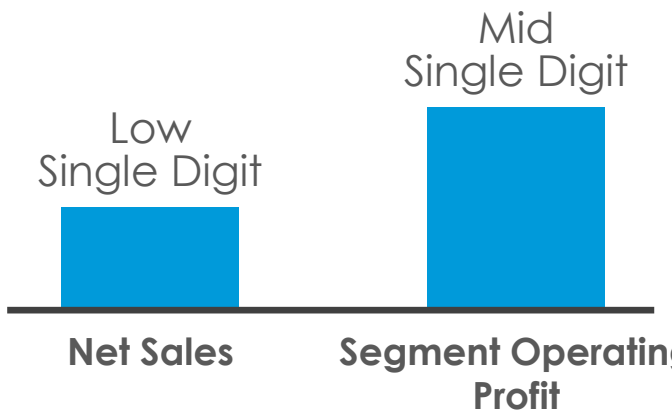


Don Mulligan

EVP, Chief Financial Officer

Our Long-term Growth Model

Growth
(Constant Currency*)



+/-

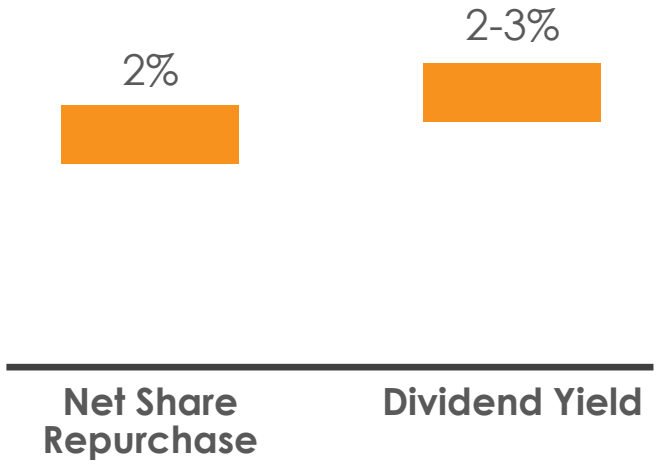
Non-cash, JV's, Tax, Capex, Interest

=

Free Cash Flow*

Target: Cash Conversion ≥ 95%

Cash Returns



