

A Supply Chain Built for Growth

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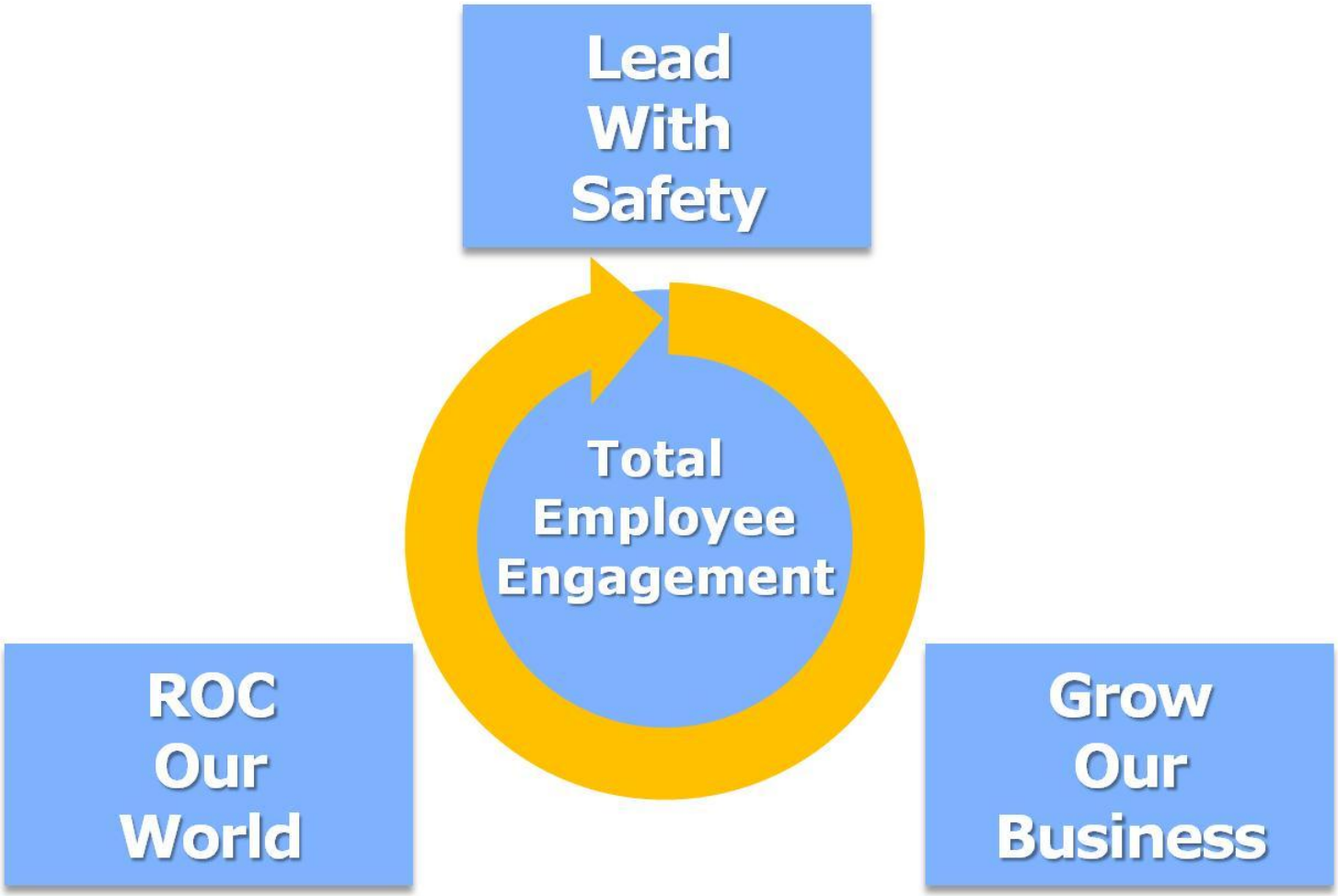
Global Supply Chain Strategy

