



# General Mills Sustainability SARL Ag Chairs Summit



January, 2015

# General Mills at-a-glance

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



**\$17.8 billion**

Global net sales\*

**\$1.9 billion**

Net earnings

**\$153 million**

Community contributions

**41,000 employees**

About half work outside the United States

**100+ consumer brands**

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

**\$5.2 billion**

Net sales for our international business segment\*

**147 years**

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

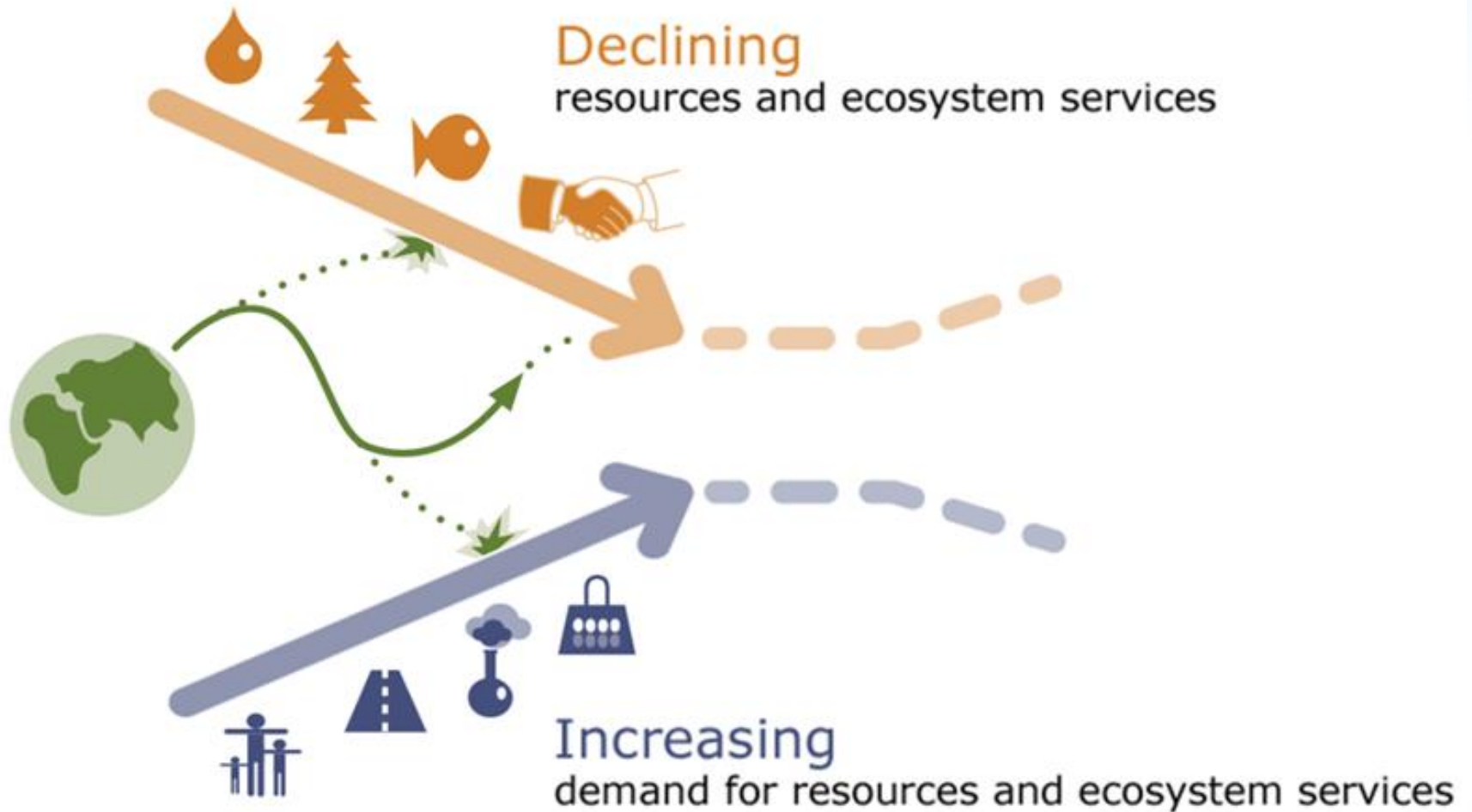
\*Excludes \$1.3 billion proportionate share of joint venture sales  
All figures represent fiscal 2013 results and U.S. dollars.



