

Don Mulligan

Executive Vice President;
Chief Financial Officer

Cost Savings Summary

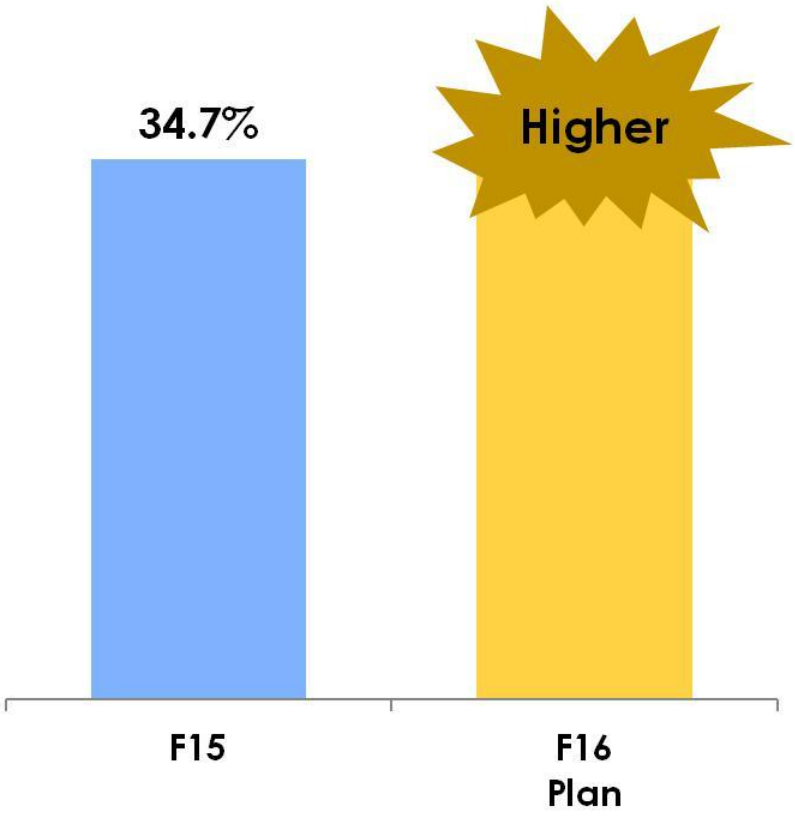
- HMM Generates Ongoing Savings
- Incremental Initiatives Provide Additional Fuel for Reinvestment and Return
  - **Project Century**: Streamline N. American Supply Chain
  - **Project Catalyst**: Increase U.S. Organization Effectiveness, Eliminate 800 Positions
  - **Project Compass**: Increase International Organization Effectiveness, Eliminate 675-725 Positions
  - **Policies & Practices Update**: Further Administrative Expense Reductions
  - **Cumulative Annual Savings**
    - **F15**: $75MM
    - **F16 Goal**: $285 - $310MM
    - **F17 Goal**: $400MM+

Reinvestments in Fiscal 2016

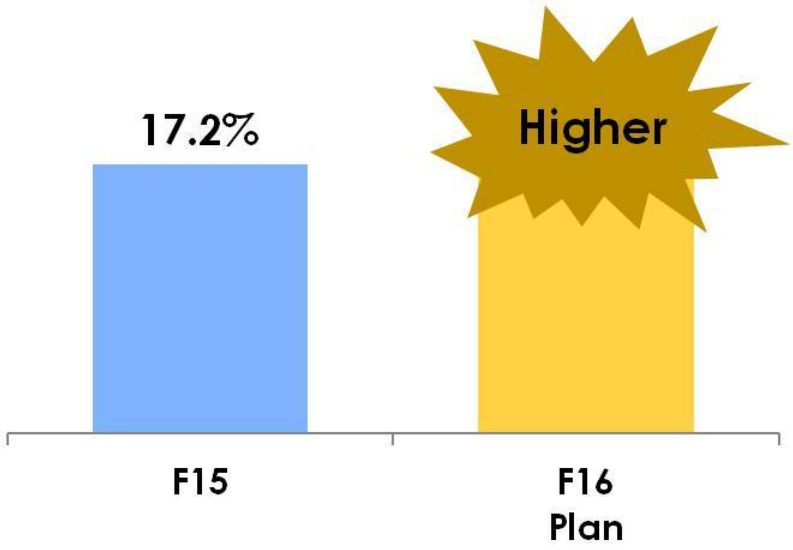
- Core Brand Renovation
- New Category/Geography Expansion
- Addressing Value for Consumers
- Building Growth-enhancing Capabilities

