories per serving; meet FDA criteria as a low-fat and low-cholesterol food

U.S.
(JULY 2013)



La Salteña Light Pastas Healthy Line

Reduced fat
ARGENTINA



Latina Fresh pasta varieties

Focus on freshness (ricotta with spinach, basil) and convenience (varying portion/serving sizes)

AUSTRALIA



Old El Paso Mini Tortillas

Less than 90 calories per tortilla, 40 percent reduced fat

U.K.



Snacks



Fiber One Protein bars

20 percent of the Daily Value of fiber and 6 grams of protein per serving

U.S.



Green Giant Roasted Veggie Tortilla chips

17 grams of whole grain per serving

U.S.



Cascadian Farm Crunchy Granola bars

Organic, 23 grams of whole grain, 7 ingredients

U.S.



Nature Valley Sweet and Nutty bars

Less than 150 calories per bar

U.K. AND AUSTRALIA



Häagen-Dazs sorbets

Non-fat

EUROPE



Pillsbury gluten free dough products

Gluten free

U.S.
(JUNE 2013)



Nature Valley: Innovation through collaboration

Introduced in January 2012, *Nature Valley Protein Bars* have fewer than 200 calories and contain 10 grams of protein and 5 grams of fiber. The protein in *Nature Valley Protein Bars* comes from roasted peanuts, peanut butter with almonds and soy.

In September 2013, *Consumer Goods Technology* magazine named *Nature Valley Protein Bars* the Most Innovative Product of 2013. *Nature Valley Protein Bars* were developed in collaboration with several outside partners, combining externally sourced innovations with the expertise of General Mills' R&D teams. This partnership approach is an example of General Mills' open innovation

strategy known as the General Mills Worldwide Innovation Network (G-WIN). During product development, for instance, one external partner helped incorporate high levels of protein in the bars, while another partner developed the "crisps" used in the bars specifically for General Mills.

Nature Valley Protein Bars also were named the No. 8 item in the Food & Beverage Brands category on Information Resources Inc.'s (IRI) 2012 New Product Pacesetters list. The IRI report is released annually and recognizes the top 100 food and beverage and non food products.



△ *Nature Valley Protein Bars* were named the "Most Innovative Product of 2013" by *Consumer Goods Technology* magazine. Ingredients include roasted peanuts and almonds.



2 Champion global food safety

2A Expanding food safety leadership

Setting high standards for prevention, quality and investment



Commitment

US\$25+ million food safety spending in 2013 (10 percent of essential capital investment on average each year for food safety-related projects)

600+ trained quality professionals and 50+ certified quality engineers monitoring food safety worldwide

100 percent of General Mills facilities certified using globally recognized food safety criteria

90+ percent of products worldwide from third-party audited and/or certified facilities

Challenge: Keeping food safe in a global economy poses challenges. Public awareness around food safety has increased in the aftermath of high-profile incidents of tainted food, such as peanut butter in the U.S. and baby food in China. While those incidents are unrelated to General Mills, we understand

that our consumers want assurance that the food we provide is safe.

Priority: Safety is a priority focus area for our company leadership and part of our culture. Leading with safety – both the safety of our employees in the workplace and the food they make – is one of the key operating principles that guides our work.

Survey: In 2013, we partnered with DuPont – a globally recognized leader in workplace safety – to conduct a survey to assess human and food safety at our facilities worldwide. The survey measured our employees' perceptions about the importance of safety at General Mills



◀ Our incident-free focus applies to the safety of our food and our employees. Learn more about employee safety in the Workplace section of this report.

(read more in the [Workplace](#) section of this report). We were the first to include food safety in the survey, a best practice that DuPont can replicate with other organizations across the industry.

Results: Of the more than 10,000 employees who participated in the survey, 83 percent of global supply chain and technical employees said that leadership at General Mills plants places a high priority on food safety.

Building global capacity

Expectations: As General Mills' operations expand around the world, we carry with us the food safety processes and expectations we have been developing for more than half a century. Our standards are the same in developed and developing countries, though the food safety challenges vary widely across locations. We tailor our training accordingly, building the capacity to ensure globally harmonized food safety standards.

Collaboration: Our investment in food safety education around the world includes our suppliers, partners, industry peers



△ We are building food safety capacity around the world, including training these ingredient suppliers in Brazil about the Global Food Safety Initiative.

and regulators. Food safety leadership is a differentiator for General Mills, but not an area of competition. We share freely our best practices, emerging areas of concern, regulatory activities and help raise standards industrywide. We work with industry consortiums, partners and government agencies to advance food safety. For example, in Brazil (where we acquired the Yoki food business in fiscal 2013), we helped build local food safety capacity by piloting the [Global Food Safety Initiative](#) (GFSI) global markets program to help suppliers in Brazil prepare for future GFSI certification.

Global systems

Expertise: Our food safety systems focus on prevention, intervention and



response. We apply this approach systematically on a global scale.

Planning: We integrate food safety into all our processes, beginning with R&D and extending across our supply chain. Our 1,500 R&D employees incorporate food safety considerations when planning for new products to evaluate and guard against potential food safety risks. Our food safety board includes senior leaders from across our supply chain, R&D, legal and quality/regulatory organizations as well as subject matter experts in areas ranging from microbiology to consumer product usage. This board provides guidance and risk management review to ensure that we design food safety into our products.

Surveillance: We are committed to mitigating and eliminating potential food safety risks. Our surveillance programs monitor risk and provide early detection to minimize any impact when food safety issues are identified.

Internal verification and validation: We conduct internal risk-based surveillance and food safety testing at each General Mills facility. Our processes also undergo many layers of review. Our Global Internal Audit group periodically audits the effectiveness and efficiency of Quality and Regulatory Operations' internal controls and operating procedures. This risk assessment is reported to the company's Global Governance Council and Board of Directors. General Mills' rigorous internal review of food safety procedures exceeds standard industry practices.

External certification: More than 90 percent of our total worldwide volume – including products produced at our own plants and at co-production sites – is from facilities audited and/or certified by an independent third party, according to publicly available standards. All General Mills facilities (excluding Yoki sites) are certified under globally recognized food safety schemes. By the end of fiscal 2013, half of our plants had achieved ISO 22000 and FSCC 22000 GFSI certification, indicating they meet global standards for food safety management recognized in more than 150 countries through the Consumer Goods Forum. We expect to have all our facilities GFSI certified by 2017 with the exception of our Yoki facilities in Brazil, which we are in the process of bringing in line with our global food safety standards. Seventy percent of our co-production sites and 40 percent of our ingredient supplier sites also are GFSI certified.

Traceability: Our inventory control and supplier management systems include the ability to trace the sources of our ingredients, which is key to isolating risks in the event of food safety concerns. We evaluate our suppliers' systems to ensure they meet our traceability requirements. Our approach to selecting, auditing and training suppliers helps ensure the safety of the raw materials we use to make our products (see story 2B on page 29).

Action: As a prevention step, we regularly conduct mock recalls at our warehouses, production facilities and co-production sites worldwide. Results

are shared annually as part of a global report. In 2013, we voluntarily recalled four products (two in the U.S. and two in Australia). Our recalls ensured that no consumers were adversely impacted and were limited in scope.

PR2

Consumer response: All General Mills products around the world contain labeling with basic nutrition facts, and almost all branded products provide General Mills contact information, including phone numbers, web sites and addresses. When consumers contact us with questions or concerns, that data is systematically collected and tracked, offering a powerful early warning system for any food safety risks. We monitor that data daily and respond rapidly when food safety questions arise. We work with regulatory agencies and local governments to take appropriate action when needed. We also use this consumer response system to help deliver the products consumers want – we first identified interest in gluten-free products, for example, based on consumer inquiries. In 2013, we continued the global expansion of our consumer feedback system.

Governance and auditing

Detailed policies: Governance of General Mills' food safety and regulatory matters begins with a corporate policy signed by our Chief Executive Officer. This corporate policy is further supported by an additional set of 16 detailed policies with accompanying standards and

History of food safety leadership

1950s

Established raw material vendor management program

1960s

Established food safety, quality and regulatory policies and standards
.....
Hazard Analysis and Critical Control (HACCP) process developed

1970s

Developed food safety program for quality engineers at production facilities

1980

Established food safety regulatory affairs role

1996

Pioneered food allergen labeling on all products

2006

Established internal food safety training academy

2008

Initiated global food safety supplier schools

2013

Surveyed employees about global food safety culture

Hazard Analysis and Critical Control Points (HACCP) process

More than 50 years ago, The Pillsbury Company (prior to acquisition by General Mills) developed the HACCP approach with NASA for ensuring food safety. The HACCP approach identifies key stages in production where food safety risks can be minimized or eliminated. Today, HACCP has become the food industry's gold standard and the backbone of many countries' food safety regulations around the world.



guidance documents providing more granular requirements. These food safety policies are developed by a global team involving subject matter experts relevant to the policy. Policies are signed by the senior leader(s) in the functions primarily responsible for assuring compliance. These global policies cover a broad range of food safety areas, including: regulatory compliance; trace and recall; labeling; claims; physical, chemical and biological hazards; transportation; and good manufacturing practices and

sanitation. These policies form the foundation for internal audits conducted by our global internal auditing group.

Leadership: The Vice President of Quality and Regulatory Operations has direct responsibility for food safety. The Global Internal Audit group periodically validates that our food safety processes and controls are in place and operating effectively. The company's Global Governance Council conducts a quarterly review of risk, which includes food safety.

Strategy: people and processes

Expertise: Our food safety formula includes people – our team of experienced food safety professionals – backed by adequate resources and clearly defined processes. From board certified toxicologists to quality engineers, our people have the expertise to make informed food safety decisions from product design through consumer use.

Training: We continually refine our training approach, including creating global centers

of excellence focused on key food safety requirements, such as sanitation, quality engineering and auditing. We provide comprehensive, consistent training through our global online training academy with materials in English, French, Mandarin Chinese, Portuguese and Spanish.

Global reach: In addition to onsite food safety teams at each of our facilities and our global centers of excellence, we deploy additional resources when needed from across our network.

FPS, PR1



“There’s nothing more precious than the food we put in our bodies and serve to our loved ones, families and friends. The trust people have in our brands is at the heart of our company - and it all starts with food safety. Food safety is part of each of our jobs at General Mills. We focus on food safety everywhere: in every country, every brand, every package, all the time.” – Peter Erickson, General Mills Executive Vice President, Innovation, Technology and Quality

Promoting food safety in China

Food quality and safety are paramount for General Mills' *Wanchai Ferry* business in China, where food safety is a key concern among consumers. Our quality control practices include strict hygiene standards beginning at the farm and food safety procedures throughout all our processes, including refrigerated transportation that ensures food arrives safely to supermarkets. To highlight our strong food safety practices and reassure Chinese consumers about the quality of our *Wanchai Ferry* dumplings, General Mills shares information via print, television and online channels. In 2013, the videos were viewed more than 5 million times.





2B Partnering to increase food safety

Increasing supplier and co-producer audits, training and awareness

★ Impact

768 supplier audits conducted in 2013 – a fourfold increase from 2008

138 co-manufacturer audits conducted in 2013

Fivefold reduction in ingredient suppliers classified as high risk from 2010 to 2013

800 suppliers trained through eight supplier schools since 2009

Audits: To help ensure the safety of the raw materials (ingredients and packaging)

we use in our products, we continue to expand the number of supplier and co-producer audits we conduct globally. The General Mills Quality and Regulatory organization performs direct audits and also encourages third-party audits and/or certification, such as through GFSI, as an additional preventive control measure.

Supplier training: Our products are only as safe as the ingredients they include, so General Mills brings together our suppliers around the world to share food safety knowledge and communicate food safety expectations. We conduct supplier schools in classroom settings tailored to the needs of each market. In 2013, we held supplier schools in Spain and India, building on the success of our supplier schools conducted



△ More than 80 attendees participated in this food safety supplier school General Mills conducted in Mumbai, India, in September 2013.

in China and Thailand in 2012 and the U.S. in 2011. Those seminars address topics such as biological and physical hazard controls, allergen management and plant sanitization. We also offered a series of training webinars in 2013 covering a range of food safety and sanitation topics. More

than 100 suppliers participated in each webinar. The audits we conduct of supplier facilities provide additional opportunities for individual food safety training.

FP2, FP5, PR1

Collaboration: Project Peanut Butter in Sierra Leone, Malawi and Ghana

We continued to build international food safety capacity through philanthropic efforts in 2013. For example, General Mills employee volunteers working through Partners in Food Solutions (PFS) provided onsite support and conducted webinars with small food processors in Africa about topics such as preventing contamination (read more about our work with PFS in the Community section of this report). One of our PFS volunteers is James Blair, Quality and Regulatory Operations Manager at General Mills' Quality Engineering Center of Excellence in Berwick, U.K., who has traveled to Sierra Leone, Malawi and Ghana to provide food safety guidance to Project Peanut Butter, a nonprofit organization that provides nutrition for malnourished children in Africa.



△ James Blair shares food safety knowledge with African food processors through Partners in Food Solutions (PFS). In addition to supporting Project Peanut Butter facilities in Sierra Leone, Malawi and Ghana, Blair also participates on the leadership team for PFS projects in Ethiopia.



△ Blair visited Project Peanut Butter in Sierra Leone in 2011 to provide food safety and quality training and help the facility prepare for an audit. Training topics included HACCP, pest control, traceability, hygienic design, microbiology and environmental sampling.



△ In 2013, Blair spent a week in Malawi helping Project Peanut Butter maximize food safety at a new peanut butter factory. Blair provided advice on sanitary design, pest control, process and people flows as well as supplier improvements.



3

Educate consumers

3A Promoting better health

Educating consumers around the world about nutrition and fitness

★ Projected impact

Nearly 1 million youth reached through *Champions for Healthy Kids* initiatives promoting nutrition/fitness since 2002

50 million students and 90 percent of U.S. schools reached by 2020 through Presidential Youth Fitness Program

30,000 children and 300 programs targeted through early childhood partnership with Nemours

Challenge: Obesity is a problem globally as people consume more calories than they expend through physical activity.

Our role: We believe that healthy lifestyles include not only a balanced diet but also exercise and activity. For this reason, we take a holistic approach to educating consumers about nutrition and fitness. To combat the problem of childhood obesity and help children form good lifelong habits, we support programs at the



△ In the U.K., we support Change4Life, a public health campaign that promotes making “smart swaps” toward a healthier lifestyle. The campaign encourages families to make healthy choices about nutrition and increase activity levels to reduce obesity.

community level, in schools and through early childhood learning centers.

Promoting nutrition/activity balance

In the U.S., we support initiatives that raise awareness about the importance of balancing good nutrition and physical



△ We support programs that encourage physical activity.

activity through healthy lifestyle choices – especially for children.

Champions for Healthy Kids: Through this signature program, we promote healthy nutrition and fitness for America’s youth through community organizations. General Mills invested US\$5.5 million to provide nearly 1 million kids with health and fitness education since 2002.

Presidential Youth Fitness Program: We helped launch this program in 2012 with the President’s Council on Fitness, Sports and Nutrition and our commitment of US\$10 million over the next six years – the largest single grant in the history of the General Mills Foundation. Our ongoing support helps cultivate lifelong skills and healthy habits in the fight against childhood obesity through school fitness programs.

Nemours: We announced a new partnership in 2014 with Nemours, a nonprofit children’s health organization, to help reduce the prevalence of childhood obesity and increase healthy eating and physical activity in young children through programs at early childhood centers.

Learn more about these partnerships in the [Community](#) section of this report.

Addressing overconsumption

In developed economies such as the U.S., where many people consume more calories than they need,



we support efforts aimed at achieving a balanced diet. General Mills helps promote Dietary Guidelines for Americans through our strategic partnership with the USDA Center for Nutrition Policy and Promotion. As part of this combined effort between government and industry, our Bell Institute of Health and Nutrition helps equip health professionals and consumers with practical nutrition tips in the context of Dietary Guidelines to help encourage healthy eating habits. Learn more at ChooseMyPlate.gov.

FP8



Promoting vegetable consumption

General Mills actively encourages consumption of vegetables as part of a balanced diet.

Europe: Our *Green Giant* business in Europe is expanding its promotion of the “5-a day” message encouraging daily intake of five servings of fruits and vegetables across the U.K., France and Spain. The messages appear on product packaging, in stores and online.



△ In Spain, *Green Giant* is partnering with the 5 Al Dia organisation to promote the World Health Organization recommendation to eat at least five portions (400 grams) of fruit and vegetables every day.

U.S.: In 2014, our *Green Giant* brand introduced new *Green Giant* Veggie Blend-Ins to help boost vegetable consumption. These vegetable purees contain 100 percent vegetables with no additives or preservatives. Consumers can access recipes for adding carrots, squash and spinach to breakfast, lunch, dinner, desserts and smoothies at VeggieBlendIns.com.



△ *Green Giant* Veggie Blend-Ins provide an easy way for consumers to blend vegetables into meals, snacks and desserts.

Providing nutrition information

General Mills’ product packaging provides clear nutrition information for consumers who want access to information that will help them construct a healthy diet.

U.S.: Currently, more than half of our U.S. products feature front-of-package labeling and, by early 2014, all of them will. The “Nutrition Keys” are a set of icons adopted by the packaged food industry that provide information about calories, saturated fat, sodium and total sugars – designed to make it easier to make informed food choices in the grocery aisle. All of our Big G cereal boxes also display grams of whole grain per serving so consumers can see how cereal helps them meet dietary recommendations. General Mills was the first to use a “contain” statement to highlight allergen information boldly on our product information panels.

Europe/Australia: In Europe, we joined 11 other leading food and beverage manufacturers in November 2012 in reaffirming our commitment to harmonized front-of-pack nutrition labeling across all

markets in the European Union (EU). The commitment will ensure that consumers have access to consistent, meaningful nutritional information on products,



△ In the U.K., our *Green Giant* business introduced in January 2014 a “One Giant Pledge” campaign asking consumers to make just one small change to their routine to help eat better or become more active, such as eating one more portion of vegetables a day. Research shows by making a small change and sticking to it for 14 days, consumers can establish new routines that will soon become habit. Pledge participants receive recipes and tips with ideas for eating more vegetables and controlling portion sizes, along with coupons and prizes.



▷ In 2013, General Mills’ *Green Giant* business in France received approval to use the prestigious “Origine France Garantie” (Guaranteed French Origin) label from the French Food Industry Minister indicating that *Green Giant* vegetables sold in France are primarily locally produced. Our *Häagen-Dazs* business in France also received this distinction in December 2012. Studies have shown that 95 percent of French consumers say they want to know the geographic origin of products they buy, with a strong preference for products made in France.





including continuing to display calorie information on the front of packages. Currently, 92 percent of our products across all EU markets feature Nutrition Keys printed on the packaging. We began this labeling in 2008. Thirty-six percent of Australasia region products use similar labels with daily intake guides.

Canada: We continue to actively participate in the Nutrition Facts Education Campaign. In the past three years, this partnership between the Canadian government and the food industry has resulted in label reading education

delivered through more than 1 billion product units in Canadian stores. Health Canada's evaluation shows that exposure to these messages is making a positive impact on consumers' use of on-package nutrition information.

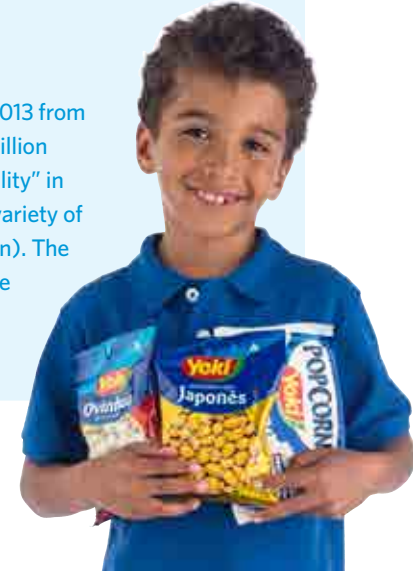
FP4, FP8

\$550 million
 We're investing US\$550 million to promote U.S. vegetable consumption during 2014-2017.



Quality service award in Brazil

Our *Yoki* business received a quality service award in 2013 from consumer advocate website Reclame Aqui. Nearly 2 million Brazilian consumers voted *Yoki* the "best brand for quality" in the "high turnover grocery" category (*Yoki* provides a variety of products including side dishes, seasonings and popcorn). The award was based on *Yoki* brand's 97.6 percent favorable rating for identifying and solving consumer problems.



Reinforcing healthy choices in Canada: 'World without dieting' mentoring and awareness campaign

As part of General Mills' focus on balancing nutrition and physical activity, our *Multi-Grain Cheerios* business in Canada has launched an integrated communications campaign about the downside of dieting and the importance of living a healthier, more balanced life. The campaign encourages adults to serve as role models and help end dieting for the next generation by taking the "Never Say *Dieting* Oath."

This recent initiative is part of our Generation Healthy campaign that aims to make the next generation healthier in a variety of ways. Since the campaign launched in September 2013, sales of *Multi-Grain Cheerios* across Canada have increased 7 percent. The

campaign reinforces our support of Go Girls! mentoring programs across Canada that focus on physical activity, balanced eating and self-esteem with girls ages 12-14. General Mills Canada has supported 41 Go Girls! group mentoring programs through Big Brothers and Big Sisters throughout Canada with



WATCH VIDEO

△ This commercial invites consumers to help make the next generation healthier by taking the 'Never Say *Dieting* Oath.'

CA\$205,000 funded by our *Champions for Healthy Kids* program since 2008.



△ This website (worldwithoutdieting.ca) encourages adults to take the 'Never Say *Dieting* Oath' and set a positive example for children by embracing a healthy, balanced lifestyle.



WATCH VIDEO

△ Champion Canadian rower and author Silken Laumann takes the 'Never Say *Dieting* Oath' for her daughter, Kate.



WATCH VIDEO

△ This video reinforces the importance of helping girls avoid the dieting roller-coaster.



3B Supporting responsible marketing

Addressing advertising to children around the world

Impact

Global: Commitment to International Food and Beverage Alliance pledge

U.S.: Full compliance with Children's Food and Beverage Advertising Initiative guidelines

Philosophy: We believe children should be encouraged to consume low-calorie, nutrient-dense foods.

Guidelines: [General Mills' marketing guidelines](#) underscore our commitment to responsible marketing and advertising by stating that all marketing should respect three key steps to healthier living: balance, moderation and physical activity. We take particular care around advertising directed to children – including prior review by the Better Business Bureau's Child Advertising Review Unit in the United States.

Review: General Mills has had child marketing guidelines in place for more than 30 years. The guidelines are reviewed and updated annually by the company's Child Marketing Review Council. These guidelines are reviewed annually with the company's Chief Executive Officer and the Chief Operating Officers of the company's U.S. and International operating units. We adhere to strict internal and industry guidelines in producing and reviewing ads to ensure they are appropriate for the intended audience.

Commitment: As charter members of the [International Food and Beverage Alliance](#) (IFBA), we joined other leading food and non-alcoholic beverage companies in a public commitment to the Director General of the World Health Organization to extend our responsible marketing and advertising initiatives globally. Lower calorie, higher nutrient foods are advertised to children as part of the pledge by companies to reduce children's exposure to marketing communications for products high in fat, sugar and salt in every

country where they operate. Compliance with this commitment is monitored independently and publicly reported by Accenture annually. This means that we apply our nutrition standards to products that we advertise to children under the age of 12 everywhere that we operate around the world, including Europe, Latin America, North America and Asia.

U.S.: General Mills has been at the forefront of efforts to strengthen the [Children's Food and Beverage Advertising Initiative](#) (CFBAI) child advertising nutrition standards. The company is in full compliance with the CFBAI guidelines, which took effect on Dec. 31, 2013. These category-level guidelines apply more rigorous nutrition standards for specific food groups, such as yogurt and cereal, consistently across the U.S. food and beverage industry. In a December 2012 report issued by the U.S. Federal Trade Commission (FTC) reviewing food marketing to children and adolescents, the FTC noted overall improvement in the nutrition of products offered to children.

Canada: In Canada, we participate in the [Canadian Children's Food and Beverage Advertising Initiative](#) (CAI), a voluntary initiative by 19 of Canada's leading food and beverage companies to promote and support healthy dietary choices and healthy lifestyles to children under 12 years of age. The 2012 CAI Compliance report includes General Mills' support of Breakfast Clubs of Canada and Boys and Girls Clubs of Canada.

Europe: As a founding member of the [EU pledge](#), a voluntary initiative by leading food and beverage companies, General Mills and other signatories, including our cereal joint venture CPW, agree to advertise only products that meet specific nutrition criteria to kids under 12. Participants in the EU pledge have also adopted uniform category-level nutrition standards, which will be fully implemented by December 2014. We continue to refine and strengthen these standards.

PR6



"One excellent example emanating from the platform is the EU Pledge...The effectiveness of the Pledge is made evident by the latest monitoring report...which showed a downward trend in children's exposure to food advertising."

- Tonio Borg, European Commissioner for Health & Consumer Policy (June 2013)



ENVIRONMENT



Our sustainability mission is to conserve and protect the natural resources and communities upon which our business depends.

OUR GOAL is to continually reduce our environmental footprint. We focus our efforts on areas where we can have the greatest impact, both within our own operations and outside of them, primarily in agriculture. Across our global operations, we work to reduce our natural resource consumption. Additionally, we focus on sustainably sourcing the raw materials we use in our products.



Our strategies

Reduce resource usage in our operations

Increase sustainability of ingredients



Overview

2013 progress: We continue working toward our fiscal 2015 goal of achieving significant, measurable reductions in energy usage, greenhouse gas (GHG) emissions, water usage and other sustainability metrics. In fiscal 2013, our rates now incorporate the acquisitions of Yoplait International and Yoki Alimentos SA. Our most significant improvements were in the areas of GHG, transportation fuel usage and packaging. We remain committed to making progress toward our goals.

Impact of acquisitions

The recent acquisitions of Yoplait International and Yoki have had a material impact on our volume, and hence our sustainability metrics.

Yoplait International:

High water use in yogurt manufacturing and associated cooling systems led to a significant increase in our water usage rates.

Yoki:

Significant use of renewable energy sources resulted in a reduction in our reportable GHG emissions rates associated with fossil fuels. This acquisition enabled us to reach our 20 percent GHG reduction goal.

Performance dashboard

	FY2015 target (% rate reduction from FY2005) ***	FY2013 excluding Yoplait/Yoki acquisitions (% rate reduction from FY2005)	FY2013 including Yoplait/Yoki acquisitions (% rate reduction from FY2005)
Energy usage rate* (kilowatt hours/metric ton of product)	20%	9%	10%
GHG emissions rate* (metric tons CO ₂ e/metric ton of product)	20%	9%	20%
Water usage rate*** (cubic meters/metric ton of product)	20%	11%	-22%
Solid waste generation rate* (metric tons/metric ton of product)	50%	42%	40%
Transportation fuel usage rate*** (% fuel reduction/metric ton of product shipped)	35%	24%	24%
Packaging improvement rate*** (% of packaging volume improved)	60% (increased from 40% in FY2012)	58%	59%

* Energy, GHG emissions, water and solid waste generation absolute and rate-based data in this section are from wholly owned production facilities globally. Transportation fuel use data covers outbound shipments in the United States by our logistics service providers. Packaging improvement data are global.

** Water usage rate goal and progress are based on fiscal 2006 baseline data. Transportation fuel usage rate and packaging improvement rate goals and progress are based on fiscal 2009 baseline.



Our approach: measure & reduce

We track our environmental footprint, work to reduce our global impact and report progress

We continue to measure and report our progress according to key performance indicators (see table on page 102) as well as other metrics. Using our environmental management system, which follows a “plan, do, check, act” approach, we make changes to our processes and facilities to improve our environmental performance. At each facility, we use scorecards to track and report progress.

Strategy: Two key business strategies inform our approach to reducing our environmental impact. The first is Continuous Improvement (CI), which focuses on loss elimination and prevention. CI encourages employee ownership of company processes – from plant production workers to our executive management team – to eliminate and prevent waste, including time and effort. The second is Holistic Margin Management (HMM), which calls on cross-functional teams to understand the value drivers for our brands and eliminate nonvalue-added costs. In addition to improvements in environmental performance, savings from these initiatives enable us to offset inflation increases in our raw material costs which, in turn, help us to keep our consumer prices stable and to invest in innovation.