# My Farm



# The Sustainability Imperative



# Sustainability Benefits General Mills

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Economic Efficiencies



Risk Management

Value  
Levers



Growth





**OUR GOAL** is to sustainably source the raw materials we use in our products. **We are committed to sustainably sourcing 100 percent of our 10 priority ingredients by 2020.**

## Our Strategies

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





# Increasing sustainability of ingredients

Health  
Environment  
Sourcing  
Workplace  
Communities

## Sustainable sourcing commitment

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

### Developing world



Vanilla



Cocoa



Palm oil



Sugarcane

### Developed world



Oats



Dry milled corn



U.S. wheat



Dairy (fluid milk)



U.S. sugar beets



Fiber packaging

## Performance dashboard

PHASE 1

Assessment

PHASE 2

Strategy formation

PHASE 3

Transformation

PHASE 4

Monitoring & evaluation



# Definitions of Sustainability

## Certification



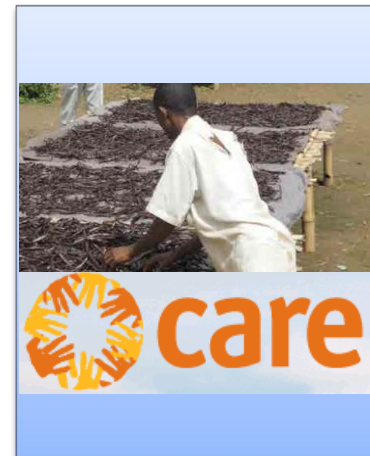
- Sugarcane
- Palm Oil

## Continuous Improvement



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

## Origin Direct Investment



- Vanilla
- Cocoa

## Self Verification



- Fiber Packaging
- Animal welfare



# The Power of Field to Market



Bayer CropScience

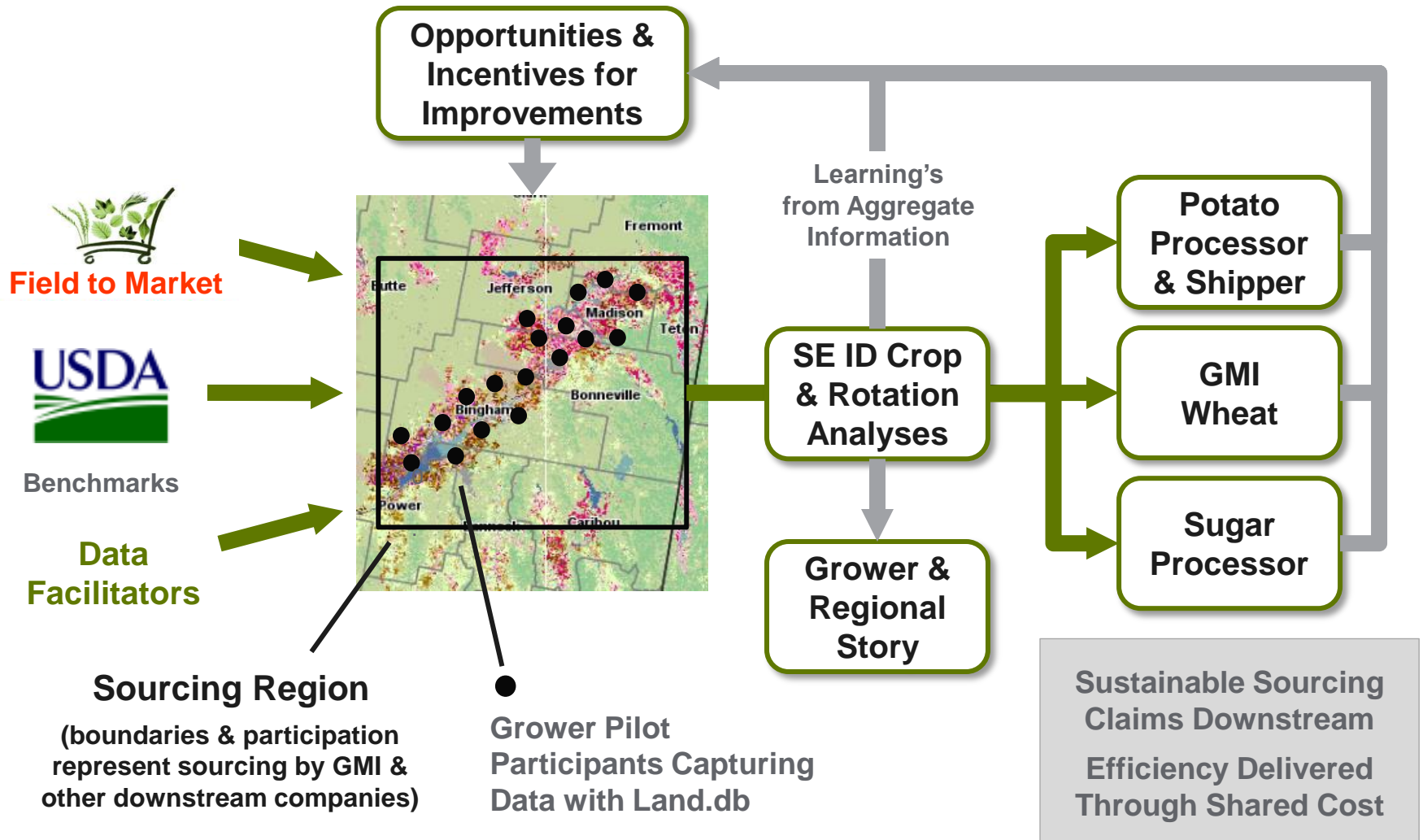


Our soybean checkoff. Effective. Efficient. Farmer-Driven.



Field to Market

# Idaho Regional Engagement: “Paving the Way” for FTM



# Analyzing the Sustainability Story of Southern Idaho Wheat Production

The Big Picture: Producers Making a Difference