Growing Margins in Fiscal 2016

Adjusted Gross Margin*



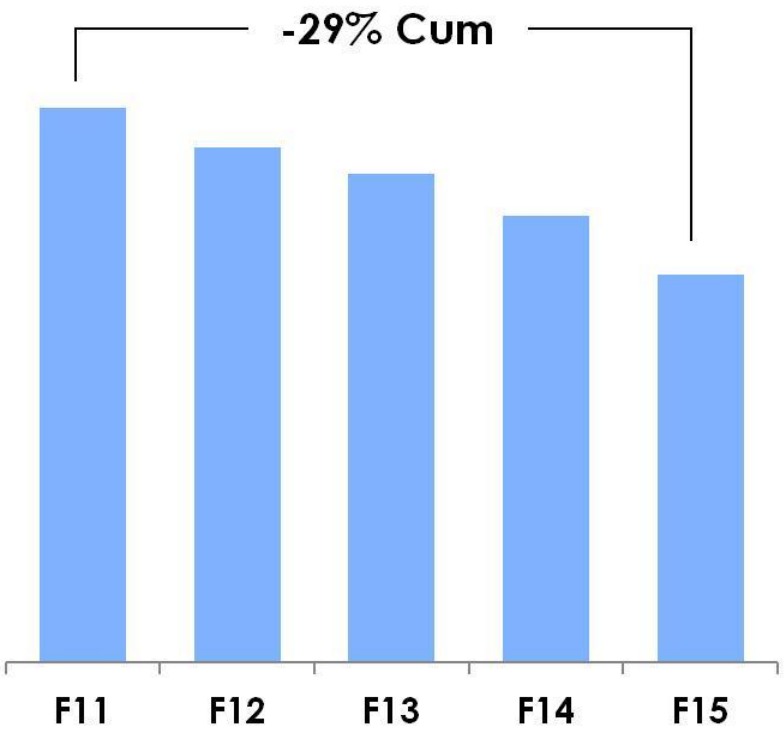
Total Segment Operating Profit Margin*



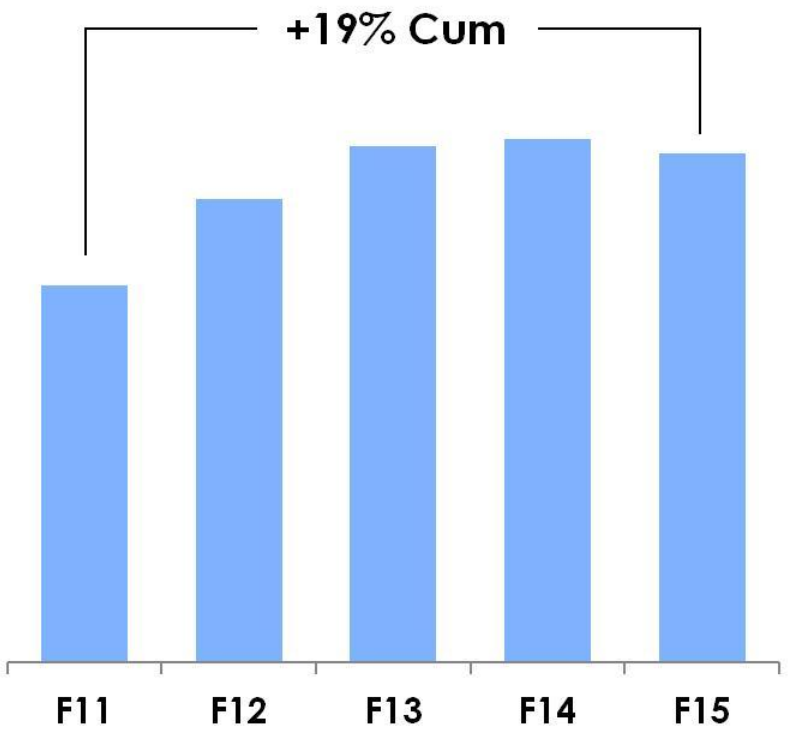
*Non-GAAP measure. See appendix for reconciliation.