Our companywide goal – which includes environmental and non-environmental initiatives – is to accrue US\$4 billion in HMM savings between fiscal 2010 and 2020. To date, sustainability initiatives have contributed substantially to our progress against this goal. Since 2005, our North American operations have saved more than US\$60 million through proactive environmental management, CI and HMM tools to make our plants more efficient and environmentally sustainable.

Investment: General Mills invests in creating shareholder return while reducing our environmental footprint. Each year, we invest millions of dollars in cost savings projects to reduce energy and water usage.

Measurement: To pinpoint areas of greatest energy and water usage across our most resource-intensive production facilities, we have installed metering equipment for specific equipment and processes. This investment has helped us identify and implement energy and water saving improvements. At our Big G cereal facility in Cincinnati, Ohio, for example, our investment in a steam meter and dew-point sensor helped us to reduce steam usage by nearly 50 percent, saving US\$70,000 annually.



Our strategies and actions

1

Reduce resource usage in our operations

p.38

- A** Reducing energy usage
- B** Reducing GHG emissions and addressing climate change
- C** Reducing water usage
- D** Reducing solid waste generation
- E** Reducing transportation fuel usage
- F** Reducing packaging footprint

2

Increase sustainability of ingredients

p.47

- A** Improving sustainability of raw materials and watersheds



Building design: We also design for energy and water savings when updating our facilities. As part of the expansion of our plant in Murfreesboro, Tennessee, for example, we installed storm-water treatment equipment. Expanding the grassy storm-water absorption area and water treatment ponds at the site will remove 90 percent of solids and nutrients from the water, reducing the flow destined for the Stones River watershed.

Leadership and governance: At General Mills, our Chairman and Chief Executive Officer has ultimate accountability for environmental sustainability performance, which is included in his annual performance objectives. He convenes the Sustainability Governance Committee three times per year, made up of operating and functional heads. The committee reviews and approves strategies, programs and key investments.

Our Chief Sustainability Officer, who reports to the Executive Vice President of Supply Chain and the Senior Vice President of External Relations, leads our global environmental sustainability initiatives. Executives in Supply Chain, External Relations and Sustainability have responsibility to develop, coordinate and execute

programs to achieve corporatewide goals. To ensure ownership across the company, these goals are broken down and assigned annually to the relevant executives within business units, supply chain and production facilities. The Board of Directors' Public Responsibility Committee regularly reviews the company's sustainability objectives, strategies and performance.

Monitoring and audits: In addition to oversight by the Sustainability Governance Committee, our Global Safety and Environment team reviews the company's compliance status and progress toward sustainability goals on a quarterly basis with senior management, production facilities and business units. In fiscal 2013, we completed refrigeration safety audits at five of our largest North American facilities.

Best practice sharing and training: Global Safety and Environment teams at our plants hold regular meetings to share best practices about environmental initiatives and compliance requirements.

In each facility and targeted business operation, we conduct training annually with relevant personnel.



Installing meters and sensors

Our investment in meters and sensors enables precise measurement of water, natural gas, electricity, compressed air and steam usage as well as dew point. We use this data to target resource reduction efforts.

Collaboration and continued compliance

Across our operations, we collaborate to reduce General Mills' overall environmental impact, lower costs and ensure continued compliance with local regulations. In 2013, for example, our Big G cereal facility in Buffalo, New York, identified an opportunity to control

particulate emissions resulting from the cereal-making process. The Buffalo team worked with two of our flour mills to reduce the amount of oat slivers in the flour before it is shipped to the Buffalo location to be made into cereal. This modification to the flour-milling process resulted in

a much lower level of particulate emissions at the Buffalo facility during cereal making, and it reduced costs. By installing improved technology at the flour mills, we reduced particulate emissions by 55 percent at the cereal facility, keeping emissions well below acceptable limits

and helping the Buffalo location avoid additional related costs. This example demonstrates how General Mills innovates broadly throughout our supply chain to gain efficiencies and environmental benefits.





1 Reduce resource usage in our operations

1A Reducing energy usage

Improving energy efficiency of our facilities around the world



Progress

GOAL: 20 percent reduction in energy usage rate by 2015 (2005 baseline)

USAGE: 524 kilowatt hours per metric ton of product in 2013 (1 percent decrease over 2012)

SOURCES: Primarily natural gas (48 percent) and electricity (44 percent)

REDUCTION: Many locations achieved significant reductions (example: energy use reduced 6 percent by Big G cereal facilities)

EN3, EN4, EN5

Approach: Our focus on reducing energy consumption in our operations continues to yield improvements in the energy efficiency of our processes around the world. Through our energy audit program, we collect and share sustainability best practices across our locations, such as optimization of dryers, ovens and freezers; building heating and cooling

system improvements; and lighting replacement innovations. The combined savings from individual projects at each of our sites results in significant energy reductions across the company (overall energy reduction rates are also affected by changes in product mix and volume).

Five-step energy reduction process:

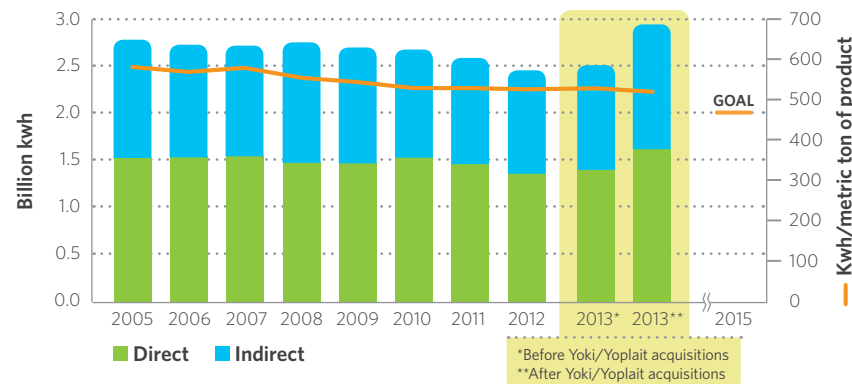
We are rolling out to more facilities the five-step energy reduction process piloted in 2012 by our Big G cereal business. That five-step process includes adding resources, installing meters and systematically analyzing energy use at each site to identify the greatest opportunities for energy and

cost savings. In fiscal 2013, we reduced the energy usage rate at our seven Big G cereal locations by 6 percent using this process (almost 60 million kwh), saving US\$3.7 million. These results were achieved by focusing on optimal dryer efficiency - since dryers are the single largest user of energy in the cereal-making process - along with improvements to boilers; heating, ventilation and air conditioning (HVAC) systems; lighting; refrigeration; pumps; and fans. We continue using meters to sustain energy reductions and are on track to save an additional US\$3 million in fiscal 2014 (45 million kwh).

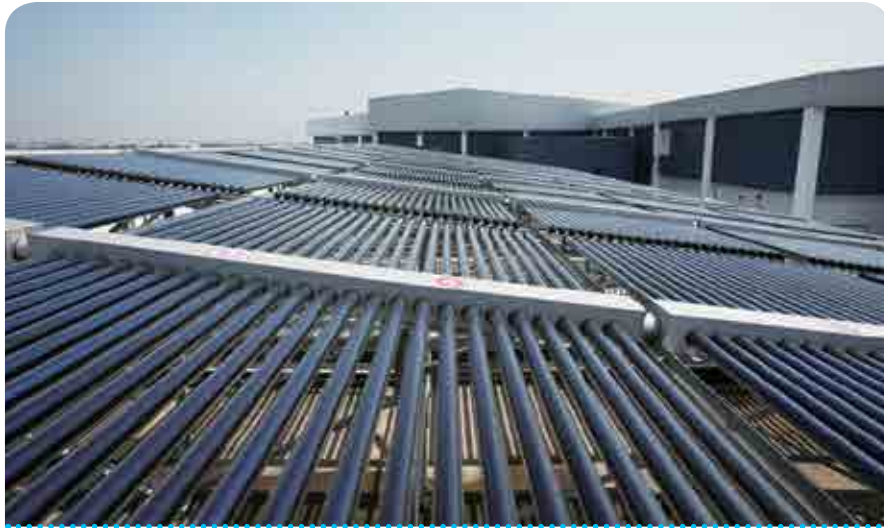


△ **Recognition:** General Mills' energy saving efforts received external recognition in September 2013. Graham Thorsteinson, right, Big G energy team leader, was recognized as one of the world's top young energy professionals by the Association of Energy Engineers. He received the "Young Energy Professional" award for his role in leading implementation of General Mills' five-step energy reduction process.

Energy usage, 2005 - 2013



In June 2013, we expanded use of the five-step process to our two largest frozen food locations in North America, where we make *Totino's* pizza products and frozen dough products for our foodservice business. In these facilities, freezers and refrigeration systems represent the most significant energy savings opportunities. Energy engineers at these sites have identified US\$1 million in potential



△ **Solar power in China:** Our facility in Guangzhou uses solar power to heat water for hand washing systems.

energy savings over the next two years (through fiscal 2015). By 2015, we will have implemented the energy reduction process in 15 of our largest North American sites, which represent 80 percent of our energy spend. We expect this initiative to save about US\$20 million in energy across all divisions over the next several years.

Optimization: To reduce energy use at our facility in Cedar Rapids, Iowa, our engineers collaborated with a local contractor to determine the best approach for optimizing the site's HVAC system. New controls detect air temperature and humidity and automatically adjust the air source accordingly for optimum

energy efficiency - bringing in outside air or recirculating inside air based on external weather conditions. After a four-year investment, the HVAC optimization is now saving US\$1.9 million annually at this facility while earning additional utility rebates. We have standardized this process and are implementing pilot rollouts at our West Chicago, Illinois, and Joplin, Missouri, locations in 2014, with plans to expand to all North American cereal and frozen food facilities moving forward.

EN3, EN4, EN5



◁ **Reducing heat loss:** At our Seretram plant in France, we added thermal coating to the cookers we use to prepare *Green Giant* canned corn. This coating provides additional protection for workers, helps prevent heat loss and reduces energy use.

380,000 kwh

In China, we have implemented a series of energy initiatives at our facility in Guangzhou. These initiatives include the upgrade of lighting equipment, which is saving 380,000 kilowatt hours per year, and replacing a diesel fuel boiler with a more energy efficient gas boiler, saving more than 1,300 tons of fuel annually.



Efficiency improvements deliver energy savings

Our facility in Cedar Rapids, Iowa, began making changes using the five-step Big G energy reduction process in 2012 focusing on existing dryer systems. Engineers at the site installed cameras to facilitate more even spreading and efficient drying of cereal, pictured here, along with a dew-point sensor to control humidity, more efficient exhaust motors and other modifications saving nearly US\$275,000 and reducing energy use by 2 percent (7 million kilowatt hours). Additional changes, including a lighting retrofit and HVAC optimization, reduced total energy usage at the site by 5.9 percent during 2013.



1B Reducing GHG emissions and addressing climate change

Managing the environmental impact of our operations



Progress

GOAL: 20 percent reduction in GHG emissions rate by 2015 (2005 baseline)

TOTAL EMISSIONS: 0.181 metric tons CO₂e per metric ton of product (12% less than 2012)

REDUCTION: Emissions reduction due to energy conservation and significant use of renewable fuels by Yoki

EMISSIONS: 282,000 metric tons CO₂e of Scope 1 emissions, 729,000 metric tons CO₂e of Scope 2 emissions, 44,000 renewable fuel CO₂e emissions

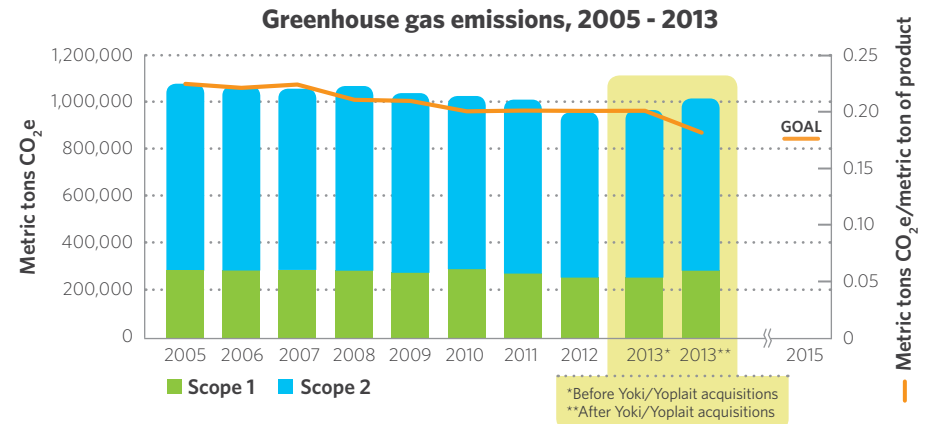
Approach: At General Mills, we recognize the role of responsible companies in helping mitigate the risk of climate change – an issue that affects agriculture

and the world's food supply. Our primary focus is reducing GHG emissions from our operations through improved energy efficiency and the use of low-carbon energy sources (see page 102). Reference our [climate policy](#) here.

Sources: The majority of our Scope 1 and Scope 2 GHG emissions are from burning fossil fuels at our facilities and purchased electricity. Energy sources we use include natural gas, fuel oil, propane and electricity generated by various sources. We promote energy efficiency throughout our value chain and consider the climate impacts of packaging design and raw materials.

In 2013, General Mills improved our [Carbon Disclosure Project](#) (CDP) climate change disclosure score by 10 points compared to 2012 and our performance rating from C to B. General Mills has participated in the CDP since its inception in 2000.

Value chain: In addition to reducing GHG emissions from our own operations, we also work to decrease emissions across our value chain (especially in agriculture,



where most of the GHG emissions in our value chain occur). For example, General Mills is a member of the Sustainability Council of the Innovation Center for U.S. Dairy, which has committed to the voluntary goal of reducing GHG emissions for fluid milk by 25 percent by the year 2020 (using 2007-2008 as a baseline). Our participation in this industry group supports our own intention to sustainably source the fluid milk used in our products, such as Yoplait yogurt. Beyond dairy, we help measure GHG emissions from row

crops grown in North America through our ongoing collaboration with Field to Market. Through our sourcing relationships, we work to eliminate controversial sources for ingredients (like fiber packaging or palm oil) that can contribute to deforestation, which affects climate change. Learn more about General Mills' commitment to sustainably source our 10 priority ingredients and help manage GHG emissions across our supply chain in the [Sourcing](#) section of this report.

EN16, EN17, EN18

Reducing GHG emissions in the U.K.

We work with our logistics service providers and our retail customers to reduce the environmental impact of storing and shipping our products. In the U.K., for example, our warehouse and shipping provider has installed solar panels to reduce GHG emissions at its facilities, including saving 780,000 kilowatt hours (464 metric tons of CO₂e) since January 2012 at the distribution center housing our frozen foods near Manchester. This provider also has upgraded its fleet of trucks to include larger capacity trailers, which has reduced nitrous oxide by 31 percent and CO₂e emissions by 14 percent since 2011. As part of a shared-user arrangement, our *Häagen-Dazs* super-premium ice cream and *Jus Rol* frozen products in the U.K. are stored in warehouses and distributed along with products from other food suppliers to our major customers. These consolidated deliveries ensure that vehicles are full each time they leave a warehouse or delivery center, further reducing mileage and CO₂e emissions.





Collaboration: At our yogurt facility in Reed City, Michigan, we are working with the Michigan Milk Producers Association (MMPA) to pilot the Innovation Center for U.S. Dairy Sustainability Council Framework for measuring the carbon footprint of milk production and processing (see more details

in the [Sourcing](#) section of this report). We also collaborated with the MMPA to bring the processing of raw milk onsite at the Reed City plant. Delivering milk directly from farms to our facility eliminates the step of transporting milk to and from an offsite milk processing location. By streamlining the

process, we are saving 243,600 gallons of diesel fuel per year, reducing GHG emissions by almost 2,500 metric tons of CO₂e. While this change has increased energy and water use at our facility, it reduces the overall carbon footprint and cost of producing yogurt.

EN18

1C Reducing water usage

Lowering consumption and reusing water



Progress

GOAL: 20 percent reduction in water usage rate by 2015 (2006 baseline)

USAGE: 2.902 cubic meters per metric ton of product in 2013 (36 percent increase from 2012 primarily due to impact of Yoplait International)

WATER SOURCES: 52 percent from municipal sources, 25 percent from groundwater, 23 percent from surface water

We use water in multiple ways when making food at our facilities: as an ingredient; for cooling or heating; and for cleaning and sanitizing equipment.

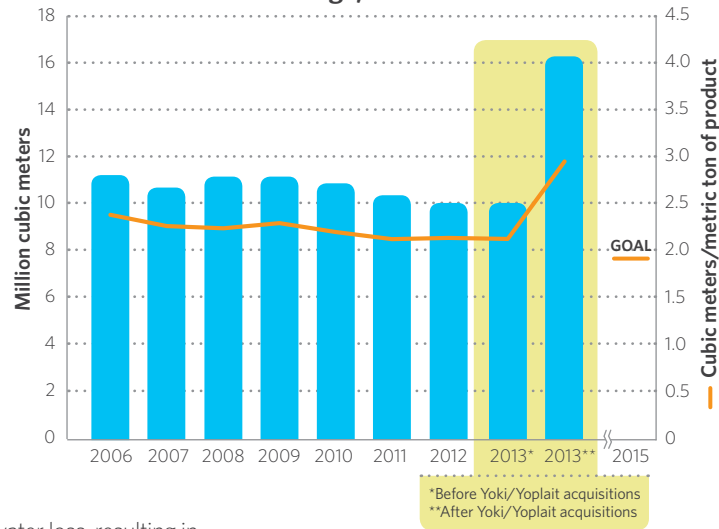
Approach: We track water usage in each of our locations to identify areas of high usage and target opportunities for conservation. We work with vendors and partners to develop water balance processes and help our facilities identify opportunities to decrease water use. We continue making improvements to

the efficiency of water usage in our processes around the world.

Reuse: Some of our facilities around the world recirculate water whenever possible for reuse rather than disposal. At our yogurt site in Murfreesboro, Tennessee, for example, we installed recirculation valves in 2013 to reduce water loss, resulting in a savings of more than 375,000 cubic meters per year. The water passes back through a UV treatment system to ensure purity prior to reuse. Our *Häagen-Dazs* location in Arras, France, also reduced its water use by replacing water cooling with a new chilling system. Installed in 2013, the system is saving between 750 and 1,500 cubic meters of water annually (1 to 2 percent of the facility's annual water use).

Efficiency: By increasing efficiency when cleaning equipment, our Big G cereal facility in Cedar Rapids, Iowa, reduced water and energy usage - saving 6,800 cubic meters annually and 700,000 kilowatt hours from recovered steam energy. Use of a high-pressure pump

Water usage, 2006 - 2013



with fewer spray nozzles reduced cleaning times and cut the flow of water from 102 liters per minute to 38 liters per minute. The new system also improved wastewater handling and further increased employee safety.

Upstream impact: Looking at our broader environmental footprint, the majority of water required to bring our products to consumers is used upstream of our direct operations, primarily in agriculture. Across our value chain, we are implementing our global water stewardship strategy to improve the health of watersheds accessed by our operations. Learn more in the [Sourcing](#) section.

EN8, EN9, EN10, EN26

Conserving water while rehydrating beans

At our facility in Vineland, New Jersey, a new process for rehydrating beans (used in *Progresso* minestrone soup) is saving almost 15,000 cubic meters of water annually - a 60 percent reduction from the old approach. The new process, which utilizes a combination of steam and hot water, recirculates the water and condensed steam not absorbed by the beans back through the system for continuous reuse.



△ Steam and water recirculate inside to efficiently rehydrate beans.



△ Rehydrated beans - destined for *Progresso* minestrone soup.



1D Reducing solid waste generation

Minimizing our impact and creating value through reduction, reuse and recycling



Progress

GOAL: 50 percent reduction in solid waste generation rate by 2015 (2005 baseline)

SOLID WASTE: .034 metric tons per metric ton of product in 2013 (1 percent decrease from 2012)

DIVERSION: 86 percent of solid waste diverted from landfills in North America in 2013

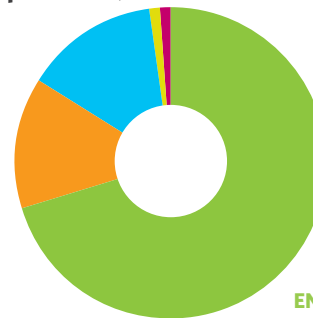
Approach: We continue improving efficiencies in our operations to further reduce our solid waste stream. We identify sources of waste, then work to decrease waste from our processes. We also reduce the amount of waste sent to landfills by finding ways to use it for other purposes or recycle it.

Reuse, composting and recycling

Reuse: We currently reuse or recycle the majority of all our waste. This continued focus on waste has moved disposal from a cost to a revenue generator, earning a record US\$9.7 million net revenue in 2013 for our North American operations. For example, our North American plants reused nearly 8,000 metric tons of cardboard boxes and totes in 2013, returning over US\$900,000 back to our facilities. We double the value of each

box by reusing them rather than recycling them and will replicate this best practice. Worldwide, we now have six plants that meet our zero-waste-to-landfill criteria by

Solid waste by disposition (% of 2013 total for North American operations)



- Recycling 71%
- Landfill 14%
- Reuse 14%
- Incineration (Incl. energy recovery) <1%
- Composting <1%

recycling a minimum of 90 percent of all waste (the remainder is incinerated with energy recovery): Los Angeles, California, and Chanhassen, Minnesota, in the U.S.; Midland, Ontario, in Canada; Berwick in the U.K.; and Landes and Seretram in France.

Composting: We compost food and other organic waste at our facilities around the world, reducing the amount of waste sent to landfills.

- **In Mexico,** our *Old El Paso* and *Green Giant* locations in Irapuato transform waste from tacos, tortillas, and fresh and frozen vegetables as well as cardboard into compost. During 2013, 357 metric tons of organic waste were composted and used as fertilizer in our greenhouses.
- **In Minnesota,** our headquarters facility diverted 93 metric tons of organic waste from landfills in 2013, reducing landfill use by this facility by 25 percent.

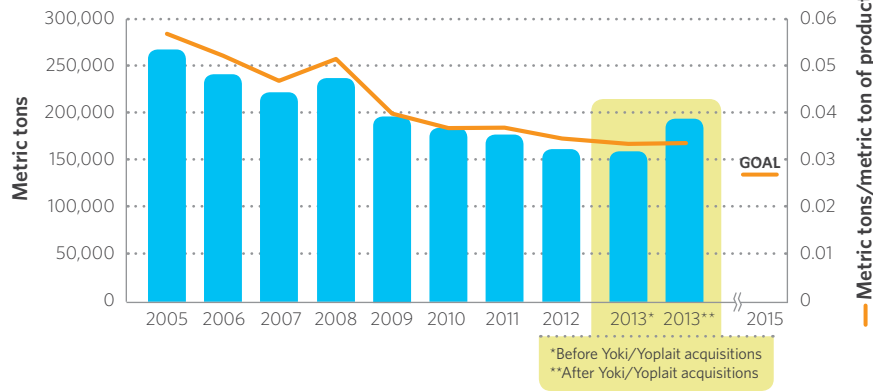


Peanut shells converted to biomass fuel in Brazil

At our *Yoki* facility in Marilia, Brazil, we are using peanut shells compressed into logs to help fuel our operations. The site generates 4,000 metric tons of peanut shells per year; 100 percent of that waste is consumed as biofuel at the facility. The peanut shells contain approximately 68 percent more energy than eucalyptus wood and cost half as much to use. Ashes from the burned logs are used to fertilize trees and flowerbeds around the facility.



Solid waste generation, 2005 - 2013



Recycling: We also reduce the amount of waste going to landfills by recycling production and packaging materials. In West Chicago, Illinois, for example, we reduced the amount of landfill-destined waste from our facility by 21 percent in 2013. Employees formed environmental project teams and used Continuous Improvement (CI) tools to reduce overall waste and improve recycling procedures. Since 2009, the site has reduced its waste headed for landfills by 61 percent through recycling and production improvements.



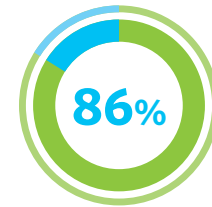
△ Food waste is collected for composting at our headquarters facility.



△ Employees deposit organic waste at collection stations to be converted into compost.

Reducing food waste

Food waste is a persistent problem affecting the environment and food security. Food waste is five times more impactful in a landfill than packaging waste because it creates methane – a GHG 20 times more potent than carbon dioxide. Around the world, one-third of all the calories of food produced every year are wasted – equaling 1.3 billion metric tons of food waste – while nearly 1 billion people do not have enough to eat. General Mills reduces food waste by continuing



We currently reuse or recycle **86 percent** of all waste from our North American operations.

to improve our processes, donate surplus food to charitable organizations and collaborate across our supply chain.

Operations: We reduce food waste at our facilities. At our Wellston, Ohio, location, for example, changing the way we prepare pizzas has saved nearly 4,000 metric tons of toppings that were dislocated during production. By slightly heating and melting the cheese, pizza toppings are secured in place, reducing food waste on the line.



◁ We reduced food waste in our pizza-making process.



Conservation award for tomato composting

In California, our *Muir Glen* organic tomato products business received a Muir award for outstanding leadership in conservation in April 2013 for converting tomato waste into compost. Together with our supplier, we invested in equipment to compost tomato waste, almond shells, rice straw and hulls. We expect US\$200,000 in ongoing annual savings from the composting program from reduced landfill costs and revenue generated from the sale of compost to farmers. The compost is used on 3,500 acres of nearby tomato fields by *Muir Glen* growers.

Donation: We capture surplus food for donation, such as overruns of products with seasonal packaging or surplus ingredients. Read more about our work with food cooperatives and food shelves around the world in the [Community](#) section of this report.

Collaboration: We help address food waste through industry collaboration. In June 2013, General Mills was named a founding partner of the [U.S. Food Waste](#)

Challenge, a collaborative effort of the U.S. Department of Agriculture and the U.S. Environmental Protection Agency. This initiative encourages reduction of food waste, recovery of wholesome food for human consumption and recycling discarded foods for other uses, such as animal feed, compost, or energy generation. We also participate in the [U.S. Food Waste Reduction Alliance](#). **EN22, EN27**



2013 food donation highlights

In 2013, we donated more than 14,500 metric tons of surplus food to U.S. charitable organizations – feeding hundreds of thousands of people rather than recycling the food (such as using it for animal feed) or sending food waste to landfills. Examples include:

- **640,800** cases of Yoplait® products
- **592,800** cases of dry meals and frozen foods
- **448,000** cases of snacks products
- **250,400** cases of Big G cereal products
- In total, more than **US\$40 million** worth of product donated to Feeding America food banks

1E Reducing transportation fuel usage

Improving transportation efficiency



Progress

U.S. GOAL: 35 percent reduction in fuel usage rate by 2015 (2009 baseline)

REDUCTION: 8 percent decrease in fuel use per metric ton of product for U.S. outbound product transport from 2012 to 2013 (24 percent reduction from 2009)

EFFICIENCY: Logistical improvements primarily due to increases in fuel efficiency and use of modal shift (shifting loads to transport modes with less impact, such as from truck to rail or ship)

Approach: We work with our suppliers, co-packers, transportation providers and customers to reduce the environmental impact of shipping our products around the world.

Transportation mode: In 2013, we continued to improve transportation efficiency by shifting loads from trucks to rail and optimizing trailer space and weight.