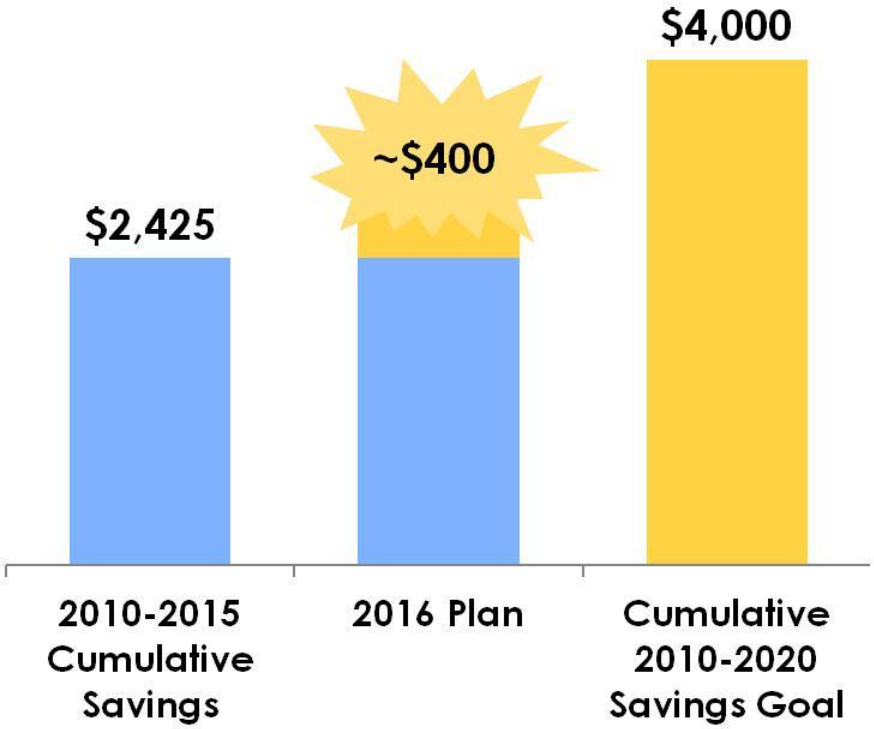


Holistic Margin Management (HMM)