Core Working Capital Trend

Core Working Capital
($ in Millions)

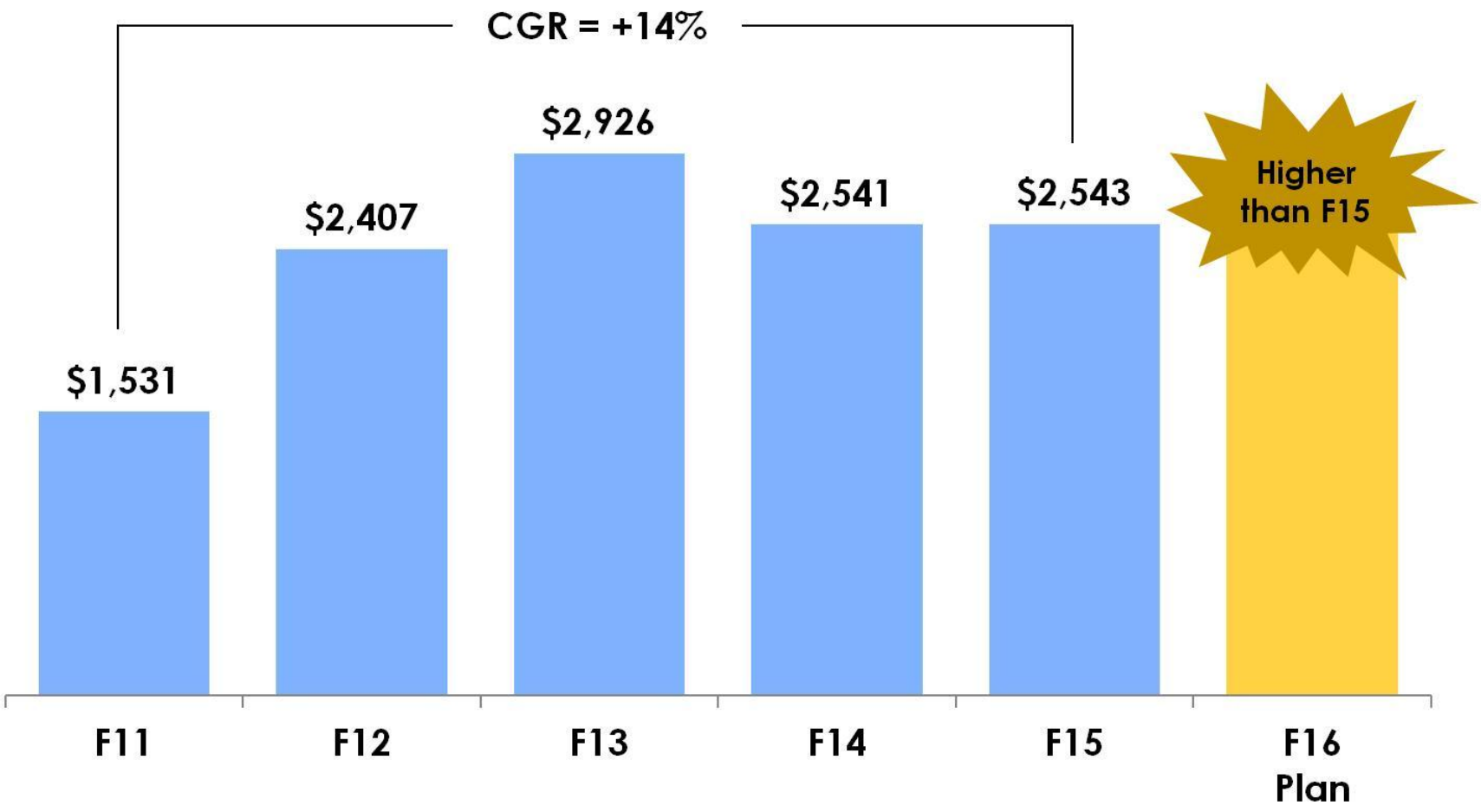


Net Sales
($ in Millions)