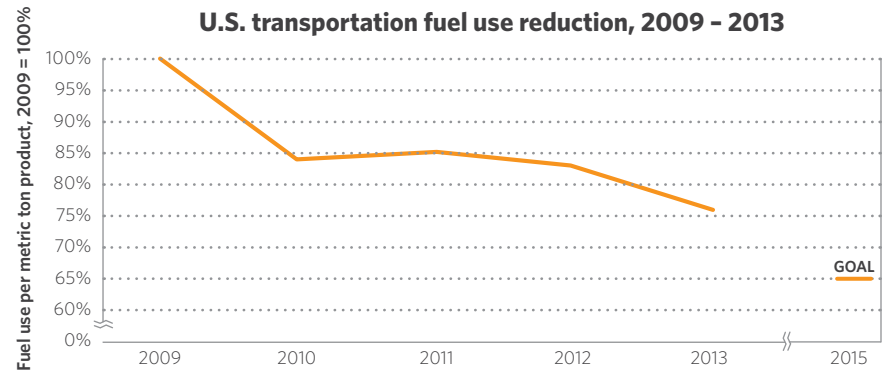
Fuel efficiency strategies

- **Optimizing** modes of transportation
- **Improving** logistics planning
- **Collaborating** with suppliers to streamline shipments

By using trucks with lighter-weight cabs, we were able to place additional pallets on each truckload. These changes, combined with greater fuel efficiency, helped us save US\$27.2 million in 2013 as part of this CI initiative.

Logistics planning: Working with supply planning teams in each of our divisions, we reduced our total delivered costs by

regionally sourcing products from General Mills' facilities rather than shipping them long distances. We also improved logistics planning to fill trucks more completely and squeezed out inefficiencies by using the same carrier for inbound and outbound freight, thereby reducing empty trucks on the road. For example, our facility in Irapuato, Mexico, reduced empty miles by shipping finished products using the





△ We use a combination of different transportation modes to deliver products most efficiently.

same temperature-controlled vehicles that bring ingredients to the facility.

Supplier collaboration: We collaborate with our suppliers to reduce transportation impact. For example, in Europe we reduced unnecessary truck transport by relying on our supplier to package our *Old El Paso* taco spice mix (eliminating a separate co-packing

▷ *Old El Paso* taco spice mix sold in Nordic markets



◁ We improved the packaging used to ship *Old El Paso* taco spice mix to retailers in Nordic markets.

step). As a result, deliveries of the spice mix directly from our supplier in the Netherlands to our warehouses in Norway and Sweden – using more energy-efficient shipping vessels on waterways – reduced the number of trucks by 50, taking 300 kilometers of truck transport off the road.



Load consolidation boosts transport efficiency in Europe

In Europe, we have consolidated our heavier canned *Green Giant* vegetables produced in France with our lighter *Nature Valley* bars and *Old El Paso* Mexican meal kits made in Spain. This change allows us to pack sea-going containers more efficiently for transport to the U.K. and Ireland, which saves 150,000 road miles of truck transport annually.



We also improved our packaging, making it possible to increase the number of product cases per pallet from 144 to 180.

EN18, EN29



Innovation: Experimenting with trucks powered by compressed natural gas

In June 2013, General Mills began a pilot program using 18 new semitrucks powered by compressed natural gas to transport products to some U.S. retail customers. The trucks are expected to travel 1 million miles per year and reduce diesel consumption by 600,000 liters annually. While these trucks represent less than 1 percent of our truck capacity, we are evaluating the potential scalability of this technology to reduce emissions for lighter loads by replacing diesel fuel with cleaner-burning natural gas.



1F Reducing packaging footprint

Making progress toward our packaging improvement goal



Progress

REVISED GOAL: 60 percent global packaging volume improved by 2015 (initial 40 percent goal exceeded in 2012)

IMPROVEMENT: 59 percent improved through 2013 (2009 baseline)

VOLUME: 90+ percent packaging volume improved by cereal businesses

LABELING: Expanded How2Recycle labeling to additional brands

Approach: Our internal Packaging Metric indicators measure our progress as we reduce the environmental impact of our packaging. The Packaging Metric indicators assess: packaging weight; recycled content and recyclability; renewable and compostable content; and truckload efficiency.

Packaging weight

Innovation is key to reducing the packaging-to-product ratio across our portfolio. In Arras, France, for example, we reduced the weight of all of our 473 milliliter (ml) and 500 ml *Häagen-Dazs* containers by 10 percent as of August 2013. By reducing carton thickness, we are removing more than 80 metric tons



from the packaging waste stream in Europe.

◁ We reduced the thickness of *Häagen-Dazs* packaging in Europe.

Recycled content and recyclability

Recycled content: Recycled content represents approximately half the weight of the packaging we use for our U.S. products. We continue pursuing opportunities to increase our use of recycled materials while maintaining product quality and safety.

Recyclability: We are adding How2Recycle labels on more of our U.S. retail products

to increase consumer awareness about packaging recyclability. In addition to 8-count *Yoplait*® fridgepacks sold at U.S. retailers, our *Green Giant* frozen vegetables and *Chex Mix* packages also now contain How2Recycle labels.



△ We continue adding How2Recycle labeling to our U.S. product packaging.

Renewable content

Innovation: We continue to identify viable replacements for nonrenewable materials in our packaging. For example, our *Cascadian Farm* Cinnamon Crunch cereal across the U.S. is now packaged in an inner bag made from up to 57 percent certified plant-based material. We believe this innovative packaging is the first of its kind in the cereal category. We plan to expand use of this renewable packaging to other products in 2014.



Packaging Metric

We use four key indicators to assess packaging improvement:

PACKAGING WEIGHT – reducing the package-to-product ratio

RECYCLED CONTENT – increasing recycled content and recyclability

RENEWABLE CONTENT – increasing renewable and compostable content

TRUCKLOAD EFFICIENCY – fitting more product onto trucks for transport

We work to reduce our impact across all indicators, ensuring that reductions in one area do not cause increases in another.



◁ Our *Cascadian Farm* organic foods business partnered with sustainable packaging suppliers to develop a cereal box liner made from renewable sources. The packaging innovation was introduced across the U.S. in September 2013 to help reduce the environmental impact of this product.

Yoplait is a registered trademark of YOPLAIT MARQUES (France) used under license.

“General Mills was one of the first companies to step up with support for the How2Recycle Label Program. That support has helped us grow participation and understanding of specific aspects of packaging and recyclability labeling. The Yoplait multi-pack label was the first package to use all three of the main label types (Widely Recycled, Check Locally – Limited Recycling, and Not Yet Recycled) clearly showing the value of transparent and clear communication with consumers.”

– Anne Bedarf, Senior Manager, GreenBlue’s Sustainable Packaging Coalition



General Mills received the 2013 Supplier Leadership Award for Sustainability from *Supermarket News*. The award announcement highlighted the packaging, made partially from renewable materials, that was debuted with *Cascadian Farm Cinnamon Crunch* cereal. [Learn more](#)

Truck loading efficiency

We improve the efficiency of transporting our products by introducing packaging innovations that enable us to fit more products into each container and shipment.

Pallet configuration: For example, we redesigned our *Pillsbury* biscuit dough can pallets in 2013 to increase the number of cans per pallet. The redesigned pallets also offer better protection during shipping, thereby reducing waste from damaged products. Through a

one-time investment to change pallet configurations, we saved US\$192,000 in logistics annually through optimization of truck transportation plus an additional US\$780,000 savings from reducing the amount of unsalable products damaged during shipping. Preventing damage during shipping also saves the resources and materials used in making the product.

Case dimensions: Our logistics, operations and R&D teams worked cross-functionally to reduce the environmental impact of our *Pillsbury* refrigerated cookies by



△ Redesigned pallets hold more cans of *Pillsbury* biscuit dough.

optimizing the containers used to ship our *Ready-to-Bake!* and *Ready-to-Bake! Simply...* products in the U.S. and Canada. Reducing the case height by 7 percent and board thickness by 15 percent generated US\$165,000 and more than 125 metric tons in material savings annually. By reconfiguring the shipping pallets and adding more cases to each cube containing



△ Optimized containers ship refrigerated cookies more efficiently.

our *Ready-to-Bake!*, *Ready-to-Bake! Simply...* and *Ready-to-Bake! Shape* cookies, we are saving US\$235,000 in logistics per year.

EN2

2

Increase sustainability of ingredients

2A Improving sustainability of raw materials and watersheds

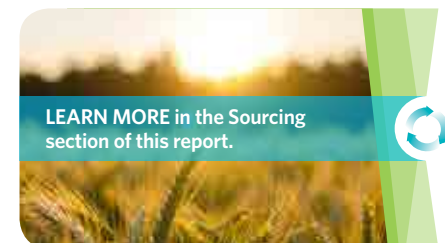
Promoting sustainable practices, purchasing sustainable ingredients and protecting natural resources

Approach: Our efforts to reduce our environmental footprint extend beyond our own operations to the sourcing of our raw materials. Because agriculture is resource intensive, we focus on improving our sustainable sourcing practices.

Strategy: Our strategies include increasing the sustainability of the ingredients we use in our products, collaborating to improve global water stewardship, and advancing socially responsible supply chains.

Progress: In 2013, we committed to sourcing sustainably our 10 priority ingredients by 2020, representing more than 50 percent of our annual raw material purchases.

EN2



LEARN MORE in the Sourcing section of this report.





SOURCING



Our sustainability mission is to conserve and protect the natural resources and communities upon which our business depends.

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 - representing more than 50 percent of our annual raw material purchases. We partner with multi-stakeholder groups to advance sustainable sourcing frameworks, then pilot scalable solutions and share our findings so others can refine their efforts. At the same time, we are improving water stewardship and reinforcing socially responsible practices across our extended supply chain.



Our strategies

Increase
sustainability
of ingredients

Collaborate
to improve
global water
stewardship

Advance
socially
responsible
supply chains














Overview

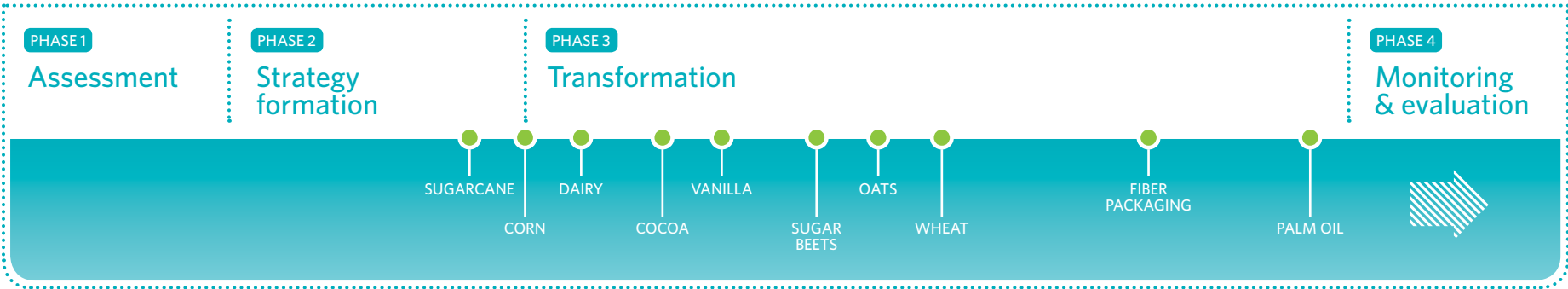
As part of General Mills' long-term sustainable sourcing strategy, we announced in September 2013 our commitment to sustainably source 100 percent of our 10 priority ingredients by 2020. These ingredients represent 50 percent of General Mills' total raw material purchases. Through our focus on sustainable sourcing, we are tackling the areas of greatest environmental impact in our supply chain. Nearly two-thirds of greenhouse gas (GHG) emissions and 99 percent of water use occurs outside General Mills' operations, primarily in agriculture. Because our sustainable sourcing strategy focuses on creating economic, environmental and social value, we are working with smallholder farmers in developing economies and larger-scale growers in developed economies to address challenges and pursue opportunities unique to each growing region. We also are advancing responsible sourcing practices across our supply chains to respect human rights and protect animal welfare.

Sustainable sourcing commitment

These ingredients 100% sustainably sourced by 2020 (palm oil by 2015). See pages 51-61 for full details.

Developing world		Developed world			 <p>△ Watch this video to learn more about our 10x20 commitment to sustainably source our 10 priority ingredients by 2020.</p>
 Vanilla	 Cocoa	 Oats	 U.S. wheat	 U.S. sugar beets	
 Palm oil	 Sugarcane	 Dry milled corn	 Dairy (fluid milk)	 Fiber packaging	

Performance dashboard





Our approach: plan & execute

Improving the environmental, economic and social impacts of sustainable sourcing

We partner with industry groups and growers to move the raw material supply chain toward more sustainable solutions using a range of approaches, including certification, verification, continuous improvement and origin-direct investment. Our approach is tailored for each ingredient and geography, whether we are working with smallholder farmers in developing economies or commodity agriculture in developed economies. Our efforts include measuring and managing the use of water and energy throughout our supply chain; helping improve the livelihoods of smallholder farmers and their communities through our creating shared value strategy; and advancing responsible sourcing practices by respecting human rights and protecting animal welfare.

We have been working with World Wildlife Fund (WWF) since 2010 to integrate sustainability into General Mills' supply chain, including conducting a supply risk analysis of our agricultural sourcing and water risk assessment. In addition to WWF, General Mills partners with a range of industry groups, including Field to Market: The Alliance for Sustainable Agriculture and Bonsucro as well as nongovernmental organizations (NGOs) like The Nature Conservancy (TNC) and the international humanitarian organization CARE to improve sustainability.

General Mills follows a four-step sustainable sourcing model – assessment, strategy formation, transformation and monitoring/evaluation – to improve the sustainability of the raw materials we use to make our products. We also apply this four-step process to manage the impact of water usage across our supply chain.

1. Assessment: In 2011, General Mills worked with WWF to complete a comprehensive supply risk analysis of all the agricultural raw materials the company buys worldwide. This assessment prioritized raw materials that were analyzed against dozens of potential risk categories such as human rights, deforestation, economic sustainability, fertilizer (nitrogen) use, GHG emissions, soil loss, water quality and water use. In addition, we worked with the Rainforest Alliance to assess fiber sourcing.



“By understanding their environmental risks, prioritizing where the company can have the greatest impact and committing to sustainable sourcing, General Mills can have a significant impact. The company has an opportunity to take a leading role in the move toward global sustainable agriculture, while addressing critical issues like ecosystem health and water scarcity.” – Dave McLaughlin, Vice President of Agriculture, World Wildlife Fund

Our strategies and actions

1

Increase sustainability of ingredients

p.51

- A** Promoting sustainable practices with smallholder farmers in developing economies
- B** Encouraging sustainable agricultural practices in developed economies
- C** Extending sustainability efforts beyond priority raw materials

2

Collaborate to improve global water stewardship

p.64

- A** Fostering and engaging in watershed stewardship plans

3

Advance socially responsible supply chains

p.66

- A** Respecting human rights in our supply chains
- B** Protecting animal welfare



2. Strategy formation: We identified the 10 priority raw materials where we can have the greatest impact from a sourcing standpoint and are pursuing strategies for sustainably sourcing these materials: palm oil, fiber packaging, wheat, oats, sugar beets, vanilla, cocoa, dairy, corn and sugarcane.

3. Transformation: We achieve the greatest sustainability impact by working with industry partners and NGOs across the supply chain to devise and test new solutions. We pilot projects and communicate the results so we – and others in the industry – can continue to refine our approach.

4. Monitoring and evaluation: Our efforts to monitor and evaluate our progress are ongoing. When necessary, we involve third-party auditors to help measure and analyze our results.

Leadership and governance: Within General Mills, responsibility for sustainable sourcing lies with the Vice

President and Chief Sustainability Officer (CSO) and the Director of Sourcing Sustainability, who reports to the CSO and the Vice President and Chief Purchasing Officer. The CSO reports into the Senior Vice President of Supply Chain and the Senior Vice President of External Relations. In addition to the aforementioned leaders, our Sustainability Governance Committee includes: the Chief Executive Officer; Chief Financial Officer; Executive Vice President of Innovation, Technology and Quality; Executive Vice President of U.S. Retail Operations; Senior Vice President, Sales and Channel Development; and Executive Vice President, International. Board oversight

occurs through the annual sustainability update to the Public Responsibility Committee. The General Mills Director of Sourcing Sustainability plays a leadership role in key industry initiatives, including serving on the board of Field to Market: The Alliance for Sustainable Agriculture. Additionally, members of the General Mills sustainable sourcing team participate in other initiatives, such as the Sustainability Council of the Innovation Center for U.S. Dairy, the Roundtable on Sustainable Palm Oil (RSPO), Bonsucro and the Sustainability Consortium.

“Water is the silent currency that drives our economy – from energy production, to urban water supplies, to food production. Our management of this finite resource is critical to sustaining future growth and a healthy planet. General Mills’ strong leadership and commitment to enhancing the sustainability of its supply chains is a model for corporate water stewardship and an essential ingredient to securing a sustainable future for our farmers, communities, economy, and the ecosystems on which we all depend.”

– Adam Freed, Director, Global Securing Water Program, The Nature Conservancy

1

Increase sustainability of ingredients

1A Promoting sustainable practices with smallholder farmers in developing economies

Increasing sustainability and improving livelihoods through origin-direct investment

In developing economies, we work with smallholder farmers, NGOs and industry partners to pursue sustainable development through our creating shared value strategy. Using this model, we are helping ensure sustainable sourcing of raw materials while boosting

the incomes of smallholder farmers and raising living standards in their communities. We continually look for opportunities to create economic, environmental and social value with external partners, including suppliers.

“Sahanala, a social enterprise working with local farmers, is thrilled to participate in the endeavor with General Mills and communities in Belambo, Madagascar. The project brings a sense of ownership at the local level and the gratification to contribute to the success of General Mills’ sustainable development mission.”

– Serge Rajaobelina, Executive Secretary, NGO Fanamby



Vanilla

COMMITMENT: General Mills will source 100 percent of our vanilla by 2020 through origin-direct investment, improving the incomes of smallholder farmers and the quality of ingredients.

Challenges: The primary risk to the world's long-term supply of vanilla is economic: the ability of smallholder farmers to

earn enough from the crop to feed their families. Vanilla grows under the forest canopy, so maintaining vanilla as a viable crop helps prevent deforestation.

Strategy: In Madagascar, we are working with vanilla supplier Virginia Dare, the international humanitarian organization CARE and Madagascar-based NGO Fanamby to improve farmer incomes as well as the quantity, quality and traceability of vanilla. Madagascar is the world's leading producer of vanilla, responsible for more than 80 percent of production, and

the primary source for high-quality vanilla used in *Häagen-Dazs* ice cream. In the village of Belambo, located in Madagascar's Sava region, we support Fanamby's training of 325 farming families benefiting more than 1,900 people. This farmer co-op represents approximately 10 percent of General Mills' vanilla purchases.

Progress: Launched in February 2013, the program includes training farmers to expand their skills – and incomes – by learning to cure the vanilla they grow. The farmers in Belambo village harvested 35 tons of vanilla in 2013, resulting in more than 5 tons of high-quality cured vanilla beans. Vanilla curing expertise helps farmers significantly increase their earnings. Farmers are paid for their crop using a mobile phone app, providing security and accessibility in a region without formal banking infrastructure. We are expanding our work in Belambo to create a vanilla “center of excellence” that can serve additional farmers in the northern section of

The majority of the vanilla we purchase is grown and cured in Madagascar's Sava region.



△ Malagasy farmers in Belambo village significantly increase their incomes by curing vanilla beans (rather than selling uncured green beans).



△ Vanilla grows in the shade of the forest canopy. This Malagasy farmer inspects green vanilla beans.



▷ High-quality vanilla is used in *Häagen-Dazs* ice cream.



Employee engagement: reaching out across the globe

Schoolchildren in Belambo, Madagascar, gathered to celebrate the arrival of books and school supplies collected by employees from the *Häagen-Dazs* plant in Arras, France, who organized a book drive and obtained supplies from a local supplier. Three pallets of materials were delivered to the Belambo school in October 2013.



△ Now that Belambo village has its own rice storage warehouse, farmers can purchase rice at lower prices throughout the year, helping improve food security. The General Mills Foundation provided funding for the building and 40 tons of rice.

the 200-mile-long Sava region. We also will be adding a second site to serve vanilla growers in southern Sava. Combined, these two sites will have the capacity to meet General Mills' vanilla sourcing needs, positioning us to meet our vanilla sourcing commitment prior to 2020. We are working with CARE and Fanamby to establish a standardized scorecard for measuring progress and use in replicating the program. The scorecard includes the

economic impact to smallholder farmers and the community, and improvements in the yield and quality of vanilla beans. General Mills funded this program in fiscal 2013; we anticipate continuing to support the program going forward.

Food security: The General Mills Foundation also supports a CARE-led effort to improve food security in Belambo, including building a rice storage warehouse for the community. The Foundation

purchased 40 tons of rice delivered to the village in September 2013 so local families have access to rice during the lean season. Farmers use their premium payments from cured vanilla to purchase rice at lower prices throughout the year.

Genome research: We also support research to improve the disease resistance of vanilla crops. With funding from General Mills, researchers at the University of California, Davis, are mapping the vanilla genome and are now analyzing the vanilla plant's responses to environmental stress, such as heat and drought, defenses against pathogens, and traits that determine fruit quality and aroma. Based on those insights, researchers are using traditional plant breeding methods to develop disease-resistant, higher-yielding, premium-quality vanilla varieties that can deliver a sustainable source of natural vanilla and help improve the livelihoods of smallholder farmers.

EN14, HR6, SO1, FP1, FP4



10 years

General Mills has been working with smallholder corn farmers in northeastern China for 10 years to sustainably source dry-milled corn used to make *Bugles* snacks. This effort is an example of our creating shared value strategy, which has improved farmer incomes and raised living standards in the community.

EC9, SO1, FP4



"Through the Vanilla Sustainability Project with General Mills, we are mapping the vanilla genome and exploring how rising temperatures affect reproductive development of the vanilla plant and the spread of vanilla pests and fungal pathogens, such as *Fusarium* root rot disease. This knowledge is crucial for breeding a better, stronger, more disease-resistant vanilla plant for farmers in Madagascar and worldwide."

– Sharman O'Neill, Ph.D., Professor of Biological Sciences, University of California, Davis



Cocoa

COMMITMENT: General Mills will source 100 percent of our cocoa by 2020 through origin-direct investment, improving the incomes of smallholder farmers and the quality of ingredients.

Challenges: As with vanilla, the primary risk to the world's long-term supply of cocoa also is economic: the ability of smallholder farmers to earn enough from the crop to feed their families. Cocoa grows under the forest canopy, so maintaining cocoa as a viable crop also helps prevent



△ In October 2013, leaders from General Mills' Baking Products Division and sustainable sourcing teams visited co-ops of smallholder cocoa farmers to learn about and develop ongoing support for cocoa sustainability work in West Africa.

deforestation. Improving cocoa yields is key to improving farmer livelihoods and food security. Educating families about keeping children in school rather than working on cocoa farms also is essential to improving life in cocoa farming communities.

Strategy: General Mills is partnering with the suppliers from whom we source our chocolate ingredients to help improve the sustainability of cocoa production.

Progress: In Ghana, West Africa, we are working with cocoa supplier Cargill and CARE to form village co-ops in 20 communities as part of a three-year commitment. The goal is to help improve the lives of smallholder farmers as well as the quality and sustainability of the cocoa they grow. Through the program, local agronomists work with farmers to increase yields sustainably. The program also provides grants to improve education and health in these communities. We are working with CARE to develop a scorecard for consistently measuring the economic impact to smallholder farmers, improvements in the quality of cocoa and other outcomes.

In Côte d'Ivoire, West Africa, we are partnering with cocoa supplier Barry Callebaut to help smallholder farmers grow cocoa more sustainably, increase yields, and improve their incomes and livelihoods.



△ By improving harvest practices, farmers get more, better-quality cocoa that earns them a higher price.

In November 2013, we began sourcing all of the cocoa for our *Häagen-Dazs* operations in France from a [sustainable supply program](#) managed by Barry Callebaut. The program strengthens farmer cooperatives and trains farmers to increase productivity, manage pests and diseases, and improve the quality of their cocoa. The program also educates farmers about the importance of biodiversity and sound labor practices, including child labor issues. In addition, the program may help improve access to education, health care and clean water in cocoa farming communities.

Collaboration: Cocoa farming is an intensive

▷ Cocoa from West Africa is used in *Betty Crocker* brownies and other General Mills products.



More than 70 percent of the cocoa we purchase is grown in Côte d'Ivoire and Ghana.



process. General Mills recognizes that there are systemic labor issues in the cocoa supply chain, and we understand that it will take industrywide collaboration to make improvements. General Mills is a member of the [World Cocoa Foundation](#) (WCF), which encourages socially, economically and environmentally responsible and sustainable cocoa farming reaching more than 540,000 cocoa farmers in Africa, Asia and the Americas. WCF builds partnerships with cocoa farmers, governments and environmental organizations; supports and applies research that improves crop yield and quality; and supports training and education for cocoa farming families.

EN14, HR6, HR7, SO1, FP1, FP4



“To ensure a sustainable supply of high-quality cocoa, you have to understand the lives of the farmers, their families and the practical challenges they face. We are investing in meaningful solutions to improve cocoa farmers’ livelihoods and productivity.”

– Ann Simonds, General Mills Senior Vice President and President, Baking Products Division



Palm oil

COMMITMENT: General Mills will source 100 percent of our palm oil from responsible and sustainable sources by 2015.

Challenges: The world's increasing demand for palm oil has led to the expansion of palm plantations. Palm oil expansion is contributing to deforestation of the world's rainforests. This deforestation is having a negative impact on biodiversity, endangered species and the broader environment. Deforestation is a major contributor to global climate change, accounting for an estimated 15 percent of global greenhouse gas emissions.

Despite being a highly productive crop that can offer a path out of poverty, unsustainable palm oil production practices can also threaten the rights of indigenous peoples. Development approaches that include economic opportunities for smallholder farmers around palm refineries have the



△ Palm fruit, harvested in bunches from palm trees, is then processed to make palm oil. We continue converting our palm oil supply to sustainable sources.

potential to improve farmer livelihoods and encourage sustainable farming practices while protecting biodiversity.

Strategy: General Mills is committed to sourcing palm oil in a socially and environmentally responsible manner. We continue converting our palm oil supply to sustainable sources in order to reinforce the development of certified sustainable palm oil production. Our initial commitment in 2010 included compliance with our [Supplier Code of Conduct](#) as well as prevention and resolution of social and/or land conflicts consistent with the principle of free, prior and informed consent.

We recognize and are very concerned about the ongoing deforestation in palm growing regions. To ensure our purchases do not contribute to deforestation of the world's rainforests, we updated our initial 2010 commitment in our [palm oil policy](#) during 2014. Key changes include:

- Greater clarity about supplier expectations for no palm development on high conservation value landscapes, high carbon stock forests, or peat lands regardless of depth.
- Suppliers to provide traceability to the extraction mill and validate their sources of fresh fruit bunches.

Progress: We are on track to meet our 2015 commitment and expect to have our palm oil 75 percent sustainably sourced by the end of calendar 2014. In 2013, 46 percent of our palm oil was sourced through [mass balance purchases](#). General Mills is helping lead the industry toward greater sustainability by moving with our supplier base toward a more traceable supply. We are also driving demand for mass balance physical purchases of palm oil rather than relying primarily on the use of green palm certificates.

Most of the palm oil we purchase comes from Malaysia and Brazil.



Collaboration: Although General Mills is a relatively minor user of palm oil, we believe our purchasing practices can help move the industry forward on this issue. General Mills supports [RSPO principles](#) and efforts to certify sustainable palm oil production, such as the [RSPO scorecard](#). We purchase palm oil from RSPO members – with a preference for RSPO-certified sustainable palm oil. We are committed to sourcing palm oil in a socially and environmentally responsible manner.

EN12, EN26, FP1, FP2



Sugarcane

COMMITMENT: General Mills will source 100 percent of our sugarcane by 2020 from responsible and sustainable sources.

Challenges: Agricultural development in Brazil during the last decade has significantly changed the landscape of sugarcane. Approximately two-thirds of all global sugarcane exports now come from Brazil. Large-scale operations with increased mechanization are becoming common. Sugarcane is also grown in many other parts of the world, mainly in tropical climates. Poor labor practices, including the risk of child labor, persist.