Target: Cash Return to Shareholders ≥ 90% of FCF*

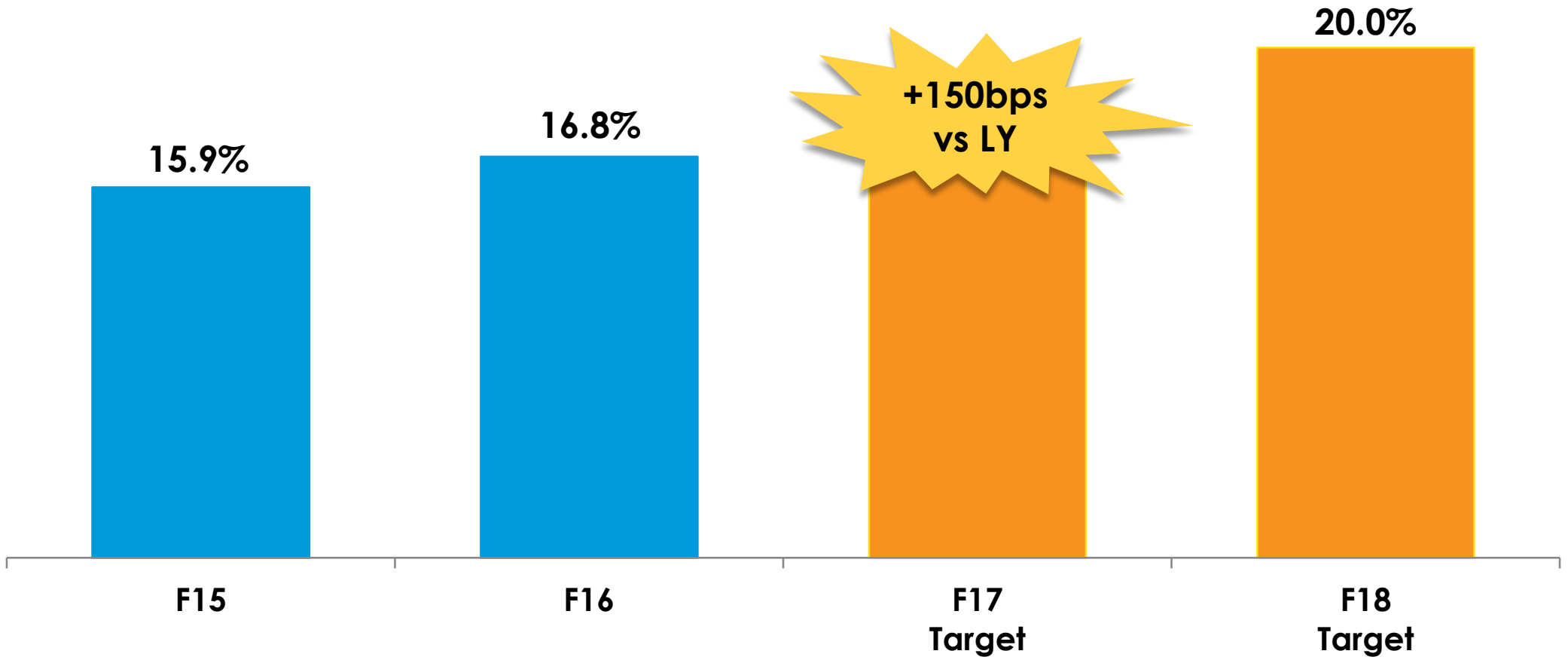
Shareholder Return



*Non-GAAP measure.

Targeting +300bps Profit Margin Expansion by Fiscal 2018

Adjusted Operating Profit Margin*
(% of Net Sales)



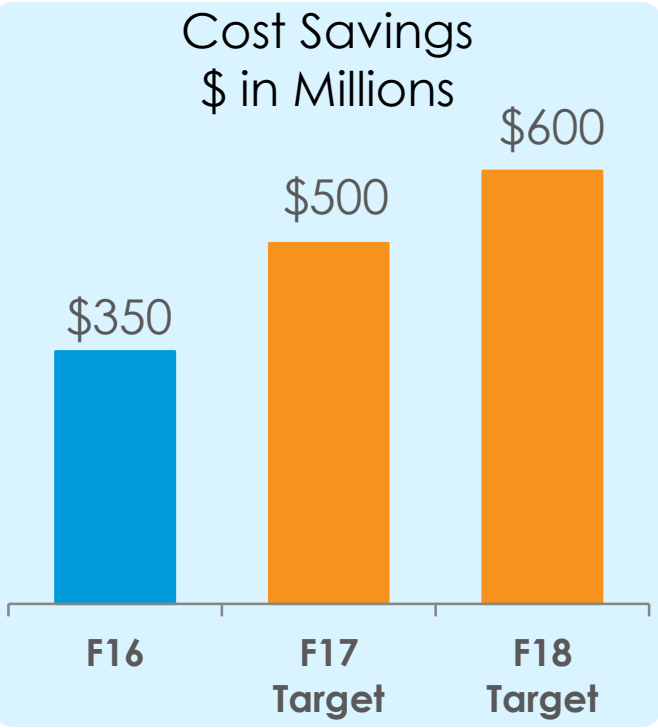
*Non-GAAP measure. See appendix for reconciliation.