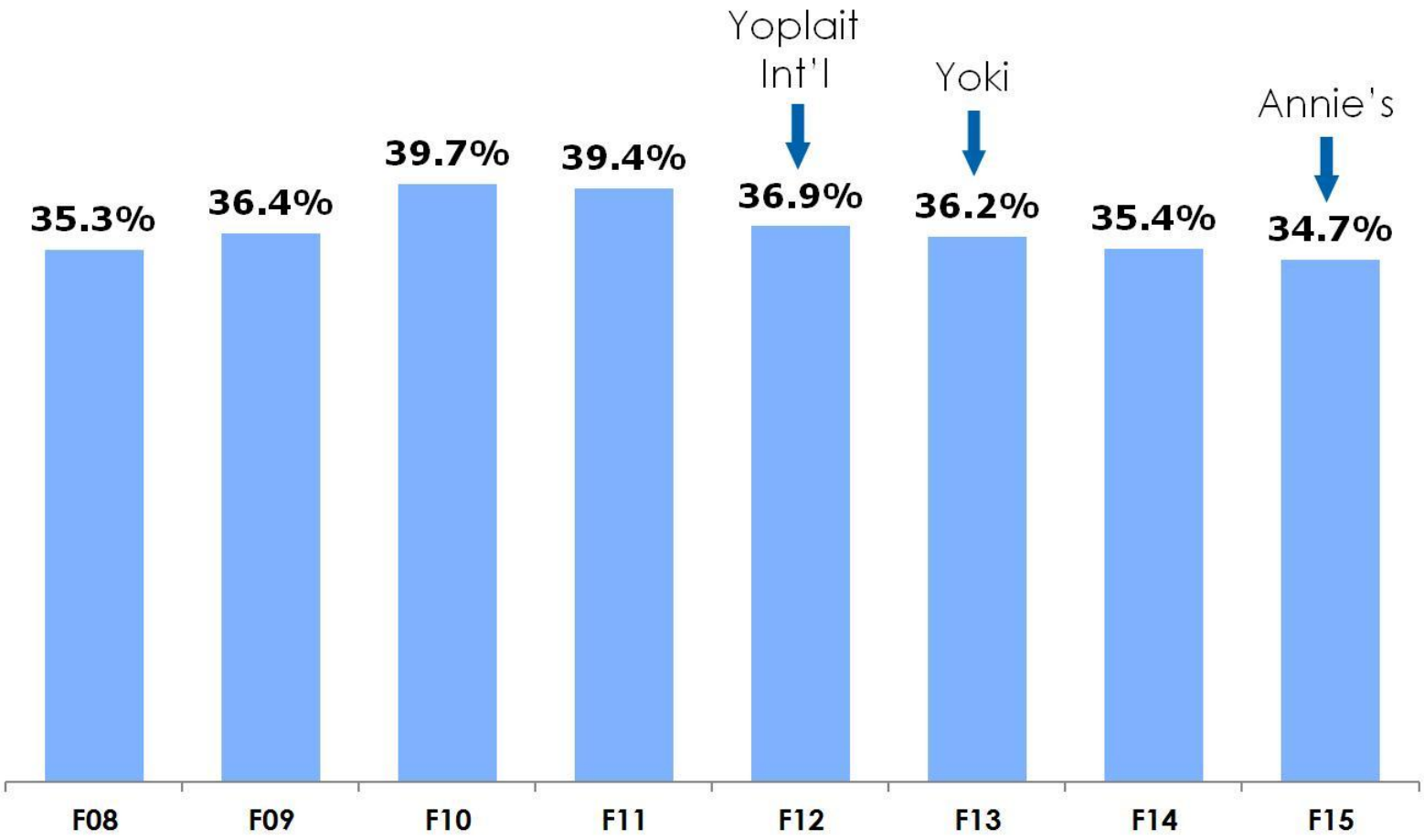
COGs HMM

(Fiscal Years, $ in Millions)



HMM Has Helped Maintain Gross Margin

(Adjusted Gross Margin, % of Net Sales)*



* Non-GAAP measure. See appendix for reconciliation.

HMM Initiatives in 2016

U.S. Retail



CS&F



International



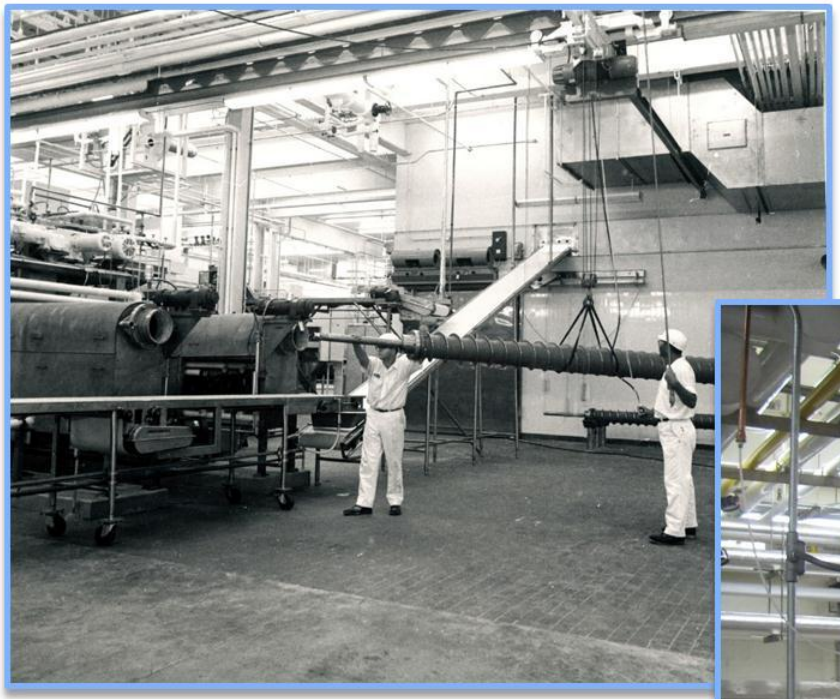
Beyond HMM – Project Century

- North America Supply Chain Asset Optimization Project

- Objectives:
  - Streamline & Simplify Network
  - Position Supply Chain for Future Growth