Strategy: In June 2013, we joined **Bonsucro**, an international organization focused on improving the environmental, social and economic sustainability of sugarcane production and processing, including certification using the Bonsucro standard.



△ General Mills is converting our sugarcane supply to responsible and sustainable sources focused on improving the environmental, social and economic impacts of sugarcane production and processing.

Progress: Now we are working with our suppliers to identify sugarcane origin locations in our supply chain and the risks and opportunities associated with those points of origin. We expect to continue this process throughout 2014. Then we will use that information to determine strategies for encouraging supplier use of the Bonsucro production standard. This standard focuses

on legal compliance; biodiversity and ecosystem impacts; human rights; and the production and processing of sugarcane.

Collaboration: General Mills also continues to evaluate opportunities for advancing industrywide initiatives for sustainable sugarcane, including improving production methods and conserving natural resources.

EN26, HR6, SO1

More than 80 percent of the sugarcane we purchase comes from refineries in North America.



- 1 Brazil
- 2 Mexico
- 3 United States



Two-thirds of the world's sugarcane is grown in Brazil.



Raising artichoke farmer incomes in Peru

We are applying our creating shared value strategy in Peru to help nearly 100 smallholder artichoke farmers increase yields and improve profitability. General Mills has committed US\$1.1 million as part of a four-year collaboration with supplier AgroMantaro and CARE to provide farmers with training on crop management and post-harvest practices. The program also includes microloans to purchase artichoke shoots and seeds; guidance about forming farmer cooperatives; and financial planning education and information about formulating business plans. The farmers live in Peru's central region typically known for cultivating crops such as potatoes and grains, which have lower income potential than artichokes. Depending on how much land the farmers devote to artichokes, families can increase their incomes by an average of 36 percent annually. General Mills sources high-quality artichokes destined for *Green Giant* in France and throughout Europe from farmers in Peru's Sierra region.

SO1, FP4



1B Encouraging sustainable agricultural practices in developed economies

Working with growers to increase sustainability of North American row crops

We are collaborating with industry groups, our suppliers and North American growers to increase the sustainability of row crops, including these General Mills' priority ingredients: oats, wheat, sugar beets and corn. We are increasing sustainability by reducing the environmental impact of agriculture through continuous improvement, demonstrated by measuring year-on-year improvements compared to baseline data. In the U.S., we are partnering with [Field to Market: The Alliance for Sustainable Agriculture](#) and our suppliers to help growers leverage

the Field to Market framework for gathering data about how their farming practices influence natural resources and outcomes on their farms, including efficient land use, soil conservation, water use, energy use and GHG emissions. We are developing a similar partnership with Serecon in Canada. Based on our experience working with farmers conducting Field to Market pilot studies since 2010, we are refining our go-forward approach using the following insights.

Growing regions: Rather than focusing on a single crop, we are now expanding

our approach to include the entire crop rotation in each growing area. This approach enables measurement of the same fields each year as farmers rotate crops, such as from wheat to barley to sugar beets to potatoes. We are working with farmers and other industry leaders to include rotational crops that are not part of our focus on priority ingredients for General Mills products, including lentils, peas, canola and potatoes.

Scale: To expand the sustainability impact of this approach, we are focusing on scaling our activities by

partnering with progressive farmers across our key growing regions.

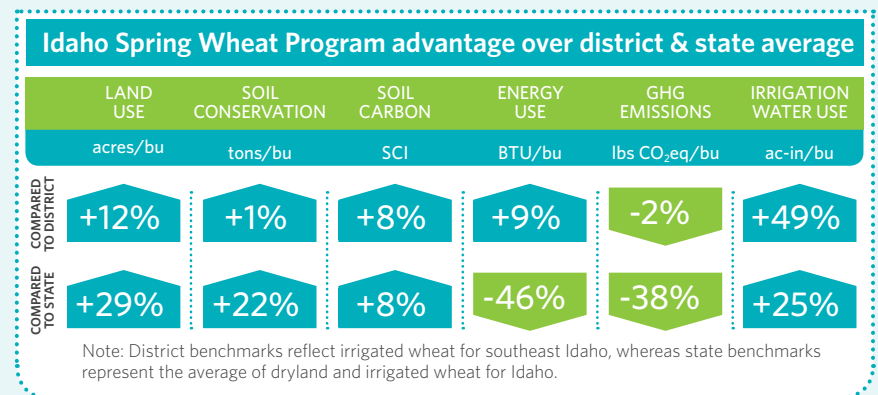
Networks: We are leveraging existing networks of local farm advisors, such as Farmers Edge in Canada, to help boost farmer participation.

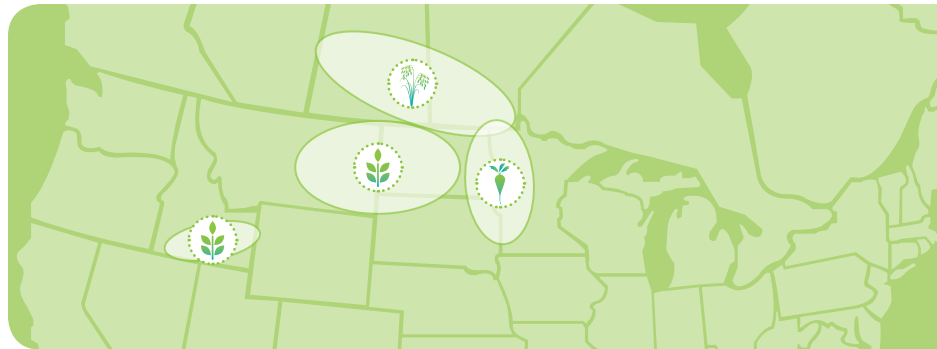
Framework: We are using the Field to Market framework and similar approaches with the following priority raw materials: oats, wheat and sugar beets.

Calculating environmental impact

Using Field to Market tools, farmers can evaluate their land use, soil conservation, soil carbon, energy use, GHG emissions and use of irrigated water. Field to Market scorecards, like the example pictured here, capture metrics across six key growing dimensions. The scorecard enables benchmark comparisons with district and state averages, so farmers can evaluate their results along with data from other growers in the same district (who share

similar growing conditions) and statewide results. This sample scorecard documenting the Idaho Spring Wheat Program covers a three-year period (2010-2012).





Increasing crop sustainability

-  Oats
-  U.S. wheat
-  U.S. sugar beets

△ General Mills is partnering with industry groups, such as Field to Market, and farmers to increase sustainability in four key North American growing regions: the Snake River Valley in Idaho; the Red River Valley in North Dakota and Minnesota; the Northern Plains; and western Canada (Manitoba and Saskatchewan).

The majority of the oats we purchase are grown in Manitoba and Saskatchewan, Canada.



 **Oats**

COMMITMENT: General Mills will source 100 percent of our oats by 2020 from growing regions that demonstrate continuous improvement against industry-based environmental metrics.

Challenges: The supply of oats has steadily declined over the past decades because farmers earn greater profits growing other, more resource-intensive crops. We are working to improve the profitability and sustainability of oat production.

Sustainability benefits: Oats are an environmentally friendly crop requiring less irrigation, fertilizer, chemicals and other inputs to grow – making oats more



sustainable compared with other row crops. Oats

◁ Oats are packed with nutritional value, including beta glucan, a source of soluble fiber.

have a fibrous root system that reduces soil erosion, improves the soil’s organic matter and increases water absorption, allowing oat growers to rely primarily on rainfall. Oats also are naturally disease resistant, reducing the need to apply fungicides.

Strategy: In Canada’s Manitoba and Saskatchewan growing regions, we have launched the Western Canada Sustainability Pilot for oats and other rotational crops, including wheat, canola and pulses (peas and lentils).



△ We are working with farmers to increase the sustainability of oats and supporting oat genetics research to improve nutrition and increase yields with additional non-GMO varieties.

Progress: This pilot is the result of collaboration with several partners, including Serecon, Pulse Canada, the Canadian Canola Growers Association, CropLife and Ducks Unlimited. We also are pursuing an agreement with a Canadian software company to help expand the amount of sustainability data coming into the project. General Mills is one of the largest North American buyers of oats.

Collaboration: This sustainable oats pilot complements developments in oat genetics research. Through our leadership and

investment, General Mills has convened a public-private collaborative effort to advance innovation in oat genetics. We are working with the North American Millers’ Association (NAMA) to share knowledge from a collaborative oat genetics program General Mills funded with the U.S. Department of Agriculture (USDA) to help U.S. and Canadian public sector oat breeders be more competitive – and make growing oats more attractive to farmers.

Performance: We also are partnering with the North Carolina Research Campus (NCRC) to further expand knowledge about oat genetics and improve the nutritional qualities of oats. We are developing better performing non-GMO oat varieties with higher yields, improved disease resistance and higher levels of soluble fiber. Our research includes many oat varieties in various stages of development. During 2013 and 2014, we are working to demonstrate proof of seed performance and increasing the quantity of seed for the three most advanced varieties to ensure that enough seeds will be ready for the 2015 growing season in Canada.

EN26



Wheat

COMMITMENT: General Mills will source 100 percent of our U.S. wheat by 2020 from growing regions that demonstrate continuous improvement using the Field to Market framework or comparable environmental metrics.

Challenges: Sustainability challenges in the wheat supply chain include the need to reduce GHG emissions and water usage while increasing biodiversity.

Strategy: General Mills is a large buyer of U.S. wheat; the Snake River growing region in eastern Idaho represents 10 percent of General Mills' total wheat purchases. We began partnering with Field to Market and

Idaho wheat farmers in 2010 as part of a three-year pilot project. During that time, approximately 20 local growers collected information to establish baseline data for 50,000 acres of wheat during the 2010, 2011 and 2012 growing seasons.

Progress: We expanded the base in 2013 to include more farmers and all rotation crops in the Snake River growing region, including potatoes, barley and sugar beets, through collaboration with other food and beverage companies. Analysis of the 2013 data compared to the baseline helped measure sustainability improvements so farmers can make decisions that will help them further increase sustainability and profitability for the coming year. Expanding from a single crop to the entire crop rotation allows us to pursue sustainable verification of the entire sourcing region.



△ We work with farmers in key growing regions to improve the sustainability of U.S. wheat.

In addition to developing a framework for third-party verification, we plan to expand this approach to other growing areas across the northern U.S. plains and begin to meet some customers' requests for sustainable wheat starting in 2014.

EN18, EN26

While the majority of the wheat we purchase comes from North America, we also source wheat from Argentina, Brazil, France and Australia.



- 1 North America
- 2 Argentina
- 3 Brazil
- 4 France
- 5 Australia



Sugar beets

COMMITMENT: General Mills will source 100 percent of our U.S. beet sugar by 2020 from growing regions that demonstrate continuous improvement using the Field to Market framework or comparable environmental metrics.

Challenges: Sustainability challenges in the sugar beet supply chain are similar to those for growing wheat, including the need to reduce GHG emissions and soil loss.

Strategy: In the Red River Valley of Minnesota and North Dakota - the largest sugar beet growing region in the U.S. - we are working with Field to Market, Syngenta, American Crystal Sugar and local growers to implement a sustainability pilot similar to the Idaho wheat and Canadian oats pilot programs.

Progress: Launched in the summer of 2013, we are now building the base of participating sugar beet farmers and planning to replicate the program in other geographies.

EN18, EN26



△ Together with industry groups and farmers, we are improving the sustainability of growing sugar beets.

We source sugar beets in the U.S. primarily from Minnesota and North Dakota.



- 1 Minnesota
- 2 North Dakota



Corn

COMMITMENT: General Mills will source 100 percent of our dry-milled corn by 2020 from growing regions that demonstrate continuous improvement using the Field to Market framework or comparable environmental metrics.

Challenges: Sustainability challenges in the corn supply chain include the need

to reduce GHG emissions and nutrient utilization while increasing biodiversity.

Strategy: General Mills' use of dry-milled corn is relatively small compared to our use of other raw materials, such as wheat and oats, and compared to the amount of corn used by other food and beverage companies. For that reason, we support the Field to Market corn pilots led by other industry partners to advance sustainable sourcing.

EN18, EN26



△ General Mills supports efforts to increase sustainability of the dry-milled corn we use in our products.

The majority of the dry-milled corn we purchase comes from the U.S. states of Illinois and Indiana.



Dairy

COMMITMENT: General Mills will purchase 100 percent of our directly sourced fluid milk from producing regions that demonstrate continuous improvement as measured by the Dairy Sustainability Framework in the U.S. and other comparable environmental metrics (globally).

Challenges: Dairy sustainability challenges include the need to reduce GHG emissions while controlling water usage and improving water quality. The industry also is addressing issues of animal well-being, such as dehorning.

Strategy: General Mills is collaborating with the Michigan Milk Producers Association to pilot the [Innovation Center for U.S. Dairy Sustainability Council Framework](#) starting at the producer level

and continuing through to the General Mills yogurt facility in Reed City, Michigan.

Progress: As part of the pilot, which launched in late 2013, milk producers are using Farm Smart online software, and General Mills is using the companion Plant Smart software to collect data and calculate the sustainability impact from farm to production plant. These tools measure the carbon footprint of milk production and processing as well as animal care. We will continue collecting data throughout fiscal 2014, then meet with milk producers to identify opportunities for continuous improvement. We are sharing details about this pilot project across the U.S. and the European Union. This effort supports the U.S. Dairy Innovation Center's voluntary industrywide goal to reduce the dairy carbon footprint by lowering GHG emissions for fluid milk production by 25 percent by 2020.

In France, we are pursuing similar dairy sustainability pilot projects working with Ingredia, a dairy supplier for our



△ We are working with milk producers and collaborating with industry groups to improve the sustainability of the fluid milk used in General Mills products.

Häagen-Dazs business. The first project includes the French Breeding Institute and a group of more than 30 farmers who are conducting farm assessments using an online tool named CAP2ER. The tool's quick calculations, based on 15 field indicators, measure GHG emissions and provide farmers with deeper insight about their farming practices. Launched in November 2013, this pilot is expected to be completed during fiscal 2014, with plans to expand to other farms in fiscal 2015. The second pilot project involves

in-depth analysis, conducted by the Grignon Experimental Farm, of the GHG emissions, energy consumption and gross margins for three farms. This analysis will be used to identify actions for reducing emissions and energy while maintaining or expanding the farmers' gross margins. This project also was launched in November 2013 and is on track to be completed during fiscal 2014, with plans to expand to other farms in 2015.

EN18, EN26, FP12

The majority of our directly sourced fluid milk comes from Michigan, U.S., and from France.





Pulp, paper and packaging sourcing guidelines

We are using guidelines developed by the Consumer Goods Forum in conjunction with the Rainforest Alliance as the foundation of our commitment.

Approach

- **Avoid** controversial sources of pulp, paper and packaging contributing to deforestation.
- **Verify** supply from high-priority countries has low risk of controversial sources contributing to deforestation.
- **Disclose** goals and progress to avoid controversial sources of pulp, paper and packaging contributing to deforestation in their individual supply chains.

Virgin wood fiber sourcing

- **Known and compliant sources:** Sources of virgin wood fiber will be known, free of corruption and compliant with applicable legal requirements.
- **Verification:** Supply from suppliers and sources in high-priority countries will be independently verified for low risk of controversial sources contributing to deforestation.



Fiber packaging

COMMITMENT: General Mills will source 100 percent of our fiber packaging by 2020 from recycled material or from virgin wood fiber regions that are known to not be contributing to deforestation (any high-risk regions will be independently verified).

Challenges: Deforestation is the primary supply chain risk posed by sourcing fiber for packaging.

Strategy: Using sustainable sourcing guidelines for fiber, pulp and paper

production, we have conducted an analysis of our fiber packaging supply chain.

Progress: We have determined that 99 percent of our supply is considered at low risk for contributing to global deforestation because the packaging uses either recycled materials or virgin fiber that is sourced from regions where deforestation is not occurring. The remaining 1 percent of our fiber packaging is sourced from countries considered at high risk for potentially contributing to deforestation. One of those countries is India, where we worked with the Rainforest Alliance to review our fiber



▶ We use fiber in the packaging of our products.

sources and confirm sustainable sourcing practices. Now we are in the process of investigating fiber sourced from China and will complete that assessment in 2014.

EN26, EN27, FP1

More than 70 percent of the fiber we use in our packaging comes from the United States and Canada – areas at low risk for deforestation.



1C Extending sustainability efforts beyond priority raw materials

Collaborating with suppliers to increase sustainability

Strategy: Our efforts to encourage supplier sustainability extend beyond our 10 priority ingredients. We collaborate with partners across all our supply chains to improve the manner in which the raw materials we use are grown and produced. We continue to evaluate emerging models for transparently tracking

our suppliers' GHG emissions, energy use, water use and waste generation.

Progress: We welcome supplier input to help improve sustainability. Our *Cascadian Farm* organic foods business, for example, partnered with sustainable packaging suppliers to develop a cereal box liner made, in part, from renewable

sources (learn more in the [Environment](#) section of this report). We also recognize sustainability achievements at our biennial supplier summit. In 2013, for example, we awarded one of our suppliers for their renewable wind energy-powered facility, which helps reduce General Mills' extended environmental footprint.

EN26, FP1

Supplier sustainability approach

In fiscal 2012, we implemented a Supplier Sustainability Scorecard review, which included General Mills' top 100 U.S. suppliers. That baseline review across four main categories (commodities,

ingredients, packaging and external supply chain) measured the environmental impact of these suppliers' factories, which represent approximately 7 percent of the carbon footprint and 8 percent of the

water footprint in our extended supply chain. Since then, we have shifted our efforts to the supply chain segments with the largest environmental and social impacts upstream, with a focus on

our 10 priority ingredients. We continue to encourage sustainable and responsible sourcing practices by all our suppliers, as laid out in our [Supplier Code of Conduct](#).



Increasing biodiversity and improving pollinator health

Bees and other native pollinators play an essential role in agriculture – 35 percent of crop production worldwide depends on pollinators helping plants produce fruits and seeds. Each year, bees pollinate more than 100 U.S. agricultural crops, valued at nearly US\$15 billion. Unfortunately, up to 60 percent of honeybees disappear every year due to colony collapse disorder (caused by fatigue, mites, pesticides and other factors). Keeping bees healthy is a priority for General Mills.



△ We support research efforts to improve the health of honeybees and other pollinators.

The food we produce benefits from their pollination efforts. Honey is also an ingredient in some of our products. We are funding pollinator research to better understand colony collapse disorder in honeybees, investing to conserve and expand bee habitats, and working with our suppliers to improve the health and effectiveness of bees as pollinators for almonds and tomatoes.

Conducting research: At General Mills' agricultural research farm in LeSueur, Minnesota, we created a pollinator plot in November 2011 and worked with University of Minnesota researchers in 2012 to place 10 honeybee colonies at the site to investigate colony collapse disorder – a major threat to the honeybee population. We have invested US\$160,000 toward this four-year research effort to better understand bee habitats. University of Minnesota and General Mills researchers collect data from the site to monitor bee health, determine

what the bees are eating and how far they are foraging, and monitor their honey production. One aspect of the research focuses on whether native plant species that produce high protein pollen content help improve honeybee health. Researchers will collect data at the site through 2015, then share the results with others in the scientific community to help reduce the collapse of bee colonies.



Increasing pollinator habitats: Lack of habitat diversity is another factor contributing to declining pollinator populations. General Mills has invested US\$50,000 to help expand and conserve bee-friendly habitats in partnership with Conservation Marketplace. In 2013, 20 acres of wildflowers and grasses were planted at 10 sites in Minnesota to provide adequate sources of food, shelter, clean water and nesting sites for native pollinators.

How bees contribute to General Mills products

Products pollinated by bees



Green Giant broccoli and cauliflower



Muir Glen tomatoes



Almonds for LÄRABAR bars and Nature Valley granola bars



Fruit for Yoplait® yogurt*



Fruit for Häagen-Dazs ice cream

Products containing honey



Honey Nut Cheerios cereal



Nature Valley granola bars

*Yoplait is a registered trademark of YOPLAIT MARQUES (France) used under license.



Improving bee health: In June 2013, we launched a project with our almond supplier and The Xerces Society for Invertebrate Conservation to integrate flowering habitats into almond orchards in order to attract more wild, native pollinators and help improve the health of bee colonies transported to almond orchards for crop pollination. The project includes installation of flowering hedgerows as perimeters around the orchards, development of

native wildflower meadows in areas without trees and planting flowering groundcover around trees. In addition to increasing native habitats, this collaborative effort includes monitoring bee abundance and diversity while limiting pollinators' exposure to pesticides and fungicides, resulting in more sustainably grown almonds.

Increasing tomato yields sustainably: In California, we are working with our supplier for

Muir Glen tomatoes along with researchers at the University of California, Davis, and the Xerces Society to improve pollinator habitat and increase tomato yields. Bumblebees are the most effective native pollinators – and the only type of bees able to pollinate tomatoes. Unfortunately, bumblebee numbers are declining due to habitat loss, disease and pesticide use. To improve bumblebee habitat and raise awareness

among tomato growers, General Mills worked with Xerces to plant a mile-long hedgerow of flowering plants at our *Muir Glen* facility in November 2012. We are using this demonstration site to educate growers and collect data about the quantity and variety of bumblebees and other pollinators. During the next three years, we will continue to expand our outreach efforts to additional growers of organic and conventional tomatoes

to increase the sustainability of tomato production.

EN13, EN14, EN26



△ Plants pollinated by bumblebees typically produce more tomatoes. General Mills supports pollinator conservation efforts to improve bee health.



“The latest science clearly demonstrates how important flowering habitat on farms is for bees. General Mills has really embraced this concept and is working hard to ensure that pollinator conservation remains a priority for the farmers they work with. General Mills also is serving a pivotal role in helping us understand the factors behind declining bee numbers, and how we can address those factors. As we restore flowering hedgerows and wildflower meadows for bees in California and Minnesota, we see the company’s dedication to the long-term success of those projects.”

– Eric Lee-Mader, Assistant Pollinator Program Director, The Xerces Society for Invertebrate Conservation, and Assistant Professor of Extension, University of Minnesota Department of Entomology

Utilizing integrated pest management

At General Mills, our holistic approach to sustainable agriculture includes reducing environmental impacts and improving the overall value chain. Integrated pest management (IPM) is one component of our broader focus on sustainable agriculture.

As part of our long-term sustainable agriculture strategy,

we share our knowledge about IPM with peer companies and work with our suppliers to minimize the use of pesticides on the crops and ingredients we source. Our suppliers utilize their own IPM programs. Through our work with Field to Market, we are helping growers capture information about pesticide use, including energy use (farmer

application of pesticides) and GHGs (embedded in the manufacturing of pesticides). Another example is the support we provide to farmers in central Mexico through interest-free loans for drip irrigation, which reduces the use of pesticides, improves yields and uses about 50 percent less water than conventional furrow irrigation.

General Mills has a long history of working closely with farmers around the world to promote responsible pesticide use. Our *Green Giant* brand, for example, was among the first to use best-in-class pesticide management in the 1940s. Beginning in 1980, *Green Giant* agronomists implemented a series of measures and practices

for reducing pesticide use across all crops. We continue to collaborate, educate where needed and encourage IPM wherever our business takes us.

EN14, EN26



2 Collaborate to improve global water stewardship

2A Fostering and engaging in watershed stewardship plans

Understanding watershed issues and conserving water resources

Water

COMMITMENT: General Mills is committed to improving the sustainability of water use throughout our supply chain.

Agriculture uses 70 percent of the world's fresh water. Conserving water resources is crucial for the environment and for our business.

In addition to reducing the amount of water we use in our operations (see the [Environment](#) section of this report), we continue to apply our four-phase approach to conserve water used throughout our supply chain. Approximately 99 percent

of the water consumed to create and distribute our products occurs outside our direct operations. The watersheds we access to meet the needs of our facilities also support demands from agriculture, municipalities and other industries, so improving the health of these watersheds requires significant collaboration. To begin addressing these larger watershed issues, we are partnering with [The Nature Conservancy](#) (TNC) to formulate and implement our collaborative global water stewardship strategy.

PHASE 1 Assessment

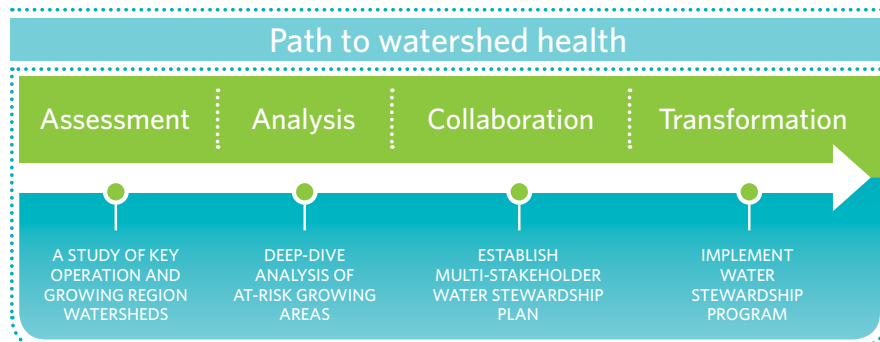
In partnership with TNC, we have nearly completed our global water risk assessment of all General Mills plants and growing

regions, begun in 2012. Those assessments build on our supply chain risk analysis work with World Wildlife Fund in 2010. We now have a clear picture of the most at-risk watersheds within our supply chain and are proceeding with Phase 2: analysis.

PHASE 2 Analysis

Working with TNC hydrologists, we are conducting deep analyses of our key at-risk growing areas. In Irapuato, Mexico, where

some of our *Green Giant* vegetables are grown and packaged, we have completed our in-depth analysis and are now developing strategies for improvement. In China, an important growth area for General Mills where we currently make *Wanchai Ferry* dumplings, we are assessing the Yangtze River watershed area. We will complete this analysis in 2014. In the wheat growing region of Idaho, we are conducting an in-depth review of



△ We conserve water throughout our supply chain and focus on improving the health of the watersheds we access.



the Snake River watershed; this detailed analysis also will be completed in 2014. We will continue to expand the focus of our deep-dive analyses to include other at-risk watersheds over the next several years. Outcomes from these deep-dive analyses include: understanding the current and projected future health of the watershed; understanding major uses and contributors to watershed degeneration and creating mitigation plans; and sharing findings and plans with others who use the watershed through educational outreach and advocacy activities. We are beginning collaboration



△ We are collaborating to protect the watershed that supports our operations in Irapuato, Mexico.

with other food and beverage companies about improving watershed health. Next, we plan to expand those conversations

to include a broader mix of private and public entities in each watershed area.

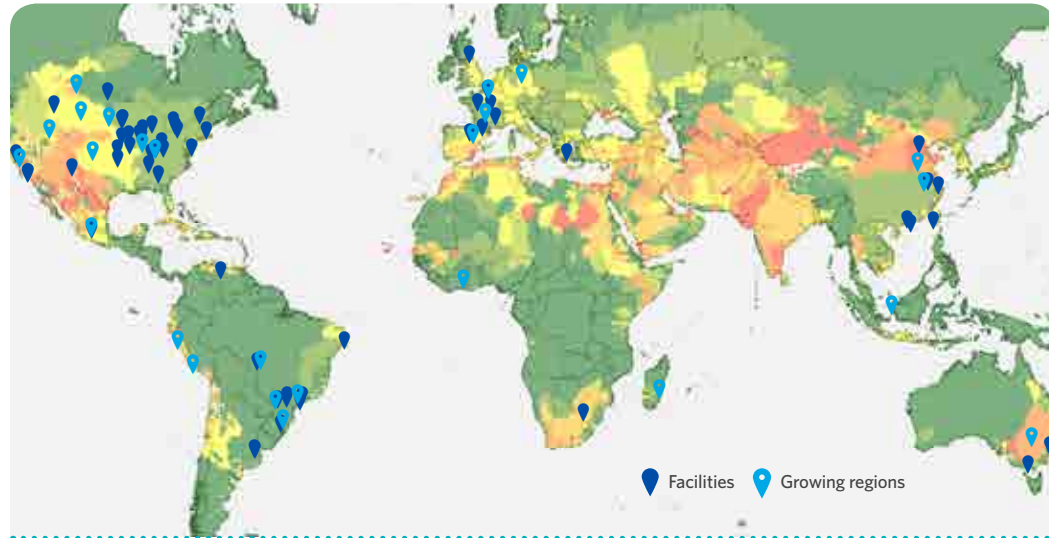
PHASE 3 Collaboration

Our goal is to find the right partners and begin working with others to implement changes based on our Phase 2 analyses in high-risk areas in 2014. We anticipate these collaborative actions to include: on-the-ground conservation initiatives; applying water stewardship best practices; and setting companywide sustainability targets.