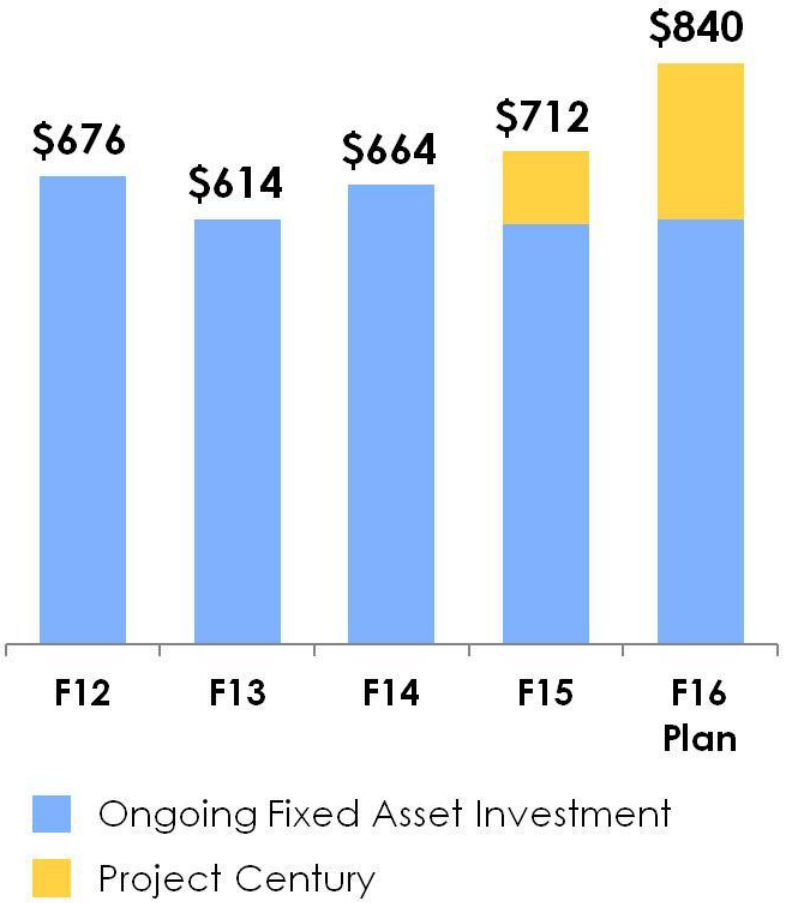
Operating Cash Flow

($ in Millions)



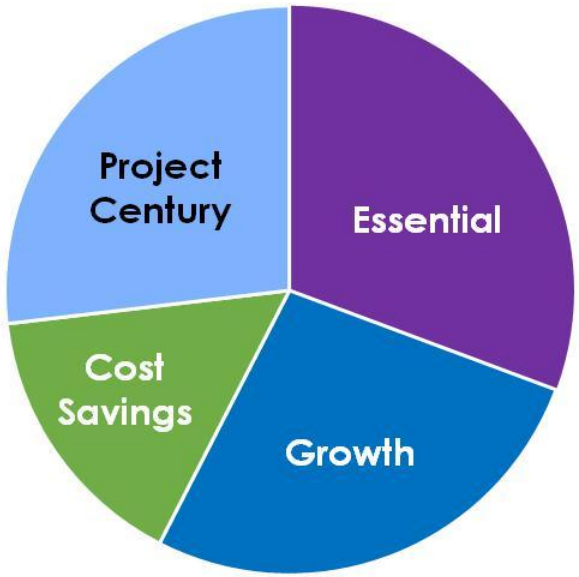
Fixed Asset Investment

($ in Millions)