Drivers of Margin Expansion

COGS HMM

- $380MM in F17
- Outpacing 2% Input Cost Inflation

Previously Announced Cost-savings Projects

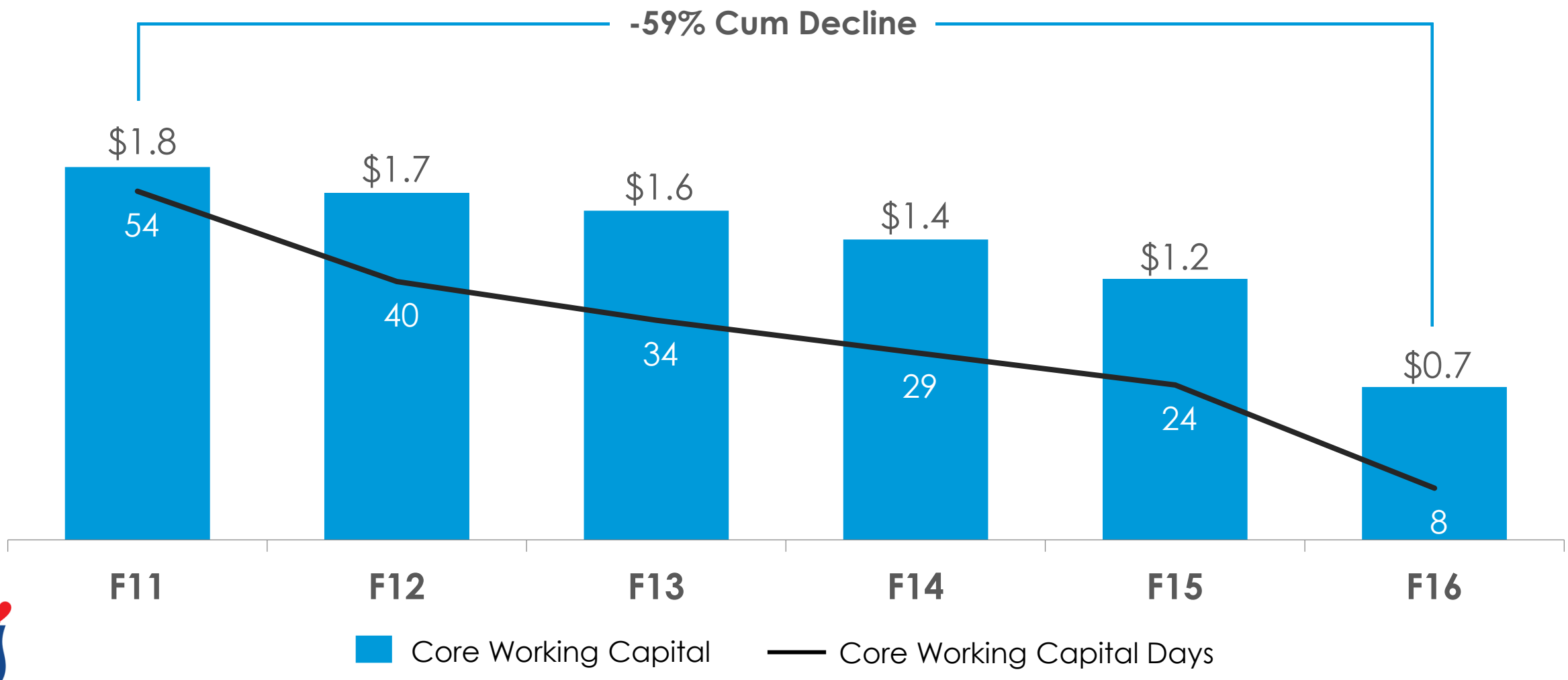


Other Initiatives

- Trade & Consumer Spending Efficiency
- SKU Optimization
- Additional Supply Chain & ZBB Savings