PHASE 4 Transformation

Transformation efforts include developing a global freshwater stewardship program with public commitments, public education and advocacy, and funding. We also will work with others to pursue Alliance for Water Stewardship certification.

EN9, EN26, SO1



△ This map pinpoints the watersheds we access around the world for our own operations or through our supply chain, including agricultural use. Areas of greatest water stress appear in red.

KEY WATERSHEDS

Based on results from TNC's global water risk assessment and a business materiality analysis, we are developing watershed health strategies in the areas listed below.

Geographic location	Location type	Water risk*
Albuquerque, New Mexico, United States	Facility	5.0
Beijing, China (includes Sanhe facility)	Facility/Growing region	5.0
Los Angeles, California, United States (includes Carson and Vernon facilities)	Facility	5.0
Shanghai, China	Facility	4.3
San Joaquin Valley, California, United States (includes Lodi facility)	Facility/Growing region	4.1
El Bajio, Mexico (includes Irapuato facility)	Facility/Growing region	4.0
Central High Plains, United States	Growing region	3.1
Snake River Valley, United States	Growing region	2.5

* Score based on TNC analysis of water depletion risk (with 5.0 considered at highest risk of water stress)



“Agriculture is by far the world’s largest consumer of fresh water. As a global food company, General Mills is providing leadership by identifying at-risk watersheds and working with farmers to implement the practices that can lead to a sustainable future.” – Rich Rosengren, Senior Advisor, Corporate Engagement, The Nature Conservancy



3

Advance socially responsible supply chains

3A Respecting human rights in our supply chains

Supporting ethical standards and guidelines



Human rights

COMMITMENT: General Mills is committed to advancing responsible sourcing practices across our supply chains.

We believe that the protection of human rights through responsible sourcing is a critical part of our Nourishing Lives mission. As part of our commitment to respecting human rights in our supply chain, we are leaders in the [AIM-PROGRESS](#) Responsible Sourcing Forum, whose mission is to promote responsible sourcing by sharing



△ We promote responsible practices at all levels across our supply chains, beginning with the sourcing of raw materials.

best practices and promoting efficiency in the packaged goods supply chain. We also are signatories to the United Nations Global Compact (UNGC) and are guided by the International Labour Organization's (ILO) 1998 Declaration on Fundamental Principles and Rights at Work.

Our [Supplier Code of Conduct](#) details our expectations of our suppliers. Together, our Workplace Standards and Ethical Sourcing Policy and our Supplier Code of Conduct set standards for our company, as well as for our suppliers, vendors and other business partners, regarding the protection of human rights. These standards are based in part on the ILO 1998 Declaration on Fundamental Principles and Rights at Work. In 2012, we completed our first audit cycle of finished food producers, including our own facilities and co-packers. In 2013, we began conducting assessments of higher-risk categories and supplier locations. We expect to complete those assessments in fiscal 2014 and begin the process of working with our suppliers to develop strategies for mitigating risks. This approach is similar to our method for assessing our priority ingredients. We are making plans to expand our



△ We support safe working conditions throughout our supply chains, from smallholder farmers harvesting crops to employees helping to package finished products for consumers.

supplier audit program beyond finished goods producers (including General Mills facilities and co-packers) to include raw material suppliers in fiscal 2015.

Guided by the 1998 Declaration, General Mills respects the principles of collective bargaining and freedom of association, and prohibition of discrimination, child labor and forced labor – including that associated with human trafficking. We use a third-party auditing firm to conduct independent audits of our suppliers. All instances of noncompliance related to our

audited suppliers in fiscal 2012 are either resolved or are actively being addressed in an agreed-upon corrective action plan.

Recent clarifications by the U.S. Securities and Exchange Commission state that food packaging is not included in the scope of the Dodd-Frank Act (Section 1502) as it relates to reporting on the geographic source of certain “conflict minerals.”

HR2, HR5, HR6, HR7, HR9, FP1



3B Protecting animal welfare

Raising and treating animals humanely



Animal welfare

COMMITMENT: General Mills supports the humane treatment of animals in agriculture and will enforce the General Mills animal welfare policy covering pork, milk and egg production, antibiotic use and animal testing.

Egg production: General Mills is a member of the Coalition for Sustainable Egg Supply, a U.S.-based industry group that is evaluating different types of egg

laying and hen housing systems based on five sustainability factors: worker health and safety; environment; animal health and well-being; food safety; and cost/affordability. The findings from this research will help inform industry practices safeguarding people, animals and the environment. In Europe, General Mills continues working with our suppliers to increase the volume of eggs available from free-range hens. In December 2013, we began sourcing 100 percent free-range eggs for all Häagen-Dazs products produced in Europe. We continue to source ingredients from local farmers

and suppliers. In the U.S., General Mills purchased 2 million eggs sourced from cage-free hens in 2013.

Pork production: General Mills supports the development of pregnant sow housing alternatives. Though we recognize that the development and implementation of alternative systems may be a long-term process that could take up to 10 years, we will favor suppliers who provide actionable plans by 2017 to create traceability and to end their use of gestation crates within the U.S. pork supply chain.

FP11, FP12



In December 2013, we began sourcing **100 percent** free-range eggs for all Häagen-Dazs products produced in Europe.



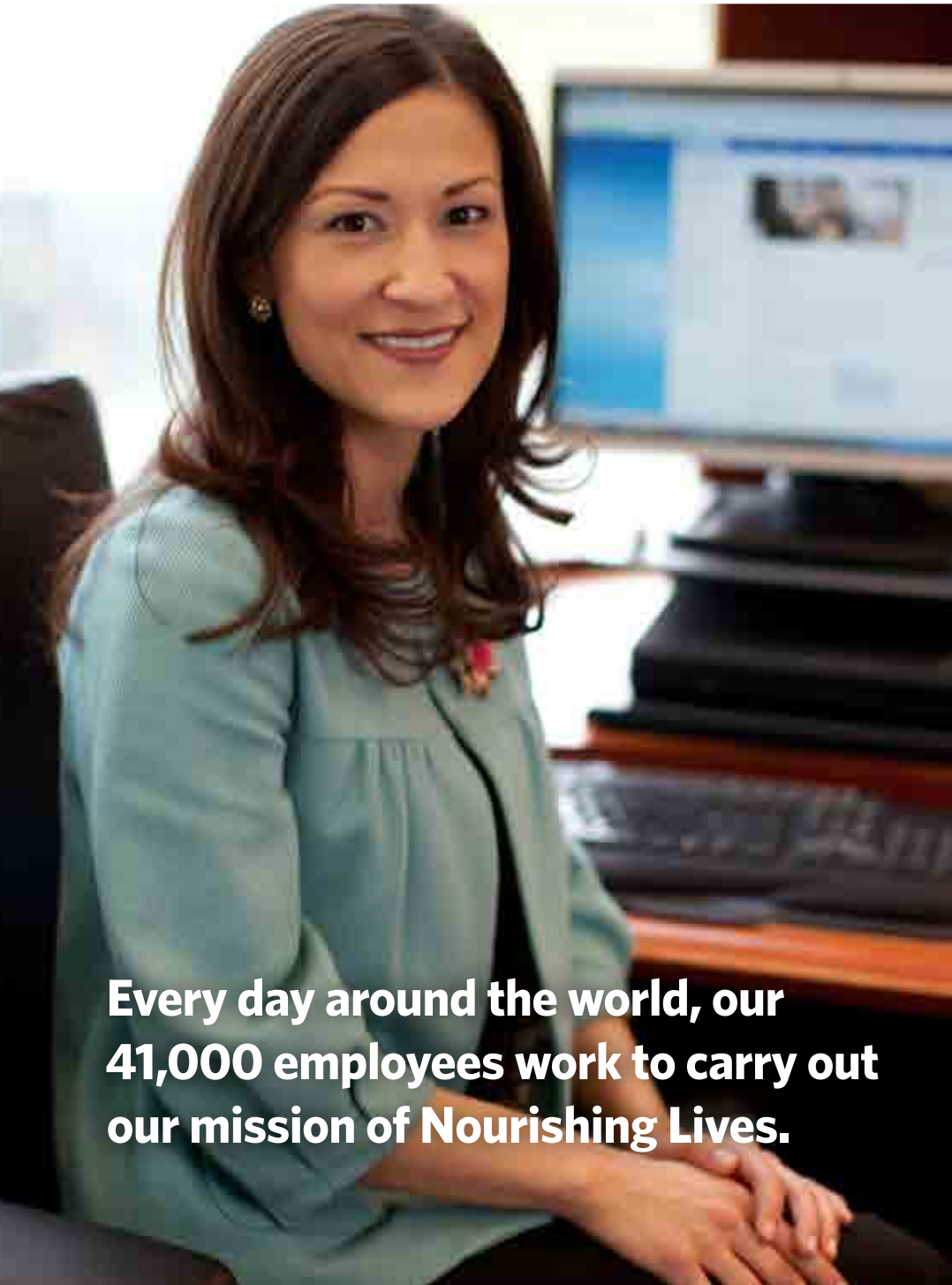
△ We support humane treatment of the hens who lay eggs used in our products.



△ We favor suppliers who use humane approaches to sow housing.



WORKPLACE



Every day around the world, our **41,000 employees** work to carry out our mission of **Nourishing Lives.**

OUR GOAL is to foster a safe, ethical, diverse and inclusive workplace where employees can thrive. We accomplish our mission by living our values:

- Play to win
- Grow and inspire
- Act boldly, move quickly
- Win as a team
- Do the right thing, all the time



Our strategies

Build a strong workplace culture

Maintain a safe workplace

Respect, develop and invest in employees



Overview

A great place to work – Investing in talent is a key ingredient to our success. Workplace culture and business performance go hand-in-hand, so we strive to develop our employees by giving them opportunities both inside and outside the company to stretch and grow. By doing so, we encourage employees to achieve their best while ensuring strong leadership for the future. Employees recognize our efforts to foster a positive and rewarding work environment by consistently identifying General Mills as “a great place to work.” We recruit, retain and develop talented employees and continue to improve workplace safety through our efforts to prevent injuries and illnesses. We support our employees in being active, eating healthy and staying well.

Performance dashboard



Strengthening our workplace culture

86 percent of employees said General Mills is a great place to work in 2013.*

*2013 Great Place to Work Institute, representative sample of U.S. employees



Increasing diversity and inclusion

Our Board of Directors includes **31 percent** female directors and **15 percent** who are people of color.

Our U.S.-based workforce includes **40 percent** women and **20 percent** people of color.



Increasing workplace safety

We reduced our global total injury rate to **1.62** injuries per 100 employees in fiscal 2013, down from 1.79 in 2012. Our ultimate goal is zero injuries/illnesses.



Increasing employee well-being

51 percent of U.S. employees participated in voluntary health assessments in 2013, up from 36 percent in 2012. We expanded health/well-being programming to employees worldwide.





Our approach: inspire & win

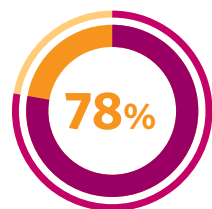
We work hard to earn our employees' respect and trust

At General Mills, we know that engaged employees drive innovation, shareholder value and business performance. Our mission and culture, our brands and business practices, and our commitment to a clear **Code of Conduct** helps inspire our employees.

Leadership: Our company leadership maintains the highest ethical standards when conducting business, and they honor and acknowledge employees' contributions to the company's success.

Commitment: The best companies win committed employees who grow to achieve their highest potential, making significant contributions to the business. This is especially

true – and important – at General Mills, because we hire people with the expectation that they will build a career with our company. We focus on attracting superior talent, helping our people continually develop their skills and creating an organization that collaborates effectively. We also promote safe, injury-free workplaces and encourage a healthy work/life balance.



Percentage of employees who would recommend working for their manager (2013 Global Climate Survey)



Our strategies and actions

1 Build a strong workplace culture p.72

- A** Setting clear expectations for ethics and compliance
- B** Fostering diversity and inclusion
- C** Creating a culture of fairness, trust and openness

2 Maintain a safe workplace p.78

- A** Leading with safety

3 Respect, develop and invest in employees p.81

- A** Empowering employee health
- B** Investing in development and training

“We know that the best companies succeed with talented, committed employees who grow and develop to achieve their highest potential, making significant contributions to the business. This is especially true – and important – at General Mills, because many employees spend their careers with the company.”

– Mike Davis, Executive Vice President of Global Human Resources, General Mills



Coaching: The way employees view their managers is one of the most significant drivers of engagement, success and satisfaction. Our Great Managers program prepares managers to become better leaders (see story below for details).

.....

Leadership and governance: Responsibility for upholding our workplace commitments starts at the top and extends across the organization. Our Chairman and Chief Executive Officer has ultimate accountability for ensuring a healthy, productive and motivated workforce. Governance for our labor practices lies primarily within our Human Resources, Law and Supply Chain organizations. At an operational level, the Human Resources organization leads key employee initiatives in partnership with

company business leaders at multiple levels. Reflecting the importance of people to our business, General Mills has a vice president of Global Inclusion and Staffing; a vice president of Global Health Services; a vice president of Engineering, Global Safety and Environment; and a Chief Learning Officer. At the board level, the Compensation and Public Responsibility Committees maintain responsibility for issues related to labor and decent work.

Ethics and compliance: Our Ethics and Compliance group, led by our Chief Compliance and Risk Officer, is committed to upholding General Mills' long-standing culture of integrity by ensuring that employees know what it means to behave ethically and to act in compliance with our Code of Conduct. Key business leaders throughout our global operations own responsibility for ethical market and brand development.

Diversity and inclusion: The Vice President of Global Inclusion and Staffing is responsible for attracting competitively superior talent that reflects our markets and consumers, retaining top talent and developing all employees to reach their fullest potential, and delivering a culture and environment that allows all employees to thrive and achieve their personal best.

The Executive Diversity Council includes 10 senior leaders who oversee policies and regularly review programs and results related to diversity and inclusion. However, our Chief Executive Officer personally reviews our Diversity and Inclusion progress quarterly and sets the tone for accountability throughout the company.



Great Managers program: building a coaching culture

Build manager skill: Great managers are key to retaining and energizing employees. We have been offering our "Managing People" course to new managers of people in the U.S. for many years. Since 2008, we have trained approximately 2,000 managers worldwide (40 percent outside the U.S.) to be good coaches for our employees. In 2013, we rolled out a course called "Advanced Managing People" in the U.S. We will continue to explore the potential of offering this course for experienced managers worldwide. In 2011, we trained the top 200 leaders in our International division

through a program called "Building Great Leaders." We then expanded to conduct 1,000 Building Great Leader Sessions worldwide, reaching more than 600 General Mills top leaders. We are evaluating timing for offering this program again worldwide with updated, relevant topics.

Reinforce behavior: We integrated our coaching model into existing performance management and individual development plan processes. We provide managers with guidance for turning a regular performance management meeting into a great coaching session. We also reinforce the value of coaching

by giving managers feedback about how employees rate their skills. Our Great Manager Mentoring Circles have helped managers broaden their perspective through shared experience.

Impact: Since launching the Great Managers program in fiscal 2008, we have seen an improvement in the percentage of employees who report they have a great manager. In the U.S., for instance, 70 percent of salaried employees report that they have good or great managers. Learn more about our coaching culture on page 86.

◀ We invest in developing great managers.



1

Build a strong workplace culture

1A Setting clear expectations for ethics and compliance

Do the right thing, all the time



Commitment

Ethics: Doing the right thing is a fundamental part of our culture.

Respect: We treat our employees with respect and integrity.

Communication: 90 percent of salaried employees participated in our 2013 Global Climate Survey providing feedback about company culture.

Our comprehensive [Code of Conduct](#) and ethics and compliance program promote ethical behavior in all aspects of our employees' work.

Conduct

Our Code of Conduct summarizes our ethics guidelines and gives employees practical information as well as answers to their questions. The code covers everything from maintaining corporate integrity, communicating appropriately, and competing fairly and legally to personal safety, appropriate use of company resources and ensuring consumer privacy.

Annually, our company leaders – from managers upward, approximately 14 percent of our employees – must attest to compliance with our Code of Conduct and business conduct policies. We have high expectations for ethical conduct in every aspect of our business. In 2013, we were ranked No. 1 on America's Most Reputable Companies list (by the Reputation Institute).

Ethics

The motto for our Ethics and Compliance program is "Every Decision, Every Action, Every Day." The program includes extensive online resources and self-directed courses for employees along with our confidential Ethics Line, which allows employees to raise questions or report questionable conduct anonymously, where allowed by law, and an orientation video that introduces new employees to General Mills' ethics philosophy. The program also features "Ethics Matters," a collection of stories published by the Ethics and Compliance group that puts policies into practice by providing real, concrete examples of ethical lapses and choices that reflect a great deal of integrity.

Assessment

Program: We continue to strengthen our anti-corruption program. Following our recent comprehensive corruption risk assessment across our businesses around the world, we enhanced our anti-corruption program, updated our anti-corruption policy and internal controls, and communicated program requirements broadly to employees. We continue to assess risks in this evolving area and review enhancements to our program to adapt best practices, such as in the areas of third-party risk. We also include corruption as a risk factor in the annual risk assessment fielded by our Global Internal Audit function. This risk assessment touches all of our business units around the world. In addition, we ask detailed questions related to corruption risk during each routine, in-depth business unit audit by our Global Internal Audit team.

Training: We train employees extensively – both in person and through online training modules – on corruption risks and our standards. In October 2013, we launched an updated anti-corruption training course for employees outside the U.S. and U.S.-based employees who interact with other countries. Of the more than 9,700 employees



Ethical culture

Our 2013 Ethical Culture Survey was sent to a random sample of more than 3,500 employees worldwide. Sixty-seven percent of them responded with feedback, including these highlights:

- 95 percent say leaders demonstrate a commitment to ethical business
- 95 percent say ethical standards and procedures are ethically communicated
- 94 percent say their manager acts consistent with our ethical standards

worldwide who have enrolled in our new anti-bribery online course, for example, 77 percent have completed the training. [SO2, SO3](#)

Action

All allegations of bribery and corruption relating to General Mills' business operations are promptly and thoroughly



investigated, in accordance with our ethics and compliance procedures and corporate policies. The Audit Committee of our Board of Directors reviews the investigation and resolution of these allegations. Upon completion of the investigation, our Ethics and Compliance group oversees appropriate disciplinary actions (including termination of third-party relationships), remediation steps and internal/external reporting.

SO4

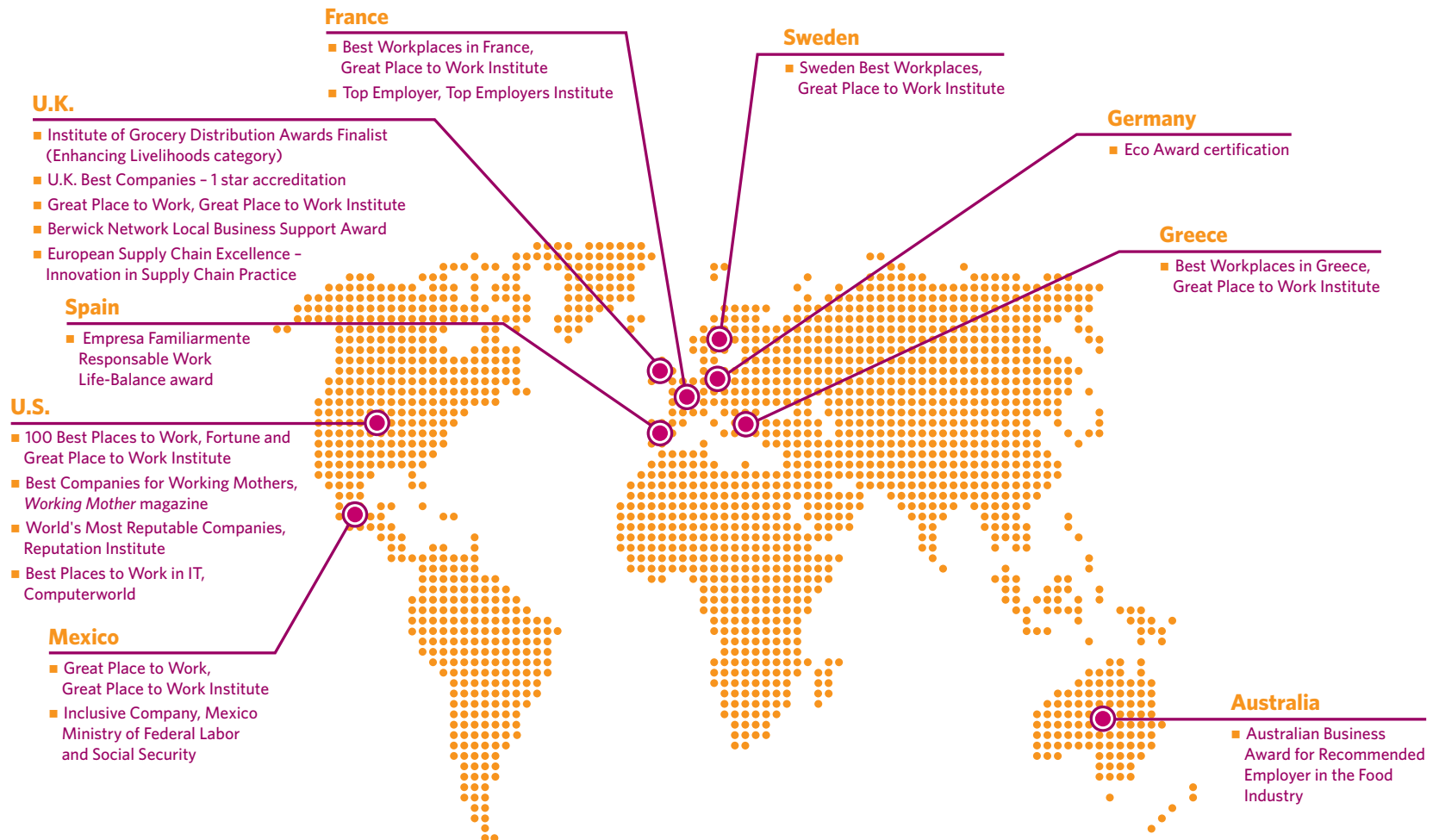
Communication: General Mills regularly surveys our employees to gather feedback. Our biennial Climate Survey is an in-depth review of a wide range of topics. Our shorter Pulse Survey is conducted on alternate years. We use employee feedback to improve our processes and strengthen our culture.

“Throughout our history, we’ve always been guided by our values. And General Mills employees are proud to be part of a values-driven company that is Nourishing Lives around the world. It motivates us every day.”

– Ken Powell, Chairman and Chief Executive Officer, General Mills

2013 awards, honors and accolades

General Mills received **numerous awards** in 2013. In the U.S., *Working Mother* magazine included us on its list of best companies for the 10th year in a row, and we were named to Fortune magazine’s annual list of the “100 Best Companies to Work For” for the 11th time. The map below showcases some of our global recognitions.





1B Fostering diversity and inclusion

Taking action through hiring practices, employee development and measurement



Impact

20 percent of our U.S.-based employees are people of color

40 percent of our U.S.-based employees are women

Recognition: named to the 2013 list of World's Best Multinational Workplaces by the Great Place to Work Institute

At General Mills, we value diversity and consider it core to our business strategy.

Goal: Our goal is to build an employee base that mirrors the consumers of our products. Attracting, retaining and developing employees with a variety of backgrounds is a top priority.

Culture

To cultivate an inclusive environment, we respect all dimensions of diversity, including gender, race and sexual orientation as well as cultural values, preferences and beliefs. Our Executive Diversity Council reinforces diversity and inclusion throughout the company by advising employee networks, recruiting and mentoring women and employees of color, and ensuring that women and people of color are

carefully considered in all succession planning and leadership development.

Actions

Leadership: Our leaders reinforce diversity and inclusion throughout the company and focus on personal objectives regarding diversity and inclusion. Each of our plants also creates and implements a diversity and inclusion strategic plan. Women now hold 44 percent of management positions and comprise almost 50 percent of salaried positions in the U.S. Among the 13 members of the Board of Directors, four are women and two are people of color.

Scorecard: Completed annually, our Diversity Scorecard defines meaningful diversity and gender objectives, including specific goals for the officer level. Each senior leader's Diversity Scorecard includes a personal commitment to building a culture of inclusion that contributes to corporate goals. Evaluations of diversity performance are factored into compensation decisions and incentives for leaders throughout the organization.

Recruiting: General Mills creates a diverse workforce by recruiting the best and brightest talent from all communities to drive innovation and consumer engagement around the world. We increase our ethnic and gender diversity by assessing our hiring needs for women and people of

Recognition

General Mills' efforts to create an inclusive, supportive workplace were recognized by a number of organizations in 2013, including:

- Top 10 of Best Companies for Multicultural Women, *Working Mother* magazine
- Top Companies for Executive Women, National Association for Female Executives
- Top 50 Companies for Diversity, *DiversityInc*
- Best of the Best 2013 "Top Supplier Diversity Programs," *Professional Woman's* magazine
- 50 Best Companies for Latinas, *LATINA Style* magazine

color, and implementing strategies to meet those needs. We engage in effective outreach efforts - including search firms, community groups, professional organizations and employee referrals.

Results: Over the past 10 years, the number of minority and female officers at General Mills more than doubled from 5 percent to 14 percent and 12 percent to 37 percent, respectively. Similar results are tracked and progress seen at all levels in the organization: officer, director, manager and below.

LA13



◀ General Mills received an Award of Excellence in the Diversity Journal 10th Annual Innovations in Diversity Awards competition in June 2013. The award was granted for our Law Department's Partners in Diversity program.



Employee networks and associations

Employee networks: Members of our employee networks support each other and help recruit new employees by increasing confidence in General Mills' approach to diversity and inclusion. Our employee networks include: Black Champions Network, American Indian Council, Hispanic Network, Asian Heritage Network, South Asian Network, Middle East North African Network, Women in Leadership, Veterans Network and Betty's Family for our LGBT employees.

Associations: We also sustain relationships with professional associations, including the National Black MBA Association and National Society of Hispanic MBAs. We partner with organizations such as The Consortium for Graduate Study in Management and Management Leadership of Tomorrow, which offer graduate fellowships and career development opportunities to high potential African-Americans, Hispanics and Native Americans.

Support for veterans



Impact

600+ U.S. veterans employed at General Mills

3 percent of our total U.S. hires are veterans

General Mills recognizes the value of employing the servicemen and women who have served their country as enlisted



Recognition

In the U.S., General Mills has been consistently recognized for our support of military veterans in our workplaces:

2013: G.I. Jobs Top 100 Military-Friendly Employers

2012: Yellow Ribbon Company Designation

2011: U.S. Department of Defense Employer Support of the Guard and Reserve award for commitment to employees who serve in the military

2010: National Committee for Employer Support of the Guard Patriot Award

members or commissioned officers of the U.S. Armed Forces. Their training, experience and organizational skills are assets in the General Mills workplace. In the U.S., veterans represent 3 percent of our workforce, including 72 percent who work in our plant locations as hourly employees. The remaining 18 percent are salaried positions throughout our headquarters and field locations. We support veterans through multiple initiatives, including the

\$20+ million

In 2013, we spent US\$20.3 million with veteran-owned business enterprises, an 8.5 percent increase over 2012



△ To help post-9/11 military veterans make the transition to careers in business, more than 60 General Mills employees are volunteering as mentors. The mentoring program is run by American Corporate Partners (ACP), an organization General Mills began partnering with around Veterans Day, 2011. ACP provides free career counseling and mentoring to recently returned veterans by professionals from corporations and universities across the U.S.