## Why measure?

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

## How are we doing? (Focus areas & progress)

- Program is now in it's fifth year of data collection
- Expansion of rotational crops to include spring wheat, winter wheat, potatoes, sugar beets and barley
- Individual Grower Reports provide relevant feedback to each grower and Grower Workshops provide guidance for improvements

## What have we learned? (Understanding trade-offs & opportunities)

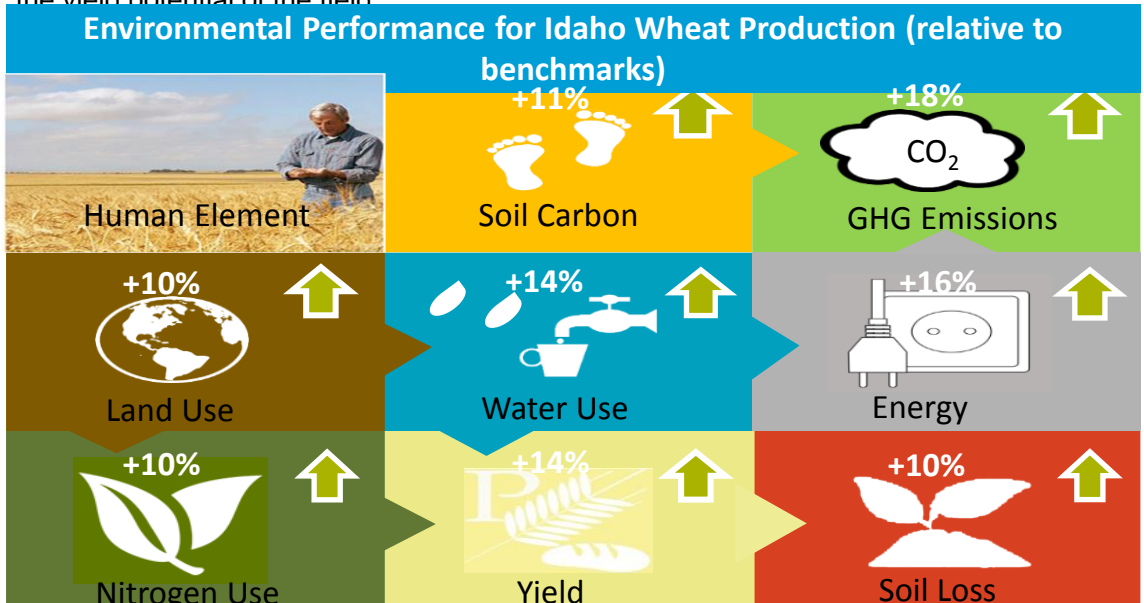
- Baseline datasets need a minimum of three years of data, with 4-5 years of data preferred
- Economics, weather and rotation have major influence on sustainability.
- Other contributing factors include quality attributes, pest pressure and the yield potential of the field

What's Your



FIELD PRINT?

**Did you Know?**  
Wheat is utilized in dozens of consumer food products and worth more than \$500 million dollars to the Idaho economy.



- 21 growers
- 115,500 acres characterized
- 4 years of data
- 6 Field to Market metrics
- 5 crops characterized
- 1 farm management recordkeeping system

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



# GMI's 8 Regional Engagements

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



# Key Messages

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- Sustainable Supply Chains represent a “Win-Win”:
  - Environment
  - Consumer confidence
  - Ag profitability
  - Minimal public assistance
  - Align USDA & State Initiatives