F16 CapEx Plan

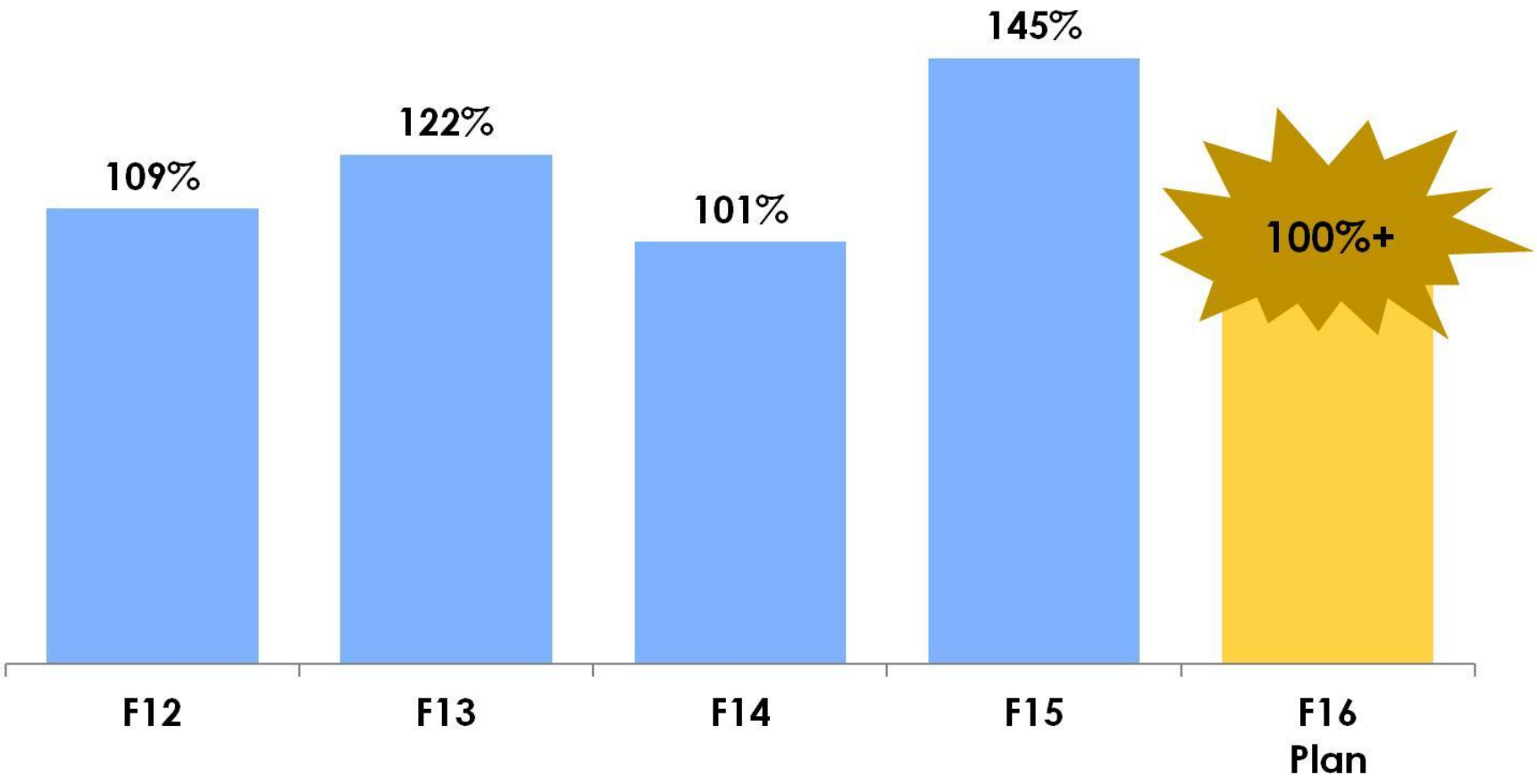
(% of Total Budget)



Key F16 Growth Projects:

- Yogurt Capacity
- Snack Bar Capacity

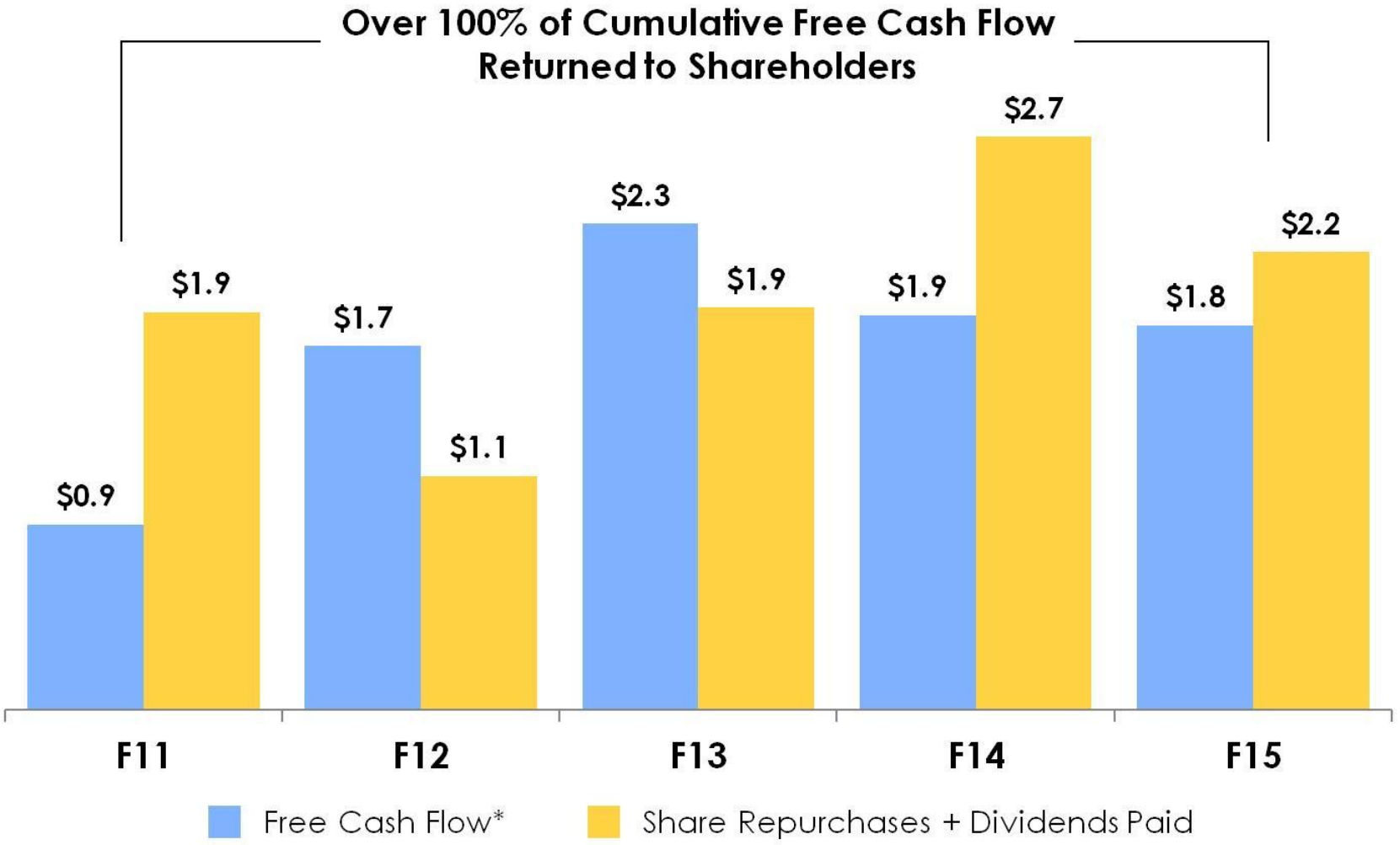
*Free Cash Flow Conversion**



*Non-GAAP measure. See appendix for reconciliation.

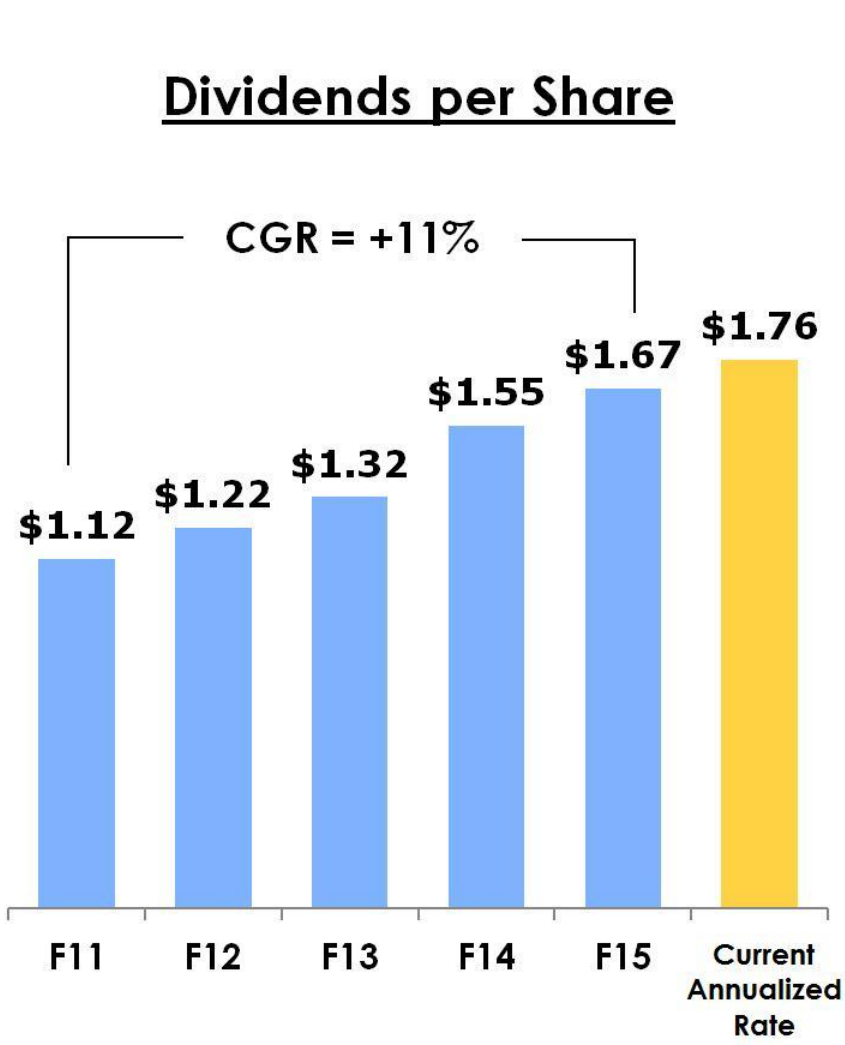
Returning Free Cash Flow* to Shareholders