Veterans Network and Veterans Club as well as specific recruiting, supplier diversity and human resources (HR) initiatives. Our Veterans Employee Guide helps managers and HR professionals aid veterans with transitions, including preparing to depart for or returning from a military leave.

EC1

Supplier diversity



Impact

US\$500+ million spending with U.S. minority and female-owned businesses

8 percent increase in first-tier spending with U.S. minority and female-owned businesses over past 10 years (compounded annually)

Our supplier diversity efforts are a reflection of our dedication to Nourishing

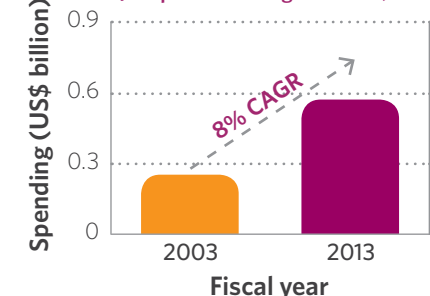
Lives through job creation and strengthening the economic footprint of communities across the U.S.

Commitment: We are committed to establishing and growing successful business relationships with an increasing number of qualified minority and women-owned enterprises. Fulfilling this commitment is important to our shareholders, our increasingly diverse consumer base, the communities in which we operate and, ultimately, the success of our company.

Objectives: Each division or department establishes annual objectives and plans that lead to measurable improvement in diversifying our supplier base. The Supplier Diversity department at General Mills supports diverse supplier business development by creating networking and training opportunities for minority and female-owned businesses.

Diversification: In 2013, we increased spending with women-owned business enterprises by 20 percent and with veteran-owned businesses by 8.5 percent. In 2014, we are expanding support for lesbian, gay, bisexual and transgender business owners.

General Mills supplier diversity spending (compound annual growth rate)





Recognition: During 2013, our supplier diversity efforts were recognized by multiple organizations across the U.S. We received the “Corporation of the Year” award from the Midwest Minority Supplier

Development Council, an organization that helps connect minority-owned businesses and corporations across Iowa, Minnesota and North and South Dakota. We were also recognized as a

“Top Corporation for Women’s Business Enterprises” by the Women’s Business Enterprise National Council, the largest third-party certifier of businesses owned, controlled, and operated by women in

the United States and the nation’s leading advocate of women-owned businesses as suppliers to America’s corporations.

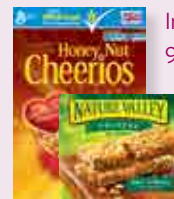
EC6

Supporting businesses owned by women: Sweet Harvest Foods

General Mills continues to increase our support of women-owned business enterprises. In addition to providing important ingredients and packaging materials for our products, women-owned businesses are successfully partnering with us in areas such as consumer product research and testing, marketing and staffing support. Our relationship with Sweet Harvest Foods is one example of our partnership with women-owned businesses.

Sweet Harvest Foods (SHF), based in Cannon Falls, Minnesota, has been supplying honey to General Mills since 1998. During

that time, General Mills’ spending with the company has grown from US\$250,000 to US\$20 million in fiscal 2013. Our relationship also has expanded to include support for SHF’s Africa Uplift Project in Sierra Leone. The project helps smallholder farmers develop sustainable beekeeping businesses while protecting Sierra Leone rainforests.



In a region where up to 90 percent of the rainforest

◁ We use Sweet Harvest honey in *Honey Nut Cheerios* and *Nature Valley* granola bars.



△ SHF organizes apiary science workshops to introduce beekeeping business practices and develop strategies to help farmers make their businesses stable and sustainable.

has been harvested for logging, rainy seasons have washed away the previously rich topsoil, making farming difficult. SHF is teaching

farmers how to produce a valuable crop – honey – as a supplemental source of income to help prevent additional deforestation. The SHF team hopes to train up to 20,000 future beekeepers. Income from beekeeping increases food security and helps families pay school tuition for their children.



◁ Darcy Riess, Chief Executive Officer, Sweet Harvest Foods, a General Mills supplier for 15 years.

1C Creating a culture of fairness, trust and openness

Taking action through hiring practices, employee development and measurement



Impact

86 percent of salaried employees would recommend General Mills as a great place to work

73 percent of salaried employees feel General Mills offers long-term career opportunities

We believe every employee has the right to be treated fairly and deserves the opportunity to stretch and grow throughout their career at General Mills.

Equal opportunity

Policy: To provide a comfortable and safe working environment for all employees, General Mills prohibits discrimination based on age, race, color,

religion, sex, national origin, marital status, disability, citizenship, sexual orientation, gender identity or expression, military service, or other characteristic protected by law. This equal employment opportunity (EEO) policy applies to employment practices and procedures including compensation practices.

Practices: Employees are expected to report situations that compromise their

ability to do their jobs. Formal channels are available for employees who seek advice or a solution. Everyone has the right to work without fear or intimidation. General Mills does not accept abusive conduct or harassment – a policy made clear from an employee’s first day of orientation. Our policies strictly prohibit retaliation against employees who express concerns. We manage our business



operations so that employees feel they are being treated fairly. We value our relationships with our employees and invest in them for the long term.

Benefits and compensation

We believe our compensation, benefits and incentive plans are competitive in our industry. At General Mills, we value our employees and reward them accordingly with our Total Rewards compensation/benefits package. We are a pay-for-performance culture, so incentive payments and merit increases are directly linked to employee performance. We offer competitive pay, retirement programs, and employee and education assistance programs. Implemented in 2009, our annual performance and awards statement was developed and revised in response to employee suggestions.

LA3



△ We value our employees and reward them for their contributions to our company's success.

Labor-management relations

Globally, General Mills is committed to providing both our union and non-union production employees workplaces that are among the safest manufacturing facilities in the world. In addition, we work to have total employee engagement as the foundation of our mutual success, strive to create cultures that champion respect and inclusion, and offer competitive rewards. We have clear health and safety

practices that include joint management-employee health and safety teams and committees; participation of workers and/or worker representatives in health and safety inspections, audits and accident investigations; as well as use of personal protective equipment, training and periodic inspections. We maintain good relationships with our unions, and our labor contracts are typically settled on time and without work disruption.

LA6, LA9

Measurement

General Mills has established key metrics and measurement approaches to understand our performance as it relates to labor and decent work. Examples include a refined performance management process, annual employee surveys and a clearly articulated Code of Conduct.

Testimony in support of equality

In 2013, Ken Charles, General Mills Vice President of Diversity and Inclusion, testified before the U.S. Senate in support of equality – a fundamental value at General Mills. His testimony was related to the Employment Non-Discrimination Act of 2013, which sought to prohibit employment discrimination on the basis of sexual orientation or gender identity. While the proposed legislation was not enacted (it passed in the U.S. Senate, but stalled awaiting a vote in the U.S. House of Representatives), his testimony reinforces General Mills' commitment to equality in the workplace.



△ Watch this video to learn how health insurance benefits are making a difference in the lives of Yoki employees.

Expanding health care coverage to all Yoki employees and their families in Brazil

When General Mills acquired Yoki Alimentos S.A. in fiscal 2013, employees from four of Yoki's eight plants were not eligible for coverage by the company's health plan. In August 2013, General Mills announced the expansion of health care benefits to all Yoki employees and their legal dependents (spouses and children).

With the new health care benefits in place, 6,000 employees and their 7,000 family members can participate in the medical plan, an increase of 2,100 employees and their 4,700 dependents. Even for those employees who previously had coverage, the expanded benefits from General Mills are more generous, including coverage

for the spouses and dependents of all employees. Health care benefits are one way General Mills nourishes the lives of our employees and their families.



2

Maintain a safe workplace

2A Leading with safety

Expanding safety culture and tracking progress



Impact

Goal: Provide injury-free workplaces for our employees, contractors and visitors

10 percent reduction: Global total injury rate of 1.62 injuries per 100 employees in fiscal 2013, down from 1.79 in 2012

Achieving our goal of zero injuries and illnesses requires leadership engagement, continuous improvements in our safety culture, and systems to track performance. In 2013, we made progress in each of those important areas.

Leadership

In 2013, we established a Corporate Safety Council led by our Chairman and Chief Executive Officer and a Global Safety Governance Board composed of regional operating vice presidents. With this strong leadership focus, we are establishing globally consistent safety expectations for our employees and the food we produce (learn more about our commitment to

food safety in the [Health](#) section of this report). “Lead with Safety” continues to be the top priority across our supply chain, followed by generating return on capital and growing our business sustainably.

Culture

Leadership support combined with our ongoing “What If” campaign (see related story in the [Health](#) section of this report) reinforces our culture of safety by raising awareness and helping prevent injuries at our facilities around the world.

Survey: In 2013, we partnered with DuPont, a globally recognized leader in workplace safety, to conduct a comprehensive global safety perception



△ “Lead with Safety” is the top priority across our supply chain. Our “What if” campaign raises awareness to help prevent safety incidents.



△ We reinforce our culture of safety at our facilities around the world.

survey. This assessment provided valuable insights into our employees’ perceptions about the importance of human and food safety and identified opportunities for improvement at our facilities worldwide. More than 90 percent of our global production, engineering, and innovation, technology and quality employees participated in the survey from July through November 2013. At the writing of this report, results

are being assessed with the goal of developing a roadmap for the future.

Tracking and managing progress

System: In June 2013, we completed the rollout of our Global Safety Tracking and Environmental Management System, called G-STEMS, to track safety data at all production facilities worldwide



(currently excluding our Yoki and Yoplait International sites, which we are working to align). G-STEMS allows us to track all workplace incidents – even those near-misses that did not result in an injury – and document necessary actions to reduce future risks and communicate progress.

Rapid notification: In April 2013, we introduced a 24-hour requirement for reporting of all injuries. This rapid notification calls attention to



△ Many of our facilities are focusing on preventing specific types of injuries. These materials increase awareness about hand safety in the workplace.

potential safety risks so they can be addressed quickly to prevent future incidents. We also introduced a standardized global process for incident investigation. By analyzing G-STEMS trend data, we began targeted efforts to prevent specific types of injuries.

Clear safety targets

History: Historically, General Mills has had a very strong safety record when compared with our peer food group companies.

Metrics: Our corporate policy for workplace health and safety directs all operations to implement management systems, programs and procedures that will lead the company to our goal of zero injuries and illnesses. We have set interim improvement targets, which are the basis for our plant safety metrics. General Mills has established clear safety targets specific to each location

In-depth assessments: Argentina, Venezuela, France, Australia

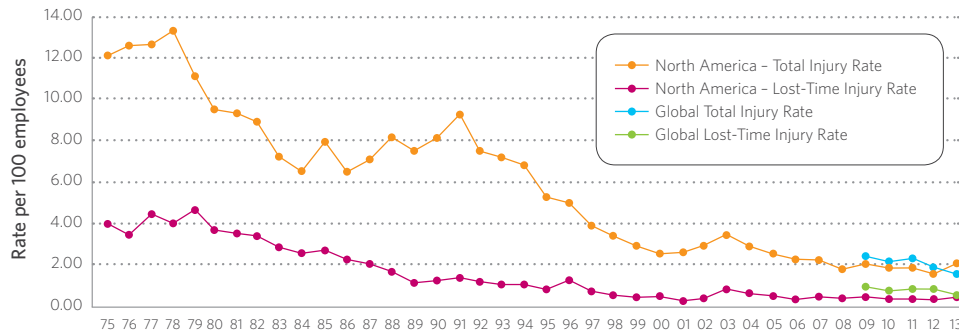
Why do we focus on building a culture of safety? Production employees who understand risks and work in a culture unaccepting of risk-taking behavior are more likely to remain safe. In an effort to strengthen our own employee practices, we benchmarked in 2013 with companies recognized as workplace safety leaders in their industries.



For example, as part of in-depth assessments at two of our facilities near Buenos Aires, Argentina, General Mills managers toured another company's facility to identify best practices they could apply to improve safety. This team has made significant safety improvements, reducing injuries by 56 percent since implementing their improvement plan in 2013. We conducted similar assessments at General Mills facilities in Seretram, France; Rooty Hill and Mount Waverly, Australia; and Cagua, Venezuela.

▽ At our facility in Seretram, France, we created an in-depth safety improvement plan involving seasonal workers hired to help pack newly harvested corn, resulting in 50 percent fewer injuries during fiscal 2013.

General Mills injury history 1975 to date



△ We reduced our total injury rate in 2013 to 1.62 injuries per 100 employees at our production facilities around the world.





and measures progress. In fiscal 2013, we reduced our global total injury rate from 1.79 injuries per 100 employees in 2012 to 1.62 in fiscal 2013 and our lost workday injury rate decreased from 0.66 in fiscal 2012 to 0.59 in fiscal 2013. Sadly, a temporary employee, hired and supervised by a vendor, died while working at our plant in Cedar Rapids, Iowa (this fatality is not reflected in our safety data, which only covers our employees and any contract workers under our supervision).

LA7

Responsibility, training and auditing

Responsibility: Workplace health and safety is the responsibility of line management and each individual employee. All employees are expected to work safely by following all rules, procedures and training.

Training: Employees are trained in all applicable health and safety subjects relevant to their jobs. This training helps ensure that every employee knows how to perform his or her job correctly and to comply with all local, regional and country requirements.

Committee: As part of the safety management system at General Mills, manufacturing locations are encouraged to have safety committee meetings on a periodic basis (e.g., monthly). The committee is organized by the formal and/or informal safety leaders and consists of wage and management employees.

LA6

Auditing: General Mills has an active auditing program involving both internal and external auditors to monitor our operations to ensure compliance with all internal requirements and external regulations. Any deficiencies identified are tracked until completion.



△ We monitor and audit our operations globally to help ensure workplace safety.

Governance: Senior-level responsibility for workplace safety lies with the Director of Global Safety and Environment, who reports to the Vice President of Engineering, Global Safety and Environment.

PR1



Improving ergonomics to prevent injuries

In fiscal 2013, we conducted ergonomics training for all safety managers in North America to help prevent injuries. We also trained all Minneapolis-based engineers on the basics of ergonomics. This knowledge, combined with risk assessment software, will help identify

and mitigate ergonomic risks when designing new production systems or projects. To reduce discomfort and injuries, employees worldwide can access instructions for setting up ergonomically beneficial workspaces via the company website.

◁ Stretching programs help prevent injuries at our production facilities across North America.



3

Respect, develop and invest in employees

3A Empowering employee health

Supporting work/life balance, employee health and well-being

Impact

U.S.: 51 percent of U.S. employees participated in voluntary health assessments in 2013, up from 36 percent in 2012

Global: Health and wellness programs available to employees worldwide

Our employees – whether working in a production facility or at our headquarters, union or non-union – are core in our mission and the key to our success.

Benefits: We value our employees and provide benefits specific to the needs of each geography, including retirement

savings plans, health care coverage, and flexible work arrangements.

Balance and flexibility

Resources: We dedicate resources to help employees balance the demands of work and personal life. Our programs extend from our headquarters to our locations worldwide, including plant employees and field sales employees. We offer special leave programs, an onsite health clinic at our headquarters, and fitness centers at several of our plants and office locations, as well as partnerships with community-based programs. Our education and referral programs provide information and resources on important subjects such as child care, adoption information, elder care and more.



△ We support our employees in balancing their work and personal life.

Flexibility: We offer multiple flexible work arrangements to accommodate employees, including telecommuting, flextime and the innovative Flexible



△ General Mills leaders discuss the value of good health and why it's important to our company.

“People given flexibility feel appreciated, and that causes them to do more, not less.”

– Allison Pottinger, Senior Consumer Insights Associate



“Providing healthy workplace environments and programs to support healthy lifestyles are key to our employees succeeding both at work and at home. Employee well-being activities work best at the local level, with champions to support one another in making sustainable, healthy lifestyle changes.”

– Dr. Julia Halberg, General Mills Vice President of Global Health



User Shared Environment program, which allows employees to create workspaces that best suit their personal and business needs.

Evaluation: We evaluate our work/life balance programs annually in an effort to meet employees' changing needs. We're proud of the progress we've made.

Health and wellness

We support our employees in being active, eating healthy and staying well. General Mills provides resources that help employees live healthy lifestyles.

Health assessments and exams: We encourage our employees to take a personalized health assessment that helps identify risks, motivate lifestyle changes, and provide information about health and wellness resources. In 2013, 51 percent of our U.S. employees took a voluntary health risk assessment – an



△ We provide opportunities for employees to increase physical activity and wellness.

increase from 36 percent in 2012. The 2013 assessments showed improvement including a decrease over the last five years in six of the 11 health risk areas we measure. We are also working toward our goal of becoming a tobacco-free company. We provide preventive health initiatives at many of our facilities around the world, including free onsite flu shots, ergonomic training and onsite physical exams.



△ Fresh fruit is available free to General Mills employees in Hamburg, Germany. Employees in France are offered free organic fruit twice a week to encourage balanced diets.

Nutrition and weight management: As a food company, nutrition and eating right are primary concerns for our consumers and for our employees (read more about how General Mills contributes to consumer nutrition in the [Health](#) section of this report). Our facilities offer employees healthy dining choices. General Mills sponsors a number of weight loss

and weight management programs to help employees take better care of their bodies and their long-term health.

Physical activity: We provide employees with opportunities to increase physical activity as part of our core wellness offerings. Initiatives vary by region, including onsite fitness centers and exercise rooms, company sponsored or endorsed runs and walks, yoga classes, soccer teams and volleyball tournaments.



△ In Canada, our Live Well program provides employees with opportunities to participate in fitness classes, recreational sports, ergonomic workshops, individual assessments and cooking demonstrations.

Well-being: Our LifeWorks Employee Assistance program provides confidential counseling, emotional support, and referrals to employees and their families in the United States. Counselors assist employees dealing with stressful situations through onsite face-to-face counseling, toll-free phone access, online resources, and educational materials. Through LifeWorks' sponsorship, some locations also offer onsite support groups. Our worldwide employee assistance program is available to help global human resource professionals find resources and information to support employee issues.

LA8



△ In November 2013, we launched an initiative in Mexico encouraging employees to increase physical activity, improve nutrition, stop using tobacco and set goals for improving their health.



Organizational leadership

Advisory council: In January 2013, we launched a global health and wellness advisory council to provide more support for wellness programs around the world. Council participants, who include representatives from all around the world, connect on a quarterly basis to share best practices and resources.

Responsibility: Overall responsibility for health and wellness lies with the Vice President of Global Health Services and Chief Medical Officer.

30 years
General Mills has provided workplace wellness programs to employees for nearly 30 years.



Recognition

- Start! Fit-Friendly Company, American Heart Association, United States - General Mills has received this award annually since 2007 (Platinum level)
- Best Employers for Healthy Lifestyles, National Business Group on Health, United States - General Mills has received this award annually since 2007 (Gold level)
- America's 100 Best Adoption-Friendly Workplaces, United States - The Dave Thomas Foundation for Adoption



Empowering healthy living

In 2013, our branding strategy team applied their skills to help promote healthy lifestyles among their fellow General Mills employees. While our marketing team has a history of supporting community organizations through our Good Works volunteer program (see story in the [Community](#)

section of this report), this investment in branding our global health program for employees represented the first such internally focused effort. The team incorporated input from employees around the world to ensure that our health and well-being programs are meeting the needs of our global workforce.

◁ We provide resources that help employees live healthy lifestyles, including being active and staying well.



Encouraging employee activity and well-being around the world

We support the efforts of our employees to lead active, healthy lifestyles fueled by good nutrition and overall well-being. Listed below is a sampling of health and wellness programs around the world.



U.S. and Canada: In 2013, more than 1,500 General Mills employees participated in the Great American Fitness Adventure, a program that encourages participants to exercise at least 30 minutes per day for six weeks. The challenge got people out biking, walking, running and gardening for a total of 3.9 million minutes (averaging more than 4 hours per person per week).



Sweden/Nordic region: General Mills offers employees a yearly well-being contribution to encourage

participation in training classes or other defined regular well-being activities. Physical activity also is encouraged through organized and sponsored employee activities, including indoor volleyball evenings and various outdoor races.



U.K.: Employees participate in Health Promotion Days focused on raising awareness of well-being, including information about height, weight, body mass index (BMI) and blood pressure as well as pulse, cholesterol and glucose testing. Employees also participated in a cricket match as part of the annual summer social team-building activity.



Mexico: More than 50 employees received vaccinations, physical exams and body composition testing to evaluate blood sugar (glucose), BMI, blood pressure and cholesterol.

Venezuela: To promote physical activity, employees competed in races. They also received healthy recipes and nutrition information, flu vaccines, and ergonomic consultations to avoid workplace injuries.



France: The office sponsors annual sports membership passes for employees and offers weekly onsite exercise classes. More than 60 employees from General Mills France and Yoplait International participated in “La Parisienne” race supporting breast cancer research.



China: Employees participate in health seminars held at office and plant locations, access online information about physical exams and use a gym room for exercise. Employees and their families also participated in yoga activities together.

Argentina: Employees participated in nutrition workshops and health conferences. They also received flu vaccines and ergonomics instruction at the workplace.

South Korea: Employees participated in an outdoor Sports Day activity and a workshop at a nature center. Employees also receive annual medical checkups.



Germany: Employees organized bike-to-work days, participated in annual track and field events that raised money for charity and received subsidies toward gym memberships. Employee work areas undergo ergonomic assessment as part of health and safety reviews.

Brazil: Employees received flu vaccines, participated in health conferences and received discounts at sport clubs and restaurants to promote physical activity and healthy eating.



Healthier Australia Commitment

Australia: Employees participated in workplace wellness initiatives promoting healthier lifestyles organized by Exercise and Sports Science Australia as part of the Healthier Australia Commitment.



Greece: Employees participated in the annual Race for the Cure event, improving fitness while raising money for breast cancer research.

LA8



3B Investing in development and training

Reinforcing our culture of learning and excellence



Impact

88 percent of General Mills officers have been promoted from within the company

87 percent of our managers globally have been promoted from within the company

US\$22 million invested in training and development for U.S.-based employees in 2013

Focus: We respect, develop and invest in our people to help them do and be their best. We know that engaged employees create value and drive business performance. We are single-minded when it comes to development – we plan for, invest in, track and evaluate it. In order to attract and retain competitively superior talent, we develop all employees – production employees,



△ We provide employees with professional development opportunities to help them grow and advance.

salaried employees, managers and executives alike – and work to have a depth of leadership prepared to take on new responsibilities when necessary.

Development plans: At General Mills, development takes many forms and includes performance appraisals and Individual Development Plans (IDP). General Mills employees have the

opportunity to create plans for their professional development with the assistance of their supervisor. Managers and employees discuss career goals, strengths and development needs, and then use this information to identify action items. We track completion rates of IDPs as a way to monitor employee involvement in career planning.



Climate of innovation and development

Feedback from our 2013 global Climate Survey of employee opinions:

- People are open to trying new ways to address challenges – 78 percent favorable
- General Mills offers long-term career opportunities for me – 73 percent favorable



“People are at the center of the equation. We hire the best people, we train our people everywhere around the world, we give them the tools they need to do their job, and we give them the experiences they need both inside and outside the company to really broaden their view of the world.”

– Ken Powell, Chairman and Chief Executive Officer, General Mills



Coaching and training

Coaching: Our internal analysis has shown that employees working for “great managers” are twice as engaged, motivated and innovative as those working for “good managers.” We created our Great Manager initiative in 2009 to train and increase the effectiveness of our worldwide manager population. (Read more about our Great Manager initiative on page 71.) We include an index of manager quality in our annual employee Climate Survey. Our population of managers rated by employees as “great” has improved 15 percent since the Great Manager initiative began.

- My manager values me and my contributions – 87 percent favorable
- My manager communicates effectively with me – 85 percent favorable
- My manager gives regular feedback on performance – 77 percent favorable

Training: We offer numerous courses at the General Mills Institute and online learning classes that support professional development. Training courses range from “Core Business Essentials” and “On-Boarding Fast Start” for new employees to “Managing People” and “Advanced Managing People” to improve managers’ skills. We leverage our robust offering of eLearning courses and other technology solutions to meet the demands of an increasingly mobile and global workforce. We also provide funding for external training and education.

20 years
The General Mills Institute was established more than 20 years ago to provide learning and development opportunities for employees.



△ We offer eLearning opportunities that meet the demands of our increasingly mobile workforce.



△ We train managers to help them be more effective and expand our coaching culture.

Leadership: Our senior leaders worldwide serve as teaching faculty for leadership and functional learning programs. Through our Building Great Leaders program, for example, our senior management and business presidents teach General Mills management teams around the world, serving as role models for our commitment to leadership development and increasing cross-organization relationships and best practice exchange. We provide similar training programs in sales, marketing and innovation.

Measuring effectiveness

Measurement: With a workforce spanning the globe, General Mills constantly innovates to provide learning and development support to our employees

wherever they are. We regularly assess learning needs at every level of the organization. Our learning strategies link to key performance indicators for each of the company’s business growth drivers. To measure effectiveness, we use scorecards to assess learning and behavior improvement and their connection to measurable business results.

Feedback: Our Climate Survey provides annual data on employee satisfaction related to items such as professional development. We have achieved consistent improvement in employee engagement year after year. Employees also rate the effectiveness of managers using the Great Manager Index. This feedback has led to a range of actionable items, including resources to improve managers’ skills and communication and enhancements to the company’s global

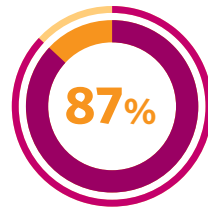


internal collaboration network, which now includes 400 communities, 3,500 active users, 1,300 microblogs and more than 5,000 answered questions.

Continuity: More than 60 percent of company officers started their careers in entry-level positions at General Mills, and 40 percent come from non-officer roles. This continuity reflects the company's broad-based commitment to leadership development. Globally, 87 percent of our managers are promoted from within the company. General Mills consistently receives external recognition for our performance in this area.

Transition assistance: General Mills provides severance benefits when employees are impacted by downsizing. The severance benefits may include compensation as well as professional development assistance from an external organization that provides outplacement services.

Organizational leadership: In partnership with the General Mills senior management team, our Chief Learning Officer (CLO) facilitates an annual strategic review of the corporation's strengths and opportunity areas. We use this process to identify a clear set of business imperatives, which we then translate into capability and learning priorities. The CLO is an active member of the Strategy and Business Development department and has overall responsibilities for talent management and organization



Globally, 87 percent of our managers are promoted from within the company.

effectiveness. The CLO works with the Human Resources team to develop training plans at the corporate, business and functional levels. Learning and development are both top-down driven for alignment and locally owned by training teams embedded in the business and functions. This matrix approach delivers relevant training that is responsive to business and function requirements.

LA10, LA11, LA12





COMMUNITY



Our General Mills Foundation and community engagement mission is to nourish our communities globally with remarkable philanthropy.

OUR GOAL is to build strong communities. Our philanthropic work is an extension of the company's Nourishing Lives mission and ties closely to our company's core business. We work in innovative ways with partners locally and around the world to harness our collective impact in key target areas, while engaging employees through volunteerism.



Our strategies

Alleviate
hunger and
advance nutrition
wellness

Improve
education

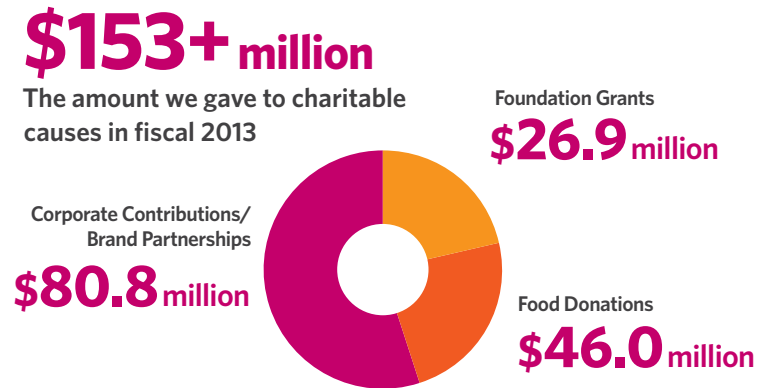
Strengthen
communities



Overview

Nourishing our communities - In fiscal 2013, General Mills donated more than US\$153 million (nearly \$3 million a week) to key initiatives that support our communities around the globe. General Mills and its Foundation have given more than US\$1 billion to charitable causes worldwide since 1954. Our giving and volunteerism focus is on alleviating hunger and advancing nutrition wellness; improving education; and strengthening communities.