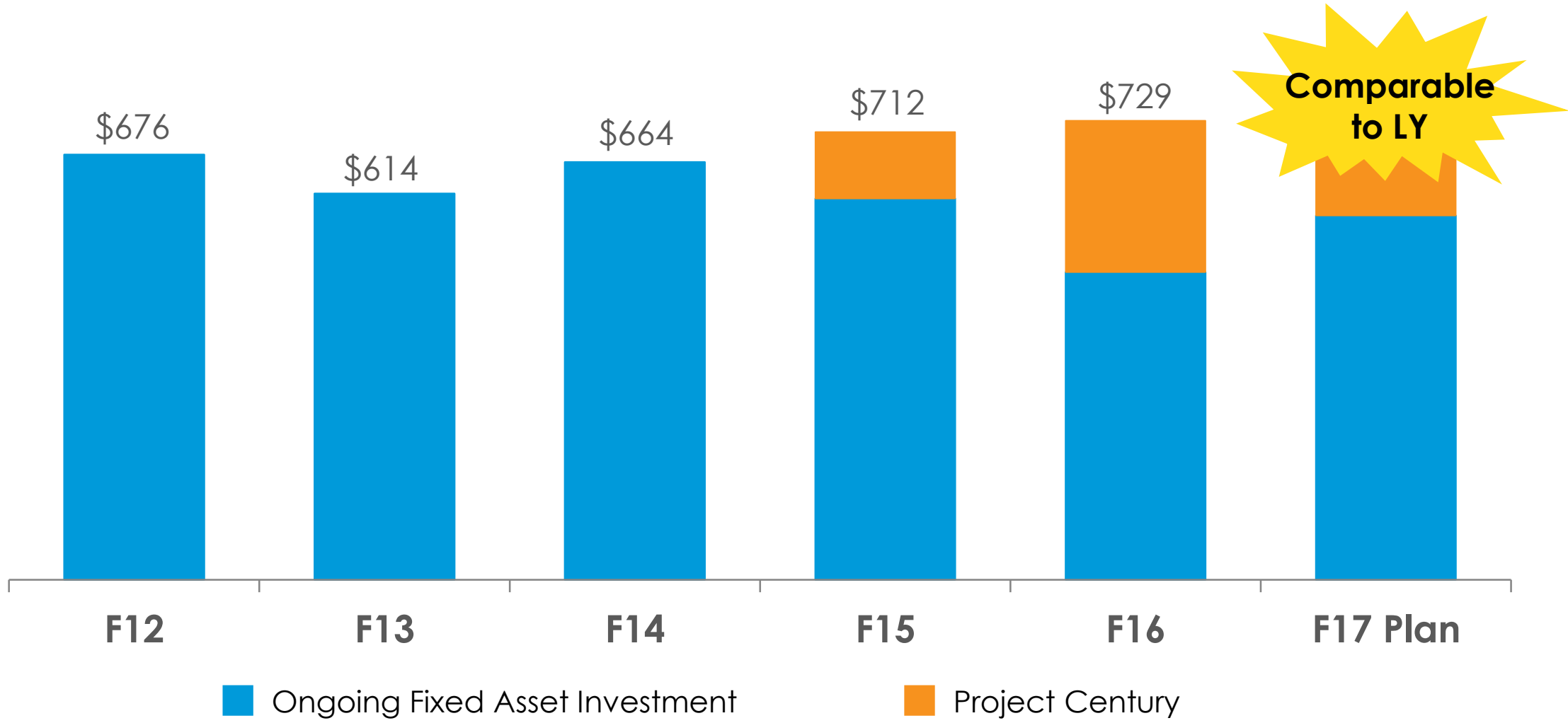
Reducing Core Working Capital

($ in Billions)