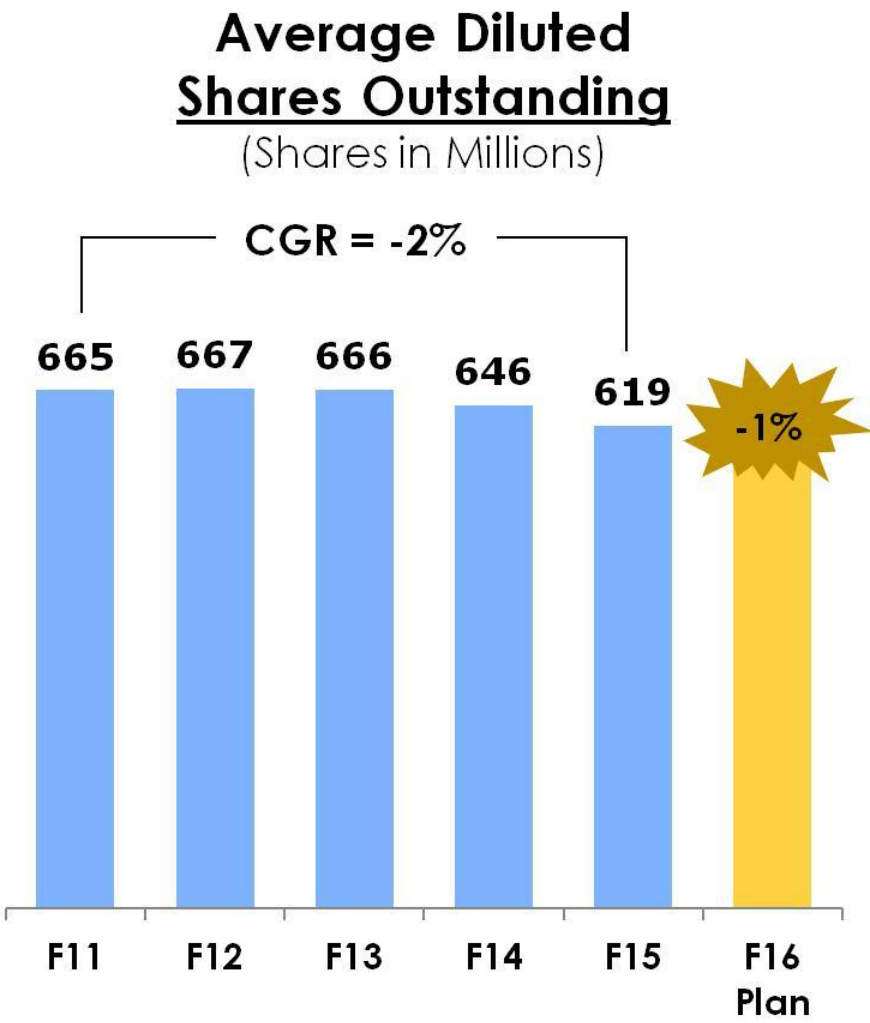
($ in Billions)



*Non-GAAP measure. See appendix for reconciliation.