EC1, FP4



Performance dashboard		2020 Goal	Progress
Nourishing	We alleviate hunger	Provide 200 million meals globally	<ul style="list-style-type: none"> Global food donations: 30+ million meals in 2013 Partners in Food Solutions: 137,000+ smallholder farmers and their 822,000 family members impacted since 2008
	We advance nutrition wellness	Empower 25 million youth with skills and knowledge to achieve and maintain physical wellness 125,000 U.S. schools gain access to Presidential Youth Fitness program	<ul style="list-style-type: none"> Presidential Youth Fitness program: launched in 2013 with support from General Mills, available to all U.S. schools <i>Champions for Healthy Kids</i>: 1 million youth since 2002
Educating	We improve education	Provide over US\$1 billion to schools through <i>Box Tops for Education</i>	<ul style="list-style-type: none"> <i>Box Tops for Education</i>: US\$75 million raised for U.S. schools in 2013; US\$600 million since 1996
	We expand access to education	Empower 1 million people in impoverished communities globally through education and improved livelihoods	<ul style="list-style-type: none"> Join My Village: 250,000+ people have received expanded access to education, health knowledge and economic empowerment since 2009
Strengthening	We volunteer in the community	More than 80% of employees volunteering worldwide	<ul style="list-style-type: none"> 76% of employees volunteer worldwide
	We invest in our communities	Achieve US\$2 billion cumulative giving	<ul style="list-style-type: none"> US\$153 million in total giving in 2013 US\$1+ billion cumulative giving since 1954



Our approach: connect & lead

Bringing together resources, partners, innovative ideas and employee expertise to make an impact around the world

General Mills' philanthropy is an extension of our Nourishing Lives mission and ties closely to our core business. Our commitment to building strong communities includes providing grants from the General Mills Foundation, donating food from our businesses, supporting brand/cause partnerships, and encouraging employee volunteerism around the world. We strive to create positive change through our strategies of alleviating hunger and advancing nutrition wellness; improving education; and strengthening communities.

Collective impact

Philanthropy: This year marks the 60th anniversary of the General Mills Foundation.



Since 1954, we have connected people and resources across communities both in the U.S. and increasingly, globally. We look for opportunities to connect

the many stakeholders within our communities and leverage existing programs in new ways for maximum impact. One example of this approach is our support of Generation Next, a Minneapolis-based partnership of leaders from schools, government, community organizations and businesses focused on narrowing the achievement gap among students in our headquarters' community.

Skills-based volunteerism: Through skills-based volunteerism, General Mills employees contribute their time and professional expertise to community organizations.

Knowledge transfer: We facilitate the sharing of best practices through programs such as Partners in Food Solutions, which links the technical and business expertise of employees from General Mills and other companies to growing food processors and millers in the developing world.



Our strategies and actions

1 Alleviate hunger and advance nutrition wellness p.91

- A** Addressing barriers to food security around the world
- B** Promoting nutrition wellness

2 Improve education p.96

- A** Building better futures through education

3 Strengthen communities p.98

- A** Increasing impact through employee volunteerism
- B** Innovating to empower communities worldwide



"In partnership with General Mills, CARE is taking new and innovative approaches to strengthen communities around the world. Together, we are creating programs that expand access to education, enhance the livelihoods of smallholder farmers by engaging them in the global supply chain, and involve General Mills suppliers and consumers in efforts to alleviate global poverty."

– Helene D. Gayle, MD, MPH, President & Chief Executive Officer of CARE USA



Creating shared value: In developing economies, we invest in programs with our suppliers that promote sustainable agricultural practices, boost incomes of smallholder farmers and raise living standards in their communities.

Brand partnerships: From *Box Tops for Education* to our *Cheer On Reading* program, our brands connect with consumers to support schools and healthy lifestyle choices.

Leadership and governance

Organizational responsibility for the Foundation is held by the Senior Vice President of External Relations and President of the General Mills Foundation. General Mills' community engagement and Foundation programs are led by the Executive Director of the Foundation with support from program officers at our headquarters. In addition,

employee councils located across our key global operating locations around the world assist with the grantmaking by helping to identify and select local nonprofit organizations eligible to receive funds. The General Mills Foundation is governed by a Board of Trustees that includes leaders from the company's finance, supply chain, marketing, legal, human resources, sales and external relations functions.

1 Alleviate hunger and advance nutrition wellness

1A Addressing barriers to food security around the world

Providing food and developing global solutions

Our hunger-relief efforts span the globe in support of our commitment to feeding people in need. We focus on alleviating hunger and uncovering barriers to food security.

Donating food

We provide food that helps nourish people around the world.

The Global FoodBanking Network:

In 2013, General Mills provided US\$4.6 million in food donations

Impact

US\$46 million in food donations globally in 2013

30+ million meals provided to children and families around the world (through 2013 food donations)

US\$300 million donated in food worldwide since 1999

to [The Global FoodBanking Network](#), an organization dedicated to creating and strengthening food banks around the world. We support The Global FoodBanking Network's efforts in the United Kingdom, South Africa, Argentina and Australia and are playing an active role in helping the organization expand to alleviate hunger on a global scale. Our food donations outside the United States in 2013 increased 155 percent from the previous year.



In Argentina, we provide food and support through The Global FoodBanking Network affiliate *Fundación Banco de Alimentos*. Employees at our San Fernando plant also volunteer at this food bank where they help organize and classify recently donated food items.



In 2013, the General Mills Foundation provided a US\$20,000 grant to Fundación Banco de Alimentos for a new barcode system that allows donation inventory to be tracked and monitored in a streamlined, systematized way.



Feeding America: We donated US\$41.4 million worth of food to Feeding America's 200+ food banks across the United States in 2013. General Mills has partnered with Feeding America for more than 30 years. Through this partnership, we provide nourishment to Americans struggling with hunger; safe and nurturing places for children to have a meal; emergency assistance for

disaster victims; and an opportunity for adults trying to achieve self-sufficiency.

Europe: In France, our Yoplait® business donates one pallet of yogurt products each week to a grocery store that sells food at deeply discounted prices. In 2013, General Mills provided a US\$75,000 grant for freezers at the store, where our employees also volunteer. Our Häagen-Dazs business in Arras, France, also donates ice cream to a local food bank that serves 300 families. In Greece, our plant in Inofita donated more than 680 cases of dough to a local food bank in 2013.

EC1, FP4



△ Our Yoplait® business in France donates yogurt weekly to a "social grocery store" where consumers can purchase food at deeply discounted prices and receive instruction about food preparation and good nutrition.

Yoplait is a registered trademark of YOPLAIT MARQUES (France) used under license.

Connecting consumers to hunger-relief efforts



Outnumber Hunger: In 2013, we helped Feeding America secure nearly 7 million meals through our *Outnumber Hunger* platform. We work nationally to expand consumer awareness and involvement in the fight against hunger through product packaging, websites, social media and events associated with some of our key brands, including *Bisquick*, *Betty Crocker*, Big G cereals and *Green Giant*.

We Scare Hunger: Sponsored by Free the Children, We Scare Hunger is a service-driven youth engagement opportunity that mobilizes youth to address the issue of local hunger. With the support of General Mills, youth in communities across the U.S. participated in the nation's first We Scare Hunger campaign in 2013, collecting more than 440,000 pounds of food for local hunger relief agencies. Young people "trick or treated" on Halloween for nonperishable food items to support local food banks and raise awareness about hunger. In Minnesota, youth collected more than 160,000 pounds of food to help feed hungry children and families in their communities.

**WE
SCARE
HUNGER**



△ Ellen Goldberg Luger, Executive Director of the General Mills Foundation, talks about our company's support for programs that address hunger in our communities.



Rescuing food



Impact

In 2013, General Mills rescued 14,500 metric tons of surplus food and donated it to charitable organizations.

General Mills continuously improves our operations to prevent food waste – sharing food with people in need and diverting waste from landfills.

Expanding access to food



Impact

10 million meals added through support to Hunger-Free Minnesota in 2013

350,000 breakfasts provided to 2,000+ at-risk students through Breakfast Clubs of Canada with support from General Mills



WATCH VIDEO

△ Ken Powell, General Mills Chairman and Chief Executive Officer, speaks during the Minnesota Hunger Impact Exchange event about the involvement of our employees in hunger initiatives.

We support programs that expand people’s access to food. General Mills is a founding partner of **Hunger-Free Minnesota**, an initiative focused on adding 100 million meals for hungry children and adults in Minnesota by 2015. In 2013, General Mills pledged an additional US\$1 million (building on the US\$1 million we committed in 2011) to support Hunger-Free Minnesota, a multiyear campaign focused on fighting hunger and closing the “missing meal gap.” The campaign is working to increase the amount of food available through the emergency food system by 50 million meals; add 30 million meals through increased enrollment in the Supplemental Nutrition Assistance Program; and add



△ In western China, we provide support for nutritious meals of milk and eggs served daily to 1,120 students at four rural schools in Yunnan’s Xuanwei region (an area with high rates of malnutrition).

20 million meals by increasing enrollment in and use of public nutrition programs for children and families. Hunger-Free Minnesota has added 49 million meals to the state’s hunger-relief system since 2011. In addition to charitable contributions, many of our employees volunteer their technical expertise to advance the mission of Hunger-Free Minnesota.

EC1, FP4

2,000 pounds

In 2013, 2,000 pounds of organic vegetables grown by employee volunteers at our headquarters-based *Green Giant Giving Garden* were donated to food shelves in Minnesota.



Surplus corn provides 1.5 million meals

In 2013, General Mills supported the second annual Minnesota Sweet Corn Rescue effort, which captured more than 800,000 pounds of surplus sweet corn. The corn was delivered fresh to 18 Feeding America food shelves and meal programs in communities across the United States. A coalition of partners from the agriculture and food industry – organized by the Hunger-Free Minnesota campaign – worked together to harvest, cool, pack and ship the corn over a six-week period, providing 1.5 million meals. [Learn more.](#)



Partners in Food Solutions

Partners in Food Solutions (PFS) is a nonprofit organization working to improve the capacity, efficiency and product quality of food companies in sub-Saharan Africa. General Mills founded PFS to raise living standards and to help address chronic food supply issues and extreme hunger in the developing world. PFS links the technical and business expertise of volunteer employees (see results below) – including food scientists, nutritionists and engineers – from industry-leading food companies with more than 675 small and growing food processors and millers in Africa.



Goal: By 2016, PFS plans to broaden its work to include as many as 10 corporate partners, working with 1,000 Africa-based food companies, which will help



△ Partners in Food Solutions volunteers work with food processors in Ethiopia.

improve access to markets for more than 1 million local smallholder farmers in as many as 12 African nations, thereby benefiting tens of millions of consumers.

Expanding geographically: In 2013, PFS expanded its presence into Ethiopia. The goal is to improve products for Ethiopian consumers and create markets for smallholder farmers. Working with USAID and TechnoServe, PFS provides technical assistance to medium and large commercial millers, producers

of fortified blended foods and flours, bakeries, and pasta manufacturers. PFS will work with 20 medium and large millers and processors over the next two years to strengthen business acumen and improve operating capabilities. PFS also will provide training to an additional 50 companies in the areas of improving standards, new product development and micro-nutrient fortification.

Focusing on wheat: In Ethiopia, PFS is focusing on a single commodity (wheat) in order to make a significant, measurable impact on the country's food security and nutrition. The consumption of wheat by Ethiopia's growing urban population has increased steadily. Most of the local wheat is grown by smallholder farmers. The government of Ethiopia plans to fortify wheat to increase the amount of essential micro-nutrients in diets. By focusing on the wheat value chain and connecting the expertise of PFS' corporate partners with millers and food processors, PFS hopes to make a measurable and lasting impact on the lives of Ethiopians.

Additional partners: In May 2013, Bühler joined existing PFS corporate partners General Mills, Cargill and

Royal DSM; USAID; nonprofit partner TechnoServe; and strategic partners Root Capital and Colle+McVoy.

EC1, FP4

Partners in Food Solutions supports small and growing food processors and mills in Ethiopia, Kenya, Malawi, Tanzania and Zambia.



- 1 Ethiopia
- 2 Kenya
- 3 Tanzania
- 4 Malawi
- 5 Zambia



△ Learn more about how Partners in Food Solutions supports food companies in Africa.



Impact: PFS results since 2008

675 food companies and processors in five countries have received training and support.

137,000+ smallholder farmers – and their 822,000 family members – benefit as they supply those processors.

600+ skilled employees from corporate partner organizations have participated, including 300+ General Mills employees.

50,000+ hours contributed by these volunteers have supported 225+ individual projects.

Improved access to more locally sourced, nutritious and safe food at affordable prices for both food aid and local retail markets in sub-Saharan Africa.

Recognized by the Clinton Global Initiative and the U.S. Agency for International Development (USAID).

“With the foundational support of General Mills and more than 350 employee volunteers, Partners in Food Solutions is improving food security and nutrition throughout Africa. As the food companies we assist grow and improve, their product quality is enhanced, they hire more workers and buy more raw materials from local smallholder farmers. With more income, those farmers can build better lives for their families while enhancing food security in the region.”

– Jeff Dykstra, Chief Executive Officer, Partners in Food Solutions



1B Promoting nutrition wellness

Integrating food with healthy, active lifestyles

We improve nutrition wellness by helping families make nutritious food choices combined with healthy, active lifestyles.



Impact

Nearly 1 million youth reached through *Champions for Healthy Kids* initiatives since 2002

12,000 new schools enrolled in the Presidential Youth Fitness Program in 2013

7,000 more children participating in Playworks at school

300 programs reaching more than 30,000 children planned through early childhood partnership with Nemours

Champions for Healthy Kids: Across the United States, our *Champions for Healthy Kids* program supports community



△ Our *Champions for Healthy Kids* program improves the fitness behaviors and nutritional knowledge of America's youth through community organizations across the U.S.

organizations that offer innovative youth nutrition and fitness programs. For 2014, we doubled the size of the grants awarded in partnership with the Academy of Nutrition and Dietetics Foundation. Since launching *Champions for Healthy Kids* in 2002, we have funded 510 programs and reached nearly 1 million kids through grants totaling US\$5.5 million.



Presidential Youth Fitness Program: Our support of the *Presidential Youth Fitness Program* helped enroll 12,000 new schools in 2013, giving them access to school-based education assessment tools and fitness education program resources to help keep kids physically active. This comprehensive school fitness program cultivates lifelong skills and healthy habits in the fight against childhood obesity. General Mills helped launch the program in 2012 with the President's Council on Fitness, Sports and Nutrition. The General Mills Foundation's commitment to the program includes US\$10 million over six years (2012 – 2018), including US\$1 million of in-kind marketing support. This support will enable the new program to reach

90 percent of U.S. schools – and more than 50 million children – by 2020, helping students pursue personal fitness goals and promote lifelong physical activity.



PLAYWORKS

Playworks: In 2013, we provided US\$150,000 in funding to increase the number of U.S. schools with *Playworks*, a program that brings trained, full-time coaches to schools in low-income communities to create positive learning experiences both on and off the playground. The *Playworks* model of play and physical activity has substantially improved school climate in more than 300 schools in 23 U.S. cities. The General Mills Foundation provided additional funding in 2013 to bring *Playworks* to three more schools in north Minneapolis, Minnesota, creating opportunities for healthy recess and active play for more than 7,000 children every day.

Nemours: General Mills has announced a new partnership with pediatric health leader *Nemours* to reduce the prevalence of childhood obesity and increase healthy eating and physical activity in young children. This partnership brings together a shared commitment to childhood nutrition and fitness, combining *Nemours*' expertise

in child health, early care and education with General Mills' experience working with organizations across the U.S. to address the issue of childhood obesity. This partnership will focus on obesity prevention efforts and the promotion of healthy lifestyles at early childhood education centers. The General Mills Foundation's support will help to seed and spread innovation in more than 300 early care and education programs reaching more than 30,000 young children.

EC1, FP4

60+ years

General Mills' support of youth fitness programs continues our more than 60-year commitment to promote active lifestyles. Our *Wheaties* Sports Federation began encouraging youth fitness and education in the 1950s.



2 Improve education

2A Building better futures through education

Increasing access to education, partnering to improve education

Around the world, we support programs that expand access to education and raise achievement levels. Our contribution of funds and expertise increases the impact of innovative education programs.



△ *Box Tops for Education* provides funds for U.S. schools.

Supporting schools

Box Tops for Education helps schools across the U.S. earn cash for the things they need. Since the program's inception in 1996, over a half-billion dollars has been dispersed to more than 90,000 schools. In 2013, our *Box Tops for Education* program and its affiliates raised more than US\$75 million for K-8 schools in the U.S., including US\$63 million from General Mills brands. More than



240 of our products participate in *Box Tops for Education*, including *Cheerios*, *Betty Crocker*, *Pillsbury*, *Hamburger Helper*, *Old El Paso*, *Progresso* and *Green Giant*.

Promoting literacy

We are helping put books in the hands of children as part of our efforts to improve literacy.

Cheer On Reading: Through our *Cheer On Reading* program (formerly known as *Spoonfuls of Stories*) in the United States, we have distributed 77 million children's books since 2002 inside specially marked boxes of *Cheerios* cereal and have donated US\$4.4 million to *First Book*, a nonprofit children's literacy organization. In 2012, we expanded *Cheer On Reading* to our *Honey Nut Cheerios* and other *Cheerios* varieties to help distribute even more books to kids and encourage parents and children to read together. The books target children 3 to 12 years old and most are printed in both English and Spanish.

Closing the achievement gap

In our headquarters community, we are collaborating to help close the educational achievement gap, so that all Minnesota youth can gain a world-class education, regardless of their ethnicity, zip code or household income. Through funding and direct involvement with local organizations inspired by or connected with broader education initiatives, General Mills is helping bring together community, education, government and business stakeholders dedicated to accelerating educational achievement for all children – from early childhood through early career. These organizations include *Generation Next* (modeled on the broader *Strive Together* initiative), the *Northside Achievement Zone* (modeled after the *Harlem Children's Zone* and part of the U.S. federal government's *Promise Neighborhoods* initiative), and *AchieveMpls*. General Mills also has a history of leadership in supporting early childhood education for families in the Minneapolis, Minnesota, area. For example, we helped establish and provide funding for *Parent Aware*, a school readiness program that empowers parents with ratings and tools to help them select high-quality child care and early education programs.



Impact

US\$600 million raised for U.S. schools through *Box Tops for Education* since 1996, including US\$75 million in 2013

250,000 people in India and Africa have received expanded access to education, maternal health knowledge, and economic empowerment through *Join My Village* since 2009

77 million children's books distributed through *Cheer On Reading* (formerly *Spoonfuls of Stories*) since 2002

"Our partnership with General Mills and the *Cheer On Reading* program has helped us put millions of brand-new, high-quality books into the hands of children from low-income families across the country." – Kyle Zimmer, *First Book* President and Chief Executive Officer



Little Free Library: In 2013, we donated 25,000 books to Little Free Library, an organization that champions free book exchanges in neighborhoods around the world.

Expanding access to education through Join My Village

Now in its fifth year, *Join My Village* has positively impacted a quarter million people in Africa and India. The program has granted thousands of educational scholarships to girls in Malawi and India, built dozens of homes to bring teachers to remote villages, provided textbooks and reference materials to thousands of students, and established 125 village-based savings programs that are improving livelihoods for 73,000 people. Join My Village was founded by



△ Learn more about Join My Village.



General Mills in 2009, in partnership with the humanitarian aid organization CARE USA to leverage the collective power of individuals through social media to improve the lives of women and girls in some of the poorest communities in the world. When people follow the work of Join My Village through the program's website (joinmyvillage.org) or social media (facebook.com/joinmyvillage),



△ With support from Join My Village, girls are able to pursue their educations. This young woman in Malawi graduated from secondary school with support from Join My Village programs and was accepted to university in the fall of 2013, where she is now studying agriculture.

those online actions trigger charitable donations from General Mills and other sponsors. Together, we are working to expand the program to more impoverished communities around the globe.

EC1, FP4

Join My Village results since 2009



More than 16,000 children have gained access to classroom reference materials and learning supplies



More than 232,000 people have benefited from maternal health knowledge



More than 73,000 people have benefited from village savings programs to start or scale businesses



More than 150 girls have participated in a Udaan school for older girls attending school for the first time



Nearly 1,000 girls in Malawi have gained scholarships to attend secondary school



8,500 girls have been supported at 54 residential schools in India



3 Strengthen communities

3A Increasing impact through employee volunteerism

Sharing skills and best practices

Our employees contribute their skills and volunteer their time to achieve results in our communities around the world.



Impact

76 percent of General Mills employees worldwide report volunteering in their communities, including 83 percent of U.S.-based employees

2,500+ employees in 60+ locations participated in Think Global, Volunteer Local activities in 2013

Skills-based volunteerism

Our employees have built a strong legacy of volunteerism at General Mills by applying the skills they develop in their jobs to help organizations in our communities. The 300 General Mills employees who have used their technical and business expertise to help growing food processors and millers in the developing world through **Partners in Food Solutions** exemplify this skills-based approach to volunteerism.

Good Works: Our Good Works program also leverages employees' on-the-job knowledge for the benefit of our communities. Founded in 2009, the Good Works program links nonprofit



△ A General Mills Good Works volunteer team analyzed First Book member data and conducted a marketing analysis to help the organization expand awareness among educators (both current and prospective program users). First Book has delivered more than 100 million books since 1992.

organizations with General Mills marketing professionals in our headquarters community. Nearly 200 volunteers

across our marketing organization have completed more than 35 projects since the program's inception, including 45 volunteers and seven projects in 2013.

FP4

“Good Works is our way of giving back using our intellectual capital and individual talents. It serves organizations with a strong need for marketing and strategy assistance.”

- Gregg Dorazio, Program Lead for Good Works



Market research provides insight into produce purchases

In 2013, a team of marketing professionals from General Mills worked with Homegrown Minneapolis, a nonprofit organization that promotes locally sourced foods for low-income families, and conducted research about how to increase these families' visits to farmers' markets. The Good Works team interviewed consumers at farmers' markets and held focus groups in neighborhoods with families in need. The research provided insights for increasing families' use of nutrition assistance benefits to purchase fresh fruits and vegetables at farmers' markets.

◁ General Mills employee volunteers identified opportunities to boost low-income families' visits to farmers' markets.



Employees thinking globally, volunteering locally

In 2013, more than 2,500 General Mills employees from more than 60 locations around the world volunteered in their communities as part of our Think Global, Volunteer Local (TGVL) event. This annual initiative is part of our broader strategy to connect our employees in meaningful ways with our communities so they can make a positive impact throughout the year. TGVL is strategically focused on hunger, nutrition and environmental/sustainable community projects. Listed below is a sampling of employee volunteerism during TGVL and throughout 2013. These efforts reinforce our core values.



Argentina: Employees turned an urban space near our facility in San Fernando, Argentina, into a park to be shared by the community, collected 28,500 kilos of food to be donated to a local food bank, and volunteered with Fundación Nosotros, an organization that helps integrate mentally disabled people into society.



Canada: Employees in Mississauga, Ontario, raised CA\$636,945 and collected almost 60 bags filled with clothing, more than 50 boxes of nonperishable food, 14 bags of winter coats, and 33 boxes of craft items and books during the company's Stuff the Bus project as part of their local United Way campaign. Ninety-eight percent of employees participated in the

campaign and helped fill a bus with items that were donated to United Way charities.



United States: Employees in Cincinnati, Ohio, participated in an event organized by Prepare Affair, an organization that pairs volunteers with local homeowners who need assistance preparing their homes for winter.



France: Working together with Restos du Cœur, a French charity that distributes food to the needy, employees from our Häagen-Dazs facilities participated in gardening, cooking, baking and delivery of food packages and hot meals. Along with employee efforts, the General Mills Foundation also provided a US\$75,000 grant to support this organization.



Greece: Employees in Athens volunteered at Theotokos, an organization that provides educational opportunities for children with developmental disabilities.



India: Since 2008, the General Mills Foundation has provided support to the community development program of Maharashtra Institute of Technology Transfer for Rural Areas (MITTRA), a program of the BAIF Development Research Foundation that promotes sustainable livelihoods in rural India. MITTRA is creating self-employment opportunities for rural families in 13 tribal villages near our General Mills plant at Nashik. With a grant of US\$175,000 in 2013, the program has been expanded to

cover more than 3,000 families. During the past three years, our employees have volunteered more than 300 days providing support to education projects for students and empowerment programs for women to improve money management, health and hygiene.



U.K.: Employees participated in Earth Day projects, including weeding at an environmental center.



China: In 2013, 200 employees in four locations – Shanghai, Nanjing, Sanhe and Guangzhou – participated in community events, including tree planting, cleaning up a mountain road, accompanying children of migrant workers to a science museum and providing *Wanchai*

Ferry dumplings for their school. Watch this [video](#) to learn more.



Brazil: More than 400 employees from our Yoki operations in Brazil participated in volunteer activities in eight cities, including working with students and donating books to schools.



Mexico: To support Fundación Familiar Infantil, an organization that provides housing, food and education to children whose mothers are in jail, General Mills employees performed maintenance at the children's house and raised funds to purchase new tennis shoes for all the children, water tanks for the house and other items.

FP4



3B Innovating to empower communities worldwide

Providing resources to nonprofits around the globe

We strengthen communities by supporting remarkable nonprofit organizations that are making a difference around the world.



Impact

US\$153 million in total giving in 2013, including US\$27 million in grants provided to charities in nearly 50 communities worldwide

3,000 families now benefit from access to clean, reliable water in western China

US\$4.5+ million in support to communities around the world affected by disaster, including US\$2.1+ million during fiscal 2013

Improving livelihoods in impoverished communities

Beyond its education work, Join My Village is also helping to economically empower thousands of women living in impoverished communities, which increases family livelihoods. Join My Village helps communities establish village savings and loans associations (VSLAs), which enable groups of women to pool a portion of their savings to help one another start and expand their small businesses. Since 2009, more than 6,700 women and their families have benefited from the VSLA programs of Join My Village.

Creating shared value

In developing economies where General Mills or its suppliers may source raw ingredients related to production of the company's products, we work with



△ General Mills is helping improve food security in the vanilla-growing region of Madagascar. In 2013, our philanthropic contributions were used to purchase 40 tons of rice and construct this storage warehouse in Belambo village so farmers have reliable access to rice at reduced cost during the lean season. Today, General Mills buys approximately 10 percent of our vanilla from this farmer co-op.

smallholder farmers, nongovernmental organizations and industry partners to pursue sustainable development and create shared value. Through this approach, we are boosting the incomes

of smallholder farmers and helping to raise the living standards in their communities, such as our work with vanilla farmers in Madagascar. Read more in the [Sourcing](#) section of this report.



Providing access to water in China

In the arid regions of western China, water shortages contribute to general poverty. Since 2008, General Mills has donated more than US\$600,000 to the China Women's Development Foundation to construct more than 1,000 water cellars and central water supply systems in Shaanxi and Gansu provinces, benefiting more than 3,000 families. The water cellars and supporting facilities have made tremendous changes in villagers' lives. With a clean, reliable water supply, local villagers can now earn incomes growing vegetables and fruits and raising livestock, improving their standards of living.

< Access to clean water also helps families improve their health and hygiene.



Delivering disaster relief to neighbors in our communities

When our communities around the world are affected by disaster, General Mills responds with grants, food donations and

our employee volunteers. From fiscal 2011 through 2013, the General Mills Foundation provided more than US\$4.5 million in disaster relief grants worldwide. In 2013, that support included U.S. hurricane relief, flood relief in Argentina and the United States, earthquake relief in

China and fire relief in Australia. We also provided US\$150,000 for typhoon relief in the Philippines in November 2013.

EC1, FP4

General Mills has provided more than **US\$4.5 million** in support to communities around the world affected by disaster since 2011, including the locations highlighted below.