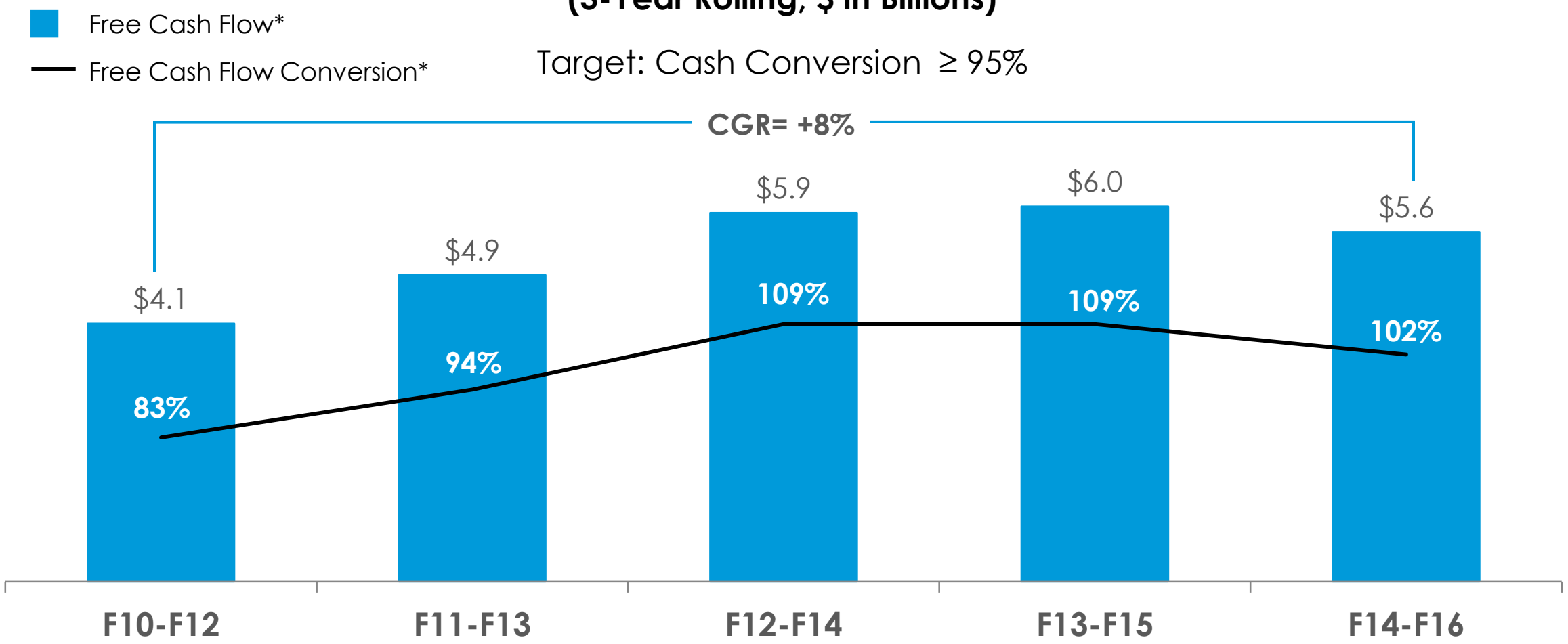
Fixed Asset Investment

($ in Millions)



Improving Free Cash Flow

(3-Year Rolling, $ in Billions)