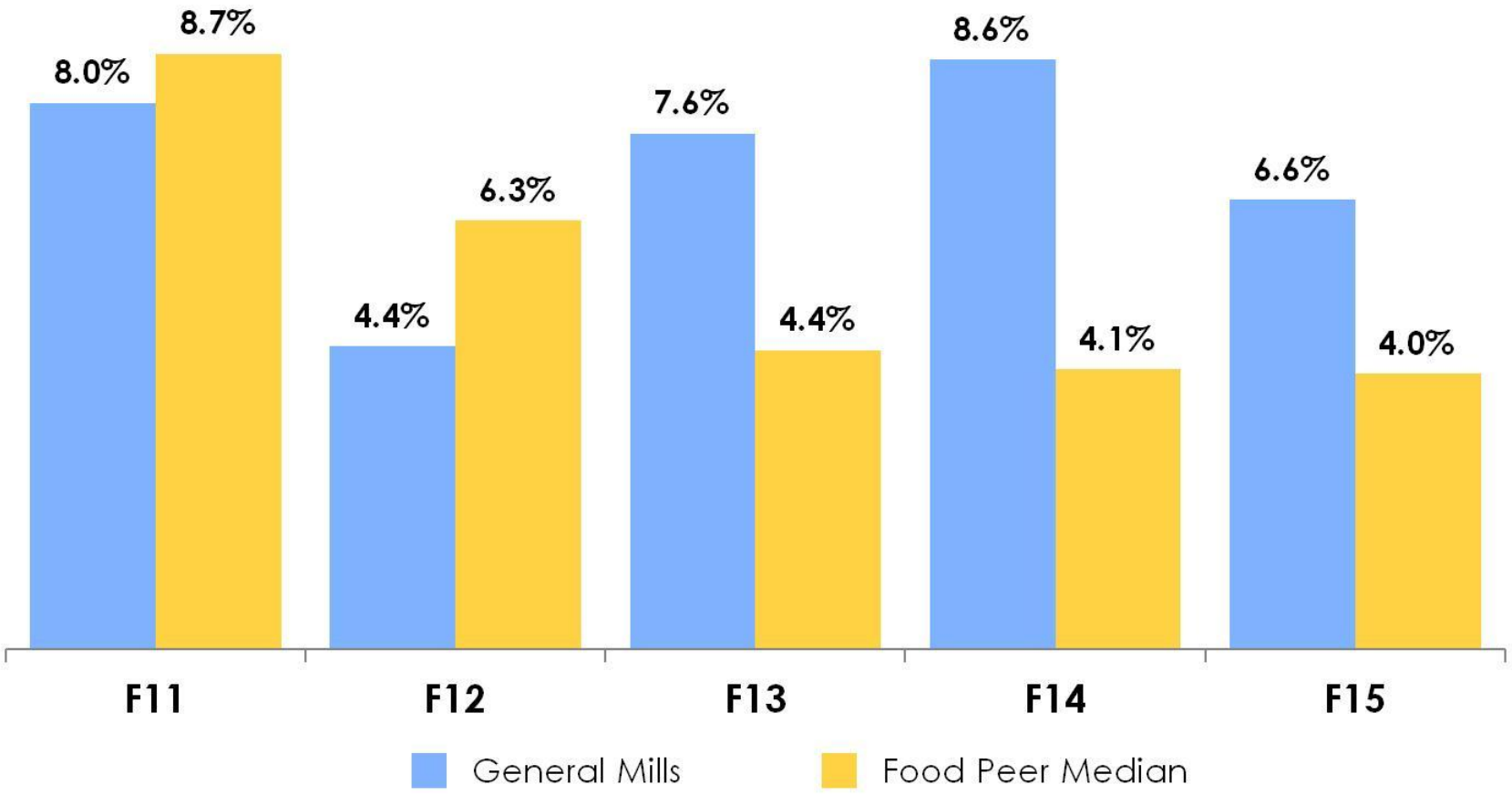
Dividends and Share Repurchases





Competitive Cash Returns to Shareholders

(Dividends + Share Repurchases as % of Market Capitalization)



Source: CapIQ
Peers: BN, CAG, CPB, HSY, K, KRFT, MDLZ, NESN, SJM, UN
Peer fiscal periods adjusted to align with GIS fiscal year.

Return on Average Total Capital*



*Non-GAAP measure. See appendix for reconciliation.

Fiscal 2016 Guidance Summary

($ in Millions, Except per Share)

	Fiscal 2015 (53wks)	Fiscal 2016 Growth (52wks)
Net Sales	$17,630	Flat[1]
Adjusted Gross Margin*	34.7%	Higher
Media Expense	$823	Down Slightly
Total Segment Operating Profit*	$3,035	+LSD[1]
Interest Expense	$315	-MSD
Tax Rate Excluding Items*	30.5%	Comparable
JV Earnings After Tax	$84	+LSD[1]
Avg. Diluted Shares Outstanding	619	-1%
Adjusted Diluted EPS*	$2.86	+MSD[1]

*Non-GAAP measure. See appendix for reconciliation.
[1] Constant-currency growth rate.



General Mills

Fiscal 2016 Growth Plans