APPENDIX

Environmental Data Summary^{*,**,***}

In thousands, except rate data	2005	2006	2007	2008	2009	2010	2011	2012	2013 Excl Yoplait/Yoki	2013 Incl Yoplait/Yoki
Energy usage rate (kWh/metric ton of product)	580	570	579	557	546	534	533	528	531	524
Energy usage (kWh) EN3, EN4	2,769,236	2,740,885	2,738,032	2,754,617	2,685,422	2,656,939	2,601,972	2,465,010	2,506,426	2,931,196
Direct energy usage by primary source (kWh)	1,509,968	1,511,989	1,527,708	1,496,014	1,471,627	1,509,856	1,462,563	1,358,567	1,391,133	1,644,732
Fuel oil (kWh)	50,237	58,580	37,242	29,597	24,192	23,556	22,055	21,249	22,586	26,910
Natural gas (kWh)	1,414,573	1,370,316	1,405,408	1,379,694	1,377,570	1,382,944	1,350,699	1,267,482	1,284,875	1,386,492
LP gas (kWh)	4,484	5,846	4,787	2,989	14,458	17,085	4,171	2,747	2,013	29,042
Solar panels (kWh)	NA	NA	NA	NA	NA	NA	82	121	119	119
Cogeneration electric (kWh)	14,146	19,129	21,128	20,744	14,672	27,221	25,234	17,763	17,871	17,871
Cogeneration steam (kWh)	26,528	58,117	59,143	62,989	40,736	56,698	52,330	30,646	39,348	39,348
Biomass (kWh)	NA	NA	NA	NA	NA	2,352	7,993	18,559	24,322	144,949
Indirect energy consumption (electricity) (kWh)	1,259,268	1,228,897	1,210,325	1,258,603	1,213,794	1,147,082	1,139,408	1,106,444	1,115,293	1,286,465
International (kWh)	104,083	110,689	125,176	178,336	159,683	138,470	140,497	149,890	156,838	326,841
North America (kWh)	1,155,185	1,118,207	1,085,148	1,080,267	1,054,112	1,008,612	998,911	956,554	958,455	958,455
Energy usage, by region										
International (kWh)	215,212	253,647	284,709	291,888	264,858	262,493	268,289	283,768	294,718	718,319
North America (kWh)	2,554,025	2,487,239	2,453,324	2,462,729	2,420,564	2,394,446	2,333,683	2,181,243	2,211,709	2,211,709
GHG emissions rate (metric tons CO ₂ e/ metric tons of product)	0.225	0.221	0.224	0.215	0.210	0.204	0.205	0.205	0.205	0.181
GHG emissions (Scopes 1 and 2) (metric tons CO ₂ e)	1,073	1,065	1,059	1,064	1,033	1,014	1,002	958	968	1,011
Scope 1 (metric tons CO ₂ e) EN16	280	283	285	282	273	285	273	251	255	282
Fuel oil (metric tons CO ₂ e)	12	14	8	7	5	5	5	4	5	6
Natural gas (metric tons CO ₂ e)	267	268	275	274	265	277	267	246	250	270
LP gas (metric tons CO ₂ e)	1	1	1	1	3	4	1	1	0	6
Scope 2 (metric tons CO ₂ e) EN16	793	782	774	782	760	728	730	707	713	729
GHG emissions from renewables (not in Scope 1 or 2)	NA	NA	NA	NA	NA	0	1	3	4	44
GHG Emissions, by region										
International (metric tons CO ₂ e)	64	76	86	85	84	87	91	95	100	143
North America (metric tons CO ₂ e)	1,009	989	973	979	950	927	912	863	868	868
Water usage rate (cubic meters/metric ton of product)		2.383	2.266	2.222	2.258	2.186	2.112	2.135	2.111	2.902
Water withdrawal (cubic meters) EN8	-	11,100	10,600	11,000	11,000	10,800	10,300	10,000	10,000	16,200
Groundwater (cubic meters)	NA	NA	NA	NA	NA	NA	2,000	1,800	1,700	4,100
Municipal (cubic meters)	NA	NA	NA	NA	NA	NA	8,300	8,200	8,300	8,400
Surface water (cubic meters)	NA	NA	NA	NA	NA	NA	NA	NA	NA	3,700
Solid waste generation rate (metric tons/ metric tons of product)	0.057	0.052	0.047	0.051	0.040	0.037	0.037	0.034	0.033	0.034
Solid waste (metric tons) EN22	266	241	221	239	197	183	178	159	155	190

* All data are fiscal year. Energy, GHG emissions, water, and solid waste generation absolute and rate data are from wholly owned production facilities globally, excluding the recently acquired Yoki Alimentos S.A.

** Some segments do not add up to total, due to rounding.

*** Some data are restated compared to reporting in prior years to reflect improvements in data gathering and tracking methodology.

2013 Commitments/Goals/Progress

FOCUS AREA	HOW	COMMITMENT/GOAL	PROGRESS
Health			
Goal: Provide people with convenient, nutritious food that – when combined with exercise and activity – can help them live healthier lives.			
	Improve product health profiles	Reducing calories, fat, saturated fat, trans fat, sugar or sodium by 10 percent or more per serving. Increasing beneficial nutrients – including vitamins, minerals and fiber – by 10 percent or more per serving.	73% of U.S. retail sales volume nutritionally improved since 2005; 20% in fiscal 2013. 90+ products nutritionally improved internationally in fiscal 2013.
		CPW announced targets in 2012 for nutritionally improving about 5.3 billion portions of cereals in more than 140 countries.	CPW: 41% of global sales volume nutritionally improved since 2012.
	Reduce sugar	In 2009, we pledged to reduce all of our cereals advertised to children under 12 to single-digit grams of sugar per serving.	100% of Big G cereals marketed to children contain 10 grams of sugar or less.
		CPW: Reduce sugar content of 20 Nestlé breakfast cereal brands popular with children and teenagers to 9 grams or less per serving by the end of 2015.	63% of CPW's volume of brands popular with children and teenagers has achieved committed sugar reduction target.
			Yogurt: We have reduced sugar in our main kid yogurts by a line average of 24% since 2007.
	Reduce sodium	U.S.: Reduce sodium by 20% across top 10 retail product categories by 2015.	On track
		Australia: Reduce sodium in products by 25% by 2015, as part of Healthier Australia Commitment	Reduced sodium by an average of 30-35% in our Latina Fresh pasta. In selected Betty Crocker cake mixes, reduced sodium by 10-30%.
		CPW: Reduce sodium content of 20 breakfast cereals popular with children and teenagers to 135 mg or less per serving by the end of 2015.	CPW: Since 2003, CPW has removed more than 900 metric tons of salt from its cereal recipes. 96% of CPW's recipes have achieved the committed sodium reduction target as of December 2013.

2013 Commitments/Goals/Progress

FOCUS AREA	HOW	COMMITMENT/GOAL	PROGRESS
Health, continued			
	Reduce calories	Healthy Weight Commitment Foundation pledge with 15 other leading food and beverage companies: Reduce calories by 1.5 trillion in the U.S. marketplace by 2015.	50% of General Mills U.S. retail products have 150 calories or less per serving (800+ products). 33% of General Mills U.S. retail products (500+) have 100 calories or less per serving. General Mills and other food companies exceeded the Healthy Weight Commitment Foundation pledge in 2013 (three years ahead of schedule) by collectively trimming 6.4 trillion calories from products.
Environment			
Goal: Continually reduce our environmental footprint.			
	Reduce energy usage	Goal: 20% reduction rate by 2015 (2005 baseline).	Reduced energy usage rate by 10% since 2005.
	Reduce GHG emissions	Goal: 20% reduction rate by 2015 (2005 baseline).	Reduced GHG emissions rate by 20% since 2005.
	Reduce water usage	Goal: 20% reduction rate by 2015 (2006 baseline).	22% increase in water usage rate since 2006, primarily due to impact of Yoplait International.
	Reduce solid waste generation	Goal: 50% reduction rate by 2015 (2005 baseline).	Reduced solid waste generation rate by 40% since 2005.
	Reduce transportation fuel usage	Goal: 35% reduction rate by 2015 (2009 baseline).	Reduced transportation fuel usage rate by 24% since 2009.
	Reduce packaging footprint	Goal: 60% global packaging volume improved by 2015 (2009 baseline).	59% of packaging volume improved since 2009.

2013 Commitments/Goals/Progress

FOCUS AREA	HOW	COMMITMENT/GOAL	PROGRESS
Sourcing			
Goal: Sustainably source the raw materials we use in our products.		Commitment: Sustainably source 100% of our 10 priority ingredients by 2020, representing more than 50% of our annual raw material purchases.	
	Increase sustainability of ingredients		
	Vanilla	Source 100% of our vanilla by 2020 through origin-direct investment, improving the incomes of smallholder farmers and the quality of ingredients.	Phase 3: Transformation in fiscal 2013.
	Cocoa	Source 100% of our cocoa by 2020 through origin-direct investment, improving the incomes of smallholder farmers and the quality of ingredients.	Phase 3: Transformation in fiscal 2013.
	Palm oil	Source 100% of our palm oil from responsible and sustainable sources by 2015.	We are on track to meet our 2015 commitment and expect to have our palm oil 75% sustainably sourced by the end of calendar 2014. In 2013, 46 percent of our palm oil was sourced through mass balance purchases.
	Sugarcane	Source 100% of our sugarcane by 2020 from responsible and sustainable sources.	Phase 2: Strategy formation in fiscal 2013.
	Encourage sustainable agricultural practices		
	Oats	Source 100% of our oats by 2020 from growing regions that demonstrate continuous improvement against industry-based environmental metrics.	Phase 3: Transformation in fiscal 2013.
	Wheat	Source 100% of our U.S. wheat by 2020 from growing regions that demonstrate continuous improvement using the Field to Market framework or comparable environmental metrics.	Phase 3: Transformation in fiscal 2013.

2013 Commitments/Goals/Progress

FOCUS AREA	HOW	COMMITMENT/GOAL	PROGRESS
Sourcing, continued			
	Sugar beets	Source 100% of our U.S. beet sugar by 2020 from growing regions that demonstrate continuous improvement using the Field to Market framework or comparable environmental metrics.	Phase 3: Transformation in fiscal 2013.
	Corn	Source 100% of our dry-milled corn by 2020 from growing regions that demonstrate continuous improvement using the Field to Market framework or comparable environmental metrics.	Phase 2: Strategy formation in fiscal 2013.
	Dairy	Source 100% of our directly sourced fluid milk from producing regions that demonstrate continuous improvement as measured by the Dairy Sustainability Framework in the U.S. and other comparable environmental metrics (globally).	Phase 3: Transformation in fiscal 2013.
	Fiber packaging	Source 100% of our fiber packaging by 2020 from recycled material or from virgin wood fiber regions that are known to not be contributing to deforestation.	99% of our packaging supply uses either recycled materials or virgin fiber that is sourced from regions where deforestation is not occurring.
Workplace			
Goal: Foster a safe, ethical, diverse and inclusive workplace where employees can thrive.			
	Increase workplace safety	Goal: Zero injuries/illnesses.	We reduced our global total injury rate by 10%, to 1.62 injuries per 100 employees in fiscal 2013 (down from 1.79 in 2012).
Community			
Goal: Build strong communities.			
	Alleviate hunger	2020 goal: Provide 200 million meals globally.	30+ million meals provided globally through food donations in fiscal 2013. 137,000+ smallholder farmers and their 822,000 family members impacted by Partners in Food Solutions since 2008.
	Advance nutrition wellness	2020 goal: Empower 25 million youth with skills and knowledge to achieve and maintain physical wellness. 125,000 U.S. schools gain access to Presidential Youth Fitness program.	Presidential Youth Fitness program available to all U.S. schools in fiscal 2013. Champions for Healthy Kids program affected 1 million youth since 2002.

2013 Commitments/Goals/Progress

FOCUS AREA	HOW	COMMITMENT/GOAL	PROGRESS
Community, continued			
	Improve education	2020 goal: Provide over \$1 billion to schools through Box Tops for Education.	\$75 million raised for U.S. schools through Box Tops for Education in fiscal 2013; \$600 million since 1996.
	Expand access to education	2020 goal: Empower 1 million people in impoverished communities globally through education and improved livelihoods.	250,000+ people have received expanded access to education, health knowledge and economic empowerment since 2009 through Join My Village.
	Volunteer in the community	2020 goal: More than 80% of employees volunteering worldwide.	76% of employees volunteered worldwide in fiscal 2013.
	Invest in our communities	2020 goal: Achieve \$2 billion cumulative giving.	\$153 million in giving in fiscal 2013. \$1+ billion cumulative giving since 1954.

All dollars cited are U.S. dollars.

Responsible Marketing Pledges

- International Food and Beverage Alliance (IFBA)
- Children's Food and Beverage Advertising Initiative (CFBAI)
- Canadian Children's Food and Beverage Advertising Initiative (CAI)
- EU Pledge

Key supply chains: Top suppliers and source countries/regions

RAW MATERIAL	TOP 3 SUPPLIERS	TOP SOURCE COUNTRIES/REGIONS
Palm oil	Bunge, Agropalma, AAK	Indonesia, Malaysia, Brazil
Sugar cane	Domino, Imperial, Cargill	U.S., Mexico, Brazil

(LA13) Board of Directors Diversity (% of total)	%
Male	69.2%
Female	30.8%
Black	7.7%
Asian	0.0%
Hispanic	7.7%
Native American/American Indian	0.0%
Age 50+	100%

Standard Disclosures: Profile Disclosures

Profile Disclosure and Description	Reported	Location/Comments
1. Strategy and Analysis		
1.1 Statement from the most senior decision-maker of the organization.	●	CEO Letter 2013 Annual Report
1.2 Description of key impacts, risks, and opportunities.	●	2013 10K
2. Organizational Profile		
2.1 Name of the organization.	●	2013 10K
2.2 Primary brands, products, and/or services.	●	Introduction 2013 10K
2.3 Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	●	2013 Annual Report
2.4 Location of organization's headquarters.	●	2013 10K
2.5 Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	●	GeneralMills.com/Company/Countries
2.6 Nature of ownership and legal form.	●	2013 10K
2.7 Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	●	GeneralMills.com/Company/Countries
2.8 Scale of the reporting organization.	●	2013 Annual Report
2.9 Significant changes during the reporting period regarding size, structure, or ownership.	●	2013 Annual Report
2.10 Awards received in the reporting period.	●	Workplace GeneralMills.com/Media/Awards

Key to indicators: ● Fully ● Partially ○ Not covered

Standard Disclosures: Profile Disclosures (con't)

Profile Disclosure and Description		Reported	Location/Comments
3. Report Parameters			
3.1	Reporting period for information provided.	●	Introduction
3.2	Date of most recent previous report (if any).	●	April 2013
3.3	Reporting cycle	●	Annual
3.4	Contact point for questions regarding the report or its contents.	●	Introduction
3.5	Process for defining report content.	●	CEO Letter/Introduction
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	●	Introduction
3.7	State any specific limitations on the scope or boundary of the report.	●	Introduction
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	●	Introduction
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	●	Health Environment Workplace
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	◐	Environment Appendix
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	●	None
3.12	Table identifying the location of the Standard Disclosures in the report.	●	Appendix
3.13	Policy and current practice with regard to seeking external assurance for the report.	●	Introduction
4. Governance, Commitments, and Engagement			
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	●	GeneralMills.com/Investors
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	●	GeneralMills.com/Investors
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	●	GeneralMills.com/Investors
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	●	GeneralMills.com/Investors
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	●	2013 Proxy Statement
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	●	GeneralMills.com/Investors

Key to indicators: ● Fully ◐ Partially ○ Not covered

Standard Disclosures: Profile Disclosures (con't)

Profile Disclosure and Description	Reported	Location/Comments
4. Governance, Commitments, and Engagement		
4.7 Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	●	GeneralMills.com/Investors
4.8 Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	●	GeneralMills.com/Company GeneralMills.com/Responsibility
4.9 Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	●	GeneralMills.com/Investors Introduction
4.10 Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	●	GeneralMills.com/Investors
4.11 Explanation of whether and how the precautionary approach or principle is addressed by the organization.	●	GeneralMills.com/Responsibility
4.12 Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	●	Introduction Sourcing
4.13 Memberships in associations (such as industry associations) and/or national/international advocacy organizations.	●	Introduction Health Environment Sourcing Community
4.14 List of stakeholder groups engaged by the organization.	●	Introduction Health Environment Sourcing Community
4.15 Basis for identification and selection of stakeholders with whom to engage.	●	Introduction Health Environment Sourcing Community
4.16 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	●	Introduction Health Environment Sourcing Community
4.17 Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	●	Introduction Health Environment Sourcing Community

Key to indicators: ● Fully ● Partially ○ Not covered

Standard Disclosures: Performance Indicators

Profile Disclosure and Description	Reported	Location/Comments
Economic Disclosures on Management Approach		
ECONOMIC PERFORMANCE		
EC1 Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	●	Community Workplace 2013 Annual Report 2013 Proxy Statement
EC2 Financial implications and other risks and opportunities for the organization's activities due to climate change.	●	Introduction Environment Sourcing Carbon Disclosure Project
EC3 Coverage of the organization's defined benefit plan obligations.	●	2013 10K
EC4 Significant financial assistance received from government.	○	
MARKET PRESENCE		
EC5 Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	○	
EC6 Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	●	Sourcing Workplace
EC7 Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	○	
INDIRECT ECONOMIC IMPACTS		
EC8 Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	○	
EC9 Understanding and describing significant indirect economic impacts, including the extent of impacts.	●	Sourcing
Environment Disclosures on Management Approach		
MATERIALS		
EN1 Materials used by weight or volume.	○	
EN2 Percentage of materials used that are recycled input materials.	●	Environment
ENERGY		
EN3 Direct energy consumption by primary energy source.	●	Environment Appendix - Environmental Data Summary
EN4 Indirect energy consumption by primary source.	●	Environment Appendix - Environmental Data Summary
EN5 Energy saved due to conservation and efficiency improvements.	●	Environment









Key to indicators: ● Fully ● Partially ○ Not covered

Standard Disclosures: Performance Indicators (con't)

Profile Disclosure and Description		Reported	Location/Comments
Environment			
ENERGY			
EN6	Initiatives to provide energy-efficient or renewable energy-based products and services, and reductions in energy requirements as a result of these initiatives.	○	
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	○	
WATER			
EN8	Total water withdrawal by source.	●	Environment Appendix - Environmental Data Summary
EN9	Water sources significantly affected by withdrawal of water.	●	Environment Sourcing
EN10	Percentage and total volume of water recycled and reused.	◐	Environment
BIODIVERSITY			
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	○	
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	◐	Sourcing
EN13	Habitats protected or restored.	◐	Sourcing
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	●	Sourcing
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	○	
EMISSIONS, EFFLUENTS AND WASTE			
EN16	Total direct and indirect greenhouse gas emissions by weight.	●	Environment Appendix - Environmental Data Summary
EN17	Other relevant indirect greenhouse gas emissions by weight.	◐	Environment Carbon Disclosure Project
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	◐	Environment Sourcing
EN19	Emissions of ozone-depleting substances by weight.	◐	Ozone-depleting substances (ODS) are most commonly used in small quantities for closed-loop refrigeration systems and occasional fumigation activities. ODS emissions are strictly regulated.

Key to indicators: ● Fully ◐ Partially ○ Not covered

Standard Disclosures: Performance Indicators (con't)

Profile Disclosure and Description	Reported	Location/Comments
Environment		
EMISSIONS, EFFLUENTS AND WASTE		
EN20 NOx, SOx, and other significant air emissions by type and weight.		Air emissions primarily include particulate matter and organic compounds from ingredient handling, cooking and drying, as well as emissions associated with fuel combustion. Our production facilities are governed by applicable regulations as well as our compliance management program.
EN21 Total water discharge by quality and destination.		We do not discharge untreated sanitary wastewater to land or surface waters at any of our locations. Wastewater discharges primarily consist of organic matter from ingredient handling, food production and cleaning processes. Our production facilities are governed by applicable regulations as well as our compliance management program.
EN22 Total weight of waste by type and disposal method.		Environment
EN23 Total number and volume of significant spills.		There were no significant spills at our manufacturing locations during the reporting period.
EN24 Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.		The quantity of hazardous waste produced and shipped is insignificant relative to the amount of solid waste generated at General Mills. Hazardous waste shipping and disposal is restricted by government regulations.
EN25 Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.		No water bodies are significantly affected by company discharges. Our production facilities are governed by applicable regulations as well as our compliance management program.
PRODUCTS AND SERVICES		
EN26 Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.		Environment Sourcing
EN27 Percentage of products sold and their packaging materials that are reclaimed by category.		Environment Sourcing

Key to indicators:  Fully  Partially  Not covered

Standard Disclosures: Performance Indicators (con't)

Profile Disclosure and Description	Reported	Location/Comments
Environment		
COMPLIANCE		
EN28 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	●	General Mills received no significant fines or regulatory sanctions during the reporting period.
TRANSPORT		
EN29 Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	◐	Environment
OVERALL		
EN30 Total environmental protection expenditures and investments by type.	○	
Social: Labor Practices and Decent Work Disclosures on Management Approach		
EMPLOYMENT		
LA1 Total workforce by employment type, employment contract, and region, broken down by gender.	○	
LA2 Total number and rate of new employee hires and employee turnover by age group, gender, and region.	○	
LA3 Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	◐	Workplace
LA15 Return to work and retention rates after parental leave, by gender.	○	
LABOR/MANAGEMENT RELATIONS		
LA4 Percentage of employees covered by collective bargaining agreements.	◐	Approximately 45% of U.S production employees are covered by CBAs
LA5 Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	◐	General Mills maintains good notice practices as it relates to notice periods, whether they are required by law, by contract or outside of both.
OCCUPATIONAL HEALTH AND SAFETY		
LA6 Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	◐	Workplace
LA7 Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.	◐	Workplace
LA8 Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	●	Workplace
LA9 Health and safety topics covered in formal agreements with trade unions.	◐	Workplace

Key to indicators: ● Fully ◐ Partially ○ Not covered

Standard Disclosures: Performance Indicators (con't)

Profile Disclosure and Description		Reported	Location/Comments
Social: Labor Practices and Decent Work			
TRAINING AND EDUCATION			
LA10	Average hours of training per year per employee by gender, and by employee category.	●	Workplace
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	●	Workplace
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	●	Workplace
DIVERSITY AND EQUAL OPPORTUNITY			
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	●	Workplace Appendix GeneralMills.com/Investors
EQUAL REMUNERATION FOR WOMEN AND MEN			
LA14	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	○	
Social: Human Rights Disclosures on Management Approach			
INVESTMENT AND PROCUREMENT PRACTICES			
HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.	●	Compliance with our Supplier Code of Conduct is a term in our standard purchase orders and standard purchase contracts
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken.	●	Sourcing GeneralMills.com/Sourcing
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	○	
NON-DISCRIMINATION			
HR4	Total number of incidents of discrimination and actions taken.	○	
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING			
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights.	●	Sourcing
CHILD LABOR			
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.	●	Sourcing

Key to indicators: ● Fully ● Partially ○ Not covered

Standard Disclosures: Performance Indicators (con't)

Profile Disclosure and Description	Reported	Location/Comments
Social: Human Rights		
FORCED AND COMPULSORY LABOR		
HR7 Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.	●	Sourcing
SECURITY PRACTICES		
HR8 Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	○	
INDIGENOUS RIGHTS		
HR9 Total number of incidents of violations involving rights of indigenous people and actions taken.	○	
ASSESSMENT		
HR10 Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	○	
REMEDIATION		
HR11 Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	○	
Social: Society Disclosures on Management Approach		
LOCAL COMMUNITIES		
SO1 Percentage of operations with implemented local community engagement, impact assessments, and development programs.	◐	Sourcing
SO9 Operations with significant potential or actual negative impacts on local communities.	○	
SO10 Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	○	
CORRUPTION		
SO2 Percentage and total number of business units analyzed for risks related to corruption.	◐	Workplace
SO3 Percentage of employees trained in organization's anti-corruption policies and procedures.	◐	Workplace We launched an updated Antibribery course in September 2013 and as of today, 19% of our global employees have completed that training.
SO4 Actions taken in response to incidents of corruption.	○	
PUBLIC POLICY		
SO5 Public policy positions and participation in public policy development and lobbying.	◐	Introduction GeneralMills.com/ Civic Involvement

Key to indicators: ● Fully ◐ Partially ○ Not covered

Standard Disclosures: Performance Indicators (con't)

Profile Disclosure and Description	Reported	Location/Comments
Social: Society		
PUBLIC POLICY		
SO6 Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	●	GeneralMills.com/ Civic Involvement
ANTI-COMPETITIVE BEHAVIOR		
SO7 Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	○	
COMPLIANCE		
SO8 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	○	
Social: Product Responsibility Disclosures on Management Approach		
CUSTOMER HEALTH AND SAFETY		
PR1 Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	●	Health, Workplace
PR2 Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	●	Health
PRODUCT AND SERVICE LABELLING		
PR3 Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	○	
PR4 Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	●	In fiscal 2013, there were no incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling.
PR5 Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	◐	In fiscal 2013, our U.S. consumer satisfaction rate was 97%. Globally, we invest in measurement and monitor satisfaction on an ongoing basis.
MARKETING COMMUNICATIONS		
PR6 Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	●	Health
PR7 Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	○	
CUSTOMER PRIVACY		
PR8 Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	○	

Key to indicators: ● Fully ◐ Partially ○ Not covered

Standard Disclosures: Performance Indicators (con't)

Profile Disclosure and Description		Reported	Location/Comments
Social: Product Responsibility			
COMPLIANCE			
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	○	
Food Processing Sector Supplement			
FP1	Percentage of purchased volume from suppliers compliant with company's sourcing policy.	◐	Sourcing General Mills adheres to a strict supplier code of conduct and utilizes independent third parties to assess supplier compliance with this code. GeneralMills.com/Sourcing
FP2	Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards, broken down by standard.	◐	Sourcing
FP3	Percentage of working time lost due to industrial disputes, strikes and/or lock-outs, by country.	○	
FP4	Nature, scope and effectiveness of any programs and practices (in-kind contributions, volunteer initiatives, knowledge transfer, partnerships and product development) that promote access to healthy lifestyles; the prevention of chronic disease; access to healthy, nutritious and affordable food; and improved welfare for communities in need.	●	Health Workplace Community Sourcing
FP5	Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards.	◐	Health
FP6	Percentage of total sales volume of consumer products, by product category, that are lowered in saturated fat, trans fats, sodium and added sugars.	◐	Health
FP7	Percentage of total sales volume of consumer products, by product category, that contain increased nutritious ingredients like fiber, vitamins, minerals, phytochemicals or functional food additives.	◐	Health
FP8	Policies and practices on communication to consumers about ingredients and nutritional information beyond legal requirements.	●	Health WholeGrainNation.com GeneralMills.com/Benefits of Cereal GeneralMills.com/Benefits of Yogurt GeneralMills.com/Nutrition
FP9	Percentage and total of animals raised and/or processed, by species and breed type.	●	General Mills does not raise or process animals in its production operations. Meat that is used in our products is processed by our suppliers. For information on our approach to animal welfare, see our policy.

Key to indicators: ● Fully ◐ Partially ○ Not covered

Standard Disclosures: Performance Indicators (con't)

Profile Disclosure and Description	Reported	Location/Comments
Food Processing Sector Supplement		
FP10 Policies and practices, by species and breed type, related to physical alterations and the use of anaesthetic.	●	General Mills does not physically alter animals or use anaesthetics. For information on our approach to animal welfare, see our policy.
FP11 Percentage and total of animals raised and/or processed, by species and breed type, per housing type.	●	Sourcing General Mills does not raise or process animals. For information on our approach to animal welfare, see our policy.
FP12 Policies and practices on antibiotic, anti-inflammatory, hormone, and/or growth promotion treatments, by species and breed type.	●	Sourcing Animal welfare policy
FP13 Total number of incidents of non-compliance with laws and regulations, and adherence with voluntary standards related to transportation, handling, and slaughter practices for live terrestrial and aquatic animals.	●	General Mills does not transport, handle or slaughter live or aquatic animals.

Key to indicators: ● Fully ● Partially ○ Not covered