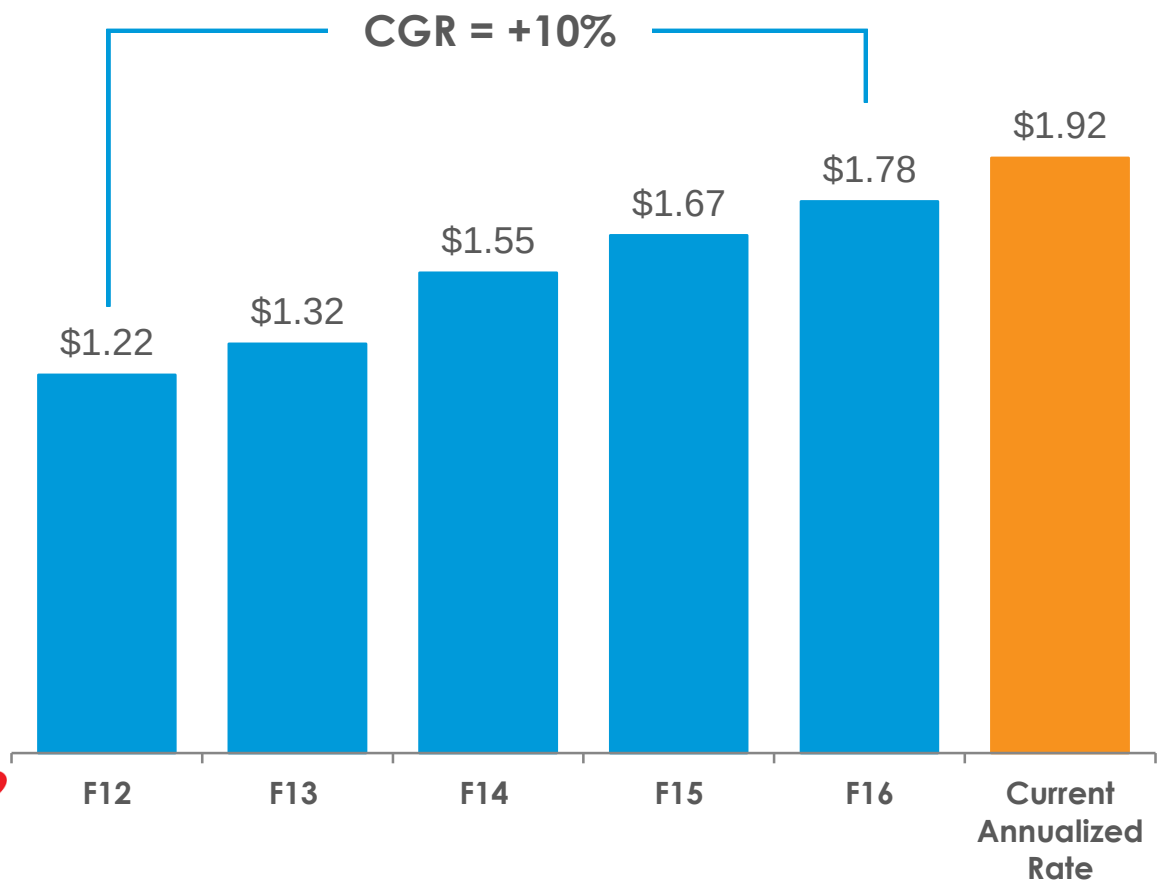


FCF Targets: +MSD in F17, +HSD in F18
FCF Conversion Targets: 100%+ in F17 and F18

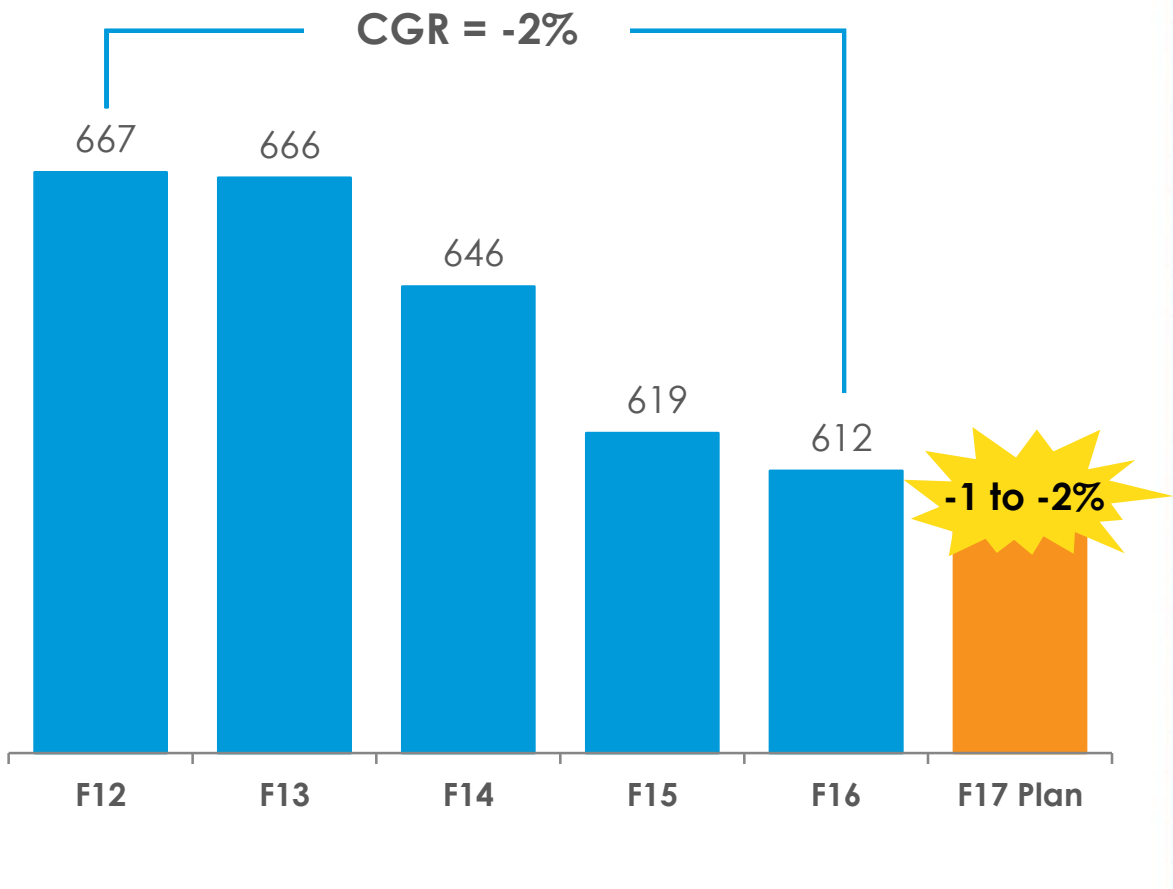
*Non-GAAP measure. See appendix for reconciliation.