- $100 Million Annual Savings by F17
  - $30-35 Million Savings Target for F16

A Network For Tomorrow's Growth





Relocating production to newer, more flexible equipment

A Network For Tomorrow's Growth







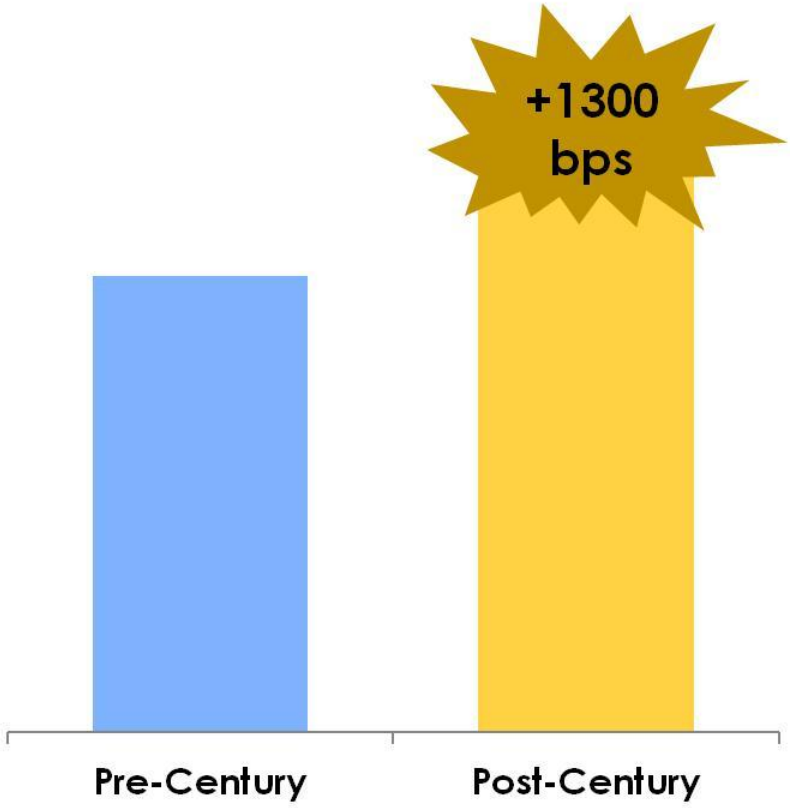
Fewer miles, Fresher product

A Network For Tomorrow's Growth

Improved Utilization Rates

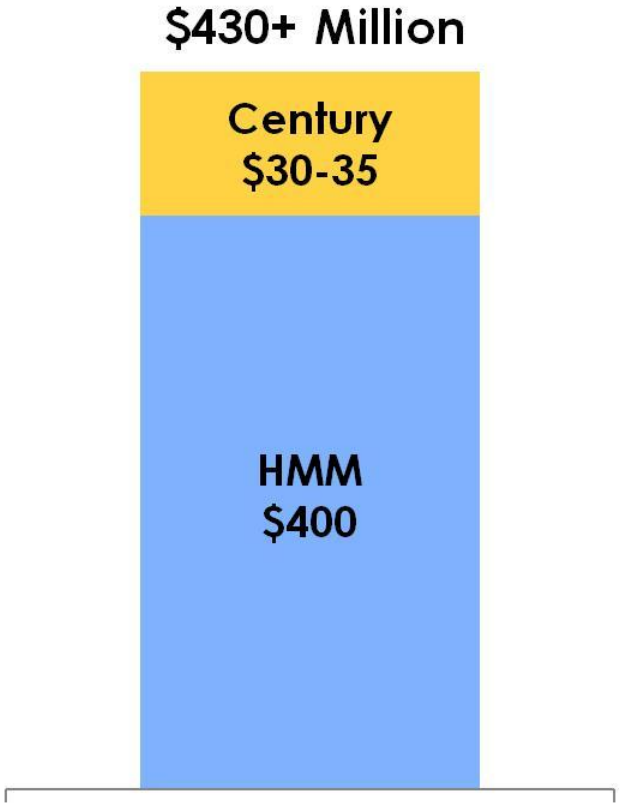
Refrigerated Baked Goods





Fiscal 2016 Cost Savings

- Project Century
- Ongoing HMM
- Assess Opportunity for Further Actions



Capabilities Support Our Future Growth

Organic Food Production

- Sourcing
- Preserving Ingredient Integrity
- Expanding Distribution
- Entering Additional Product Categories



Capabilities Support Our Future Growth

GENERAL MILLS
Convenience
& Foodservice

GS1

EFFICIENT
REPLENISHMENT
PROGRAMS
DELIVERING SUSTAINABLE SUPPLY CHAIN SOLUTIONS

eos

Generating Customer Savings

Capabilities Support Our Future Growth

Ensuring Reliable, High Quality Milk Supply for Yoplait China



- Global Dairy Expertise
  - Sodiaal
- Proprietary Milk Source
- World Class Quality Practices
- State of the Art Production

A Supply Chain Built for Growth

- General Mills Global Supply Chain Culture is Strong
- Our HMM Business Model Will Continue to Generate Significant Productivity
- Project Century Will Yield $100 Million+ of Cost Savings and Ongoing Business Benefits
- We're Building New Capabilities to Support Future Growth