Dividends and Share Repurchases

Dividends per Share



Average Diluted Shares Outstanding



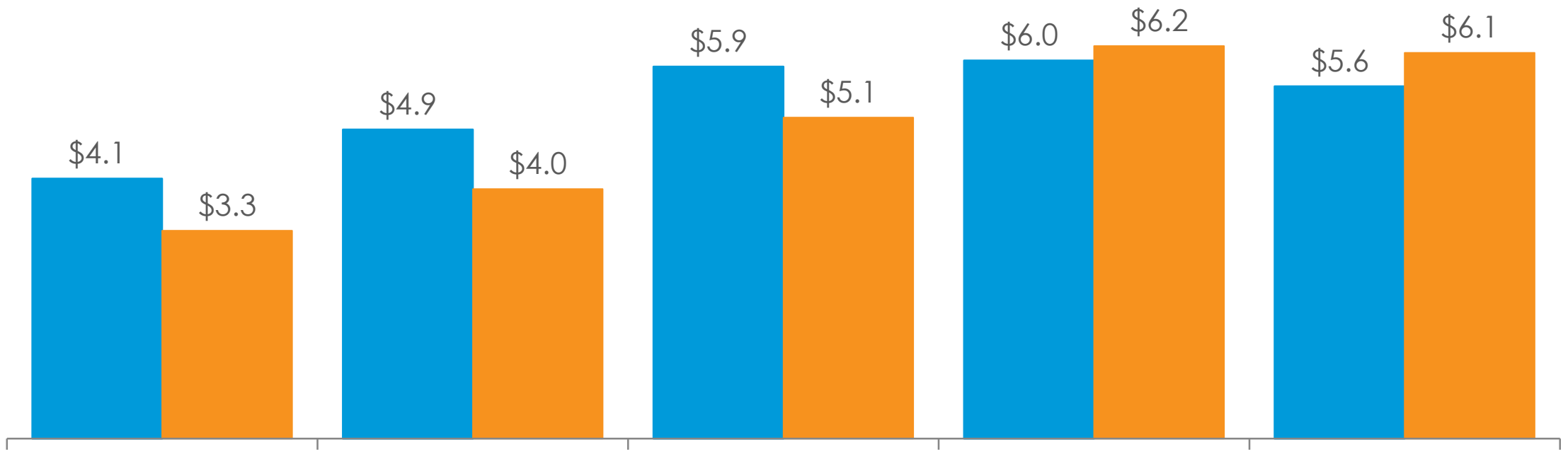
Strong Cash Returns to Shareholders

Free Cash Flow*

Net Share Repurchases + Dividends Paid

(3-Year Rolling, $ in Billions)

Target: Cash Return ≥ 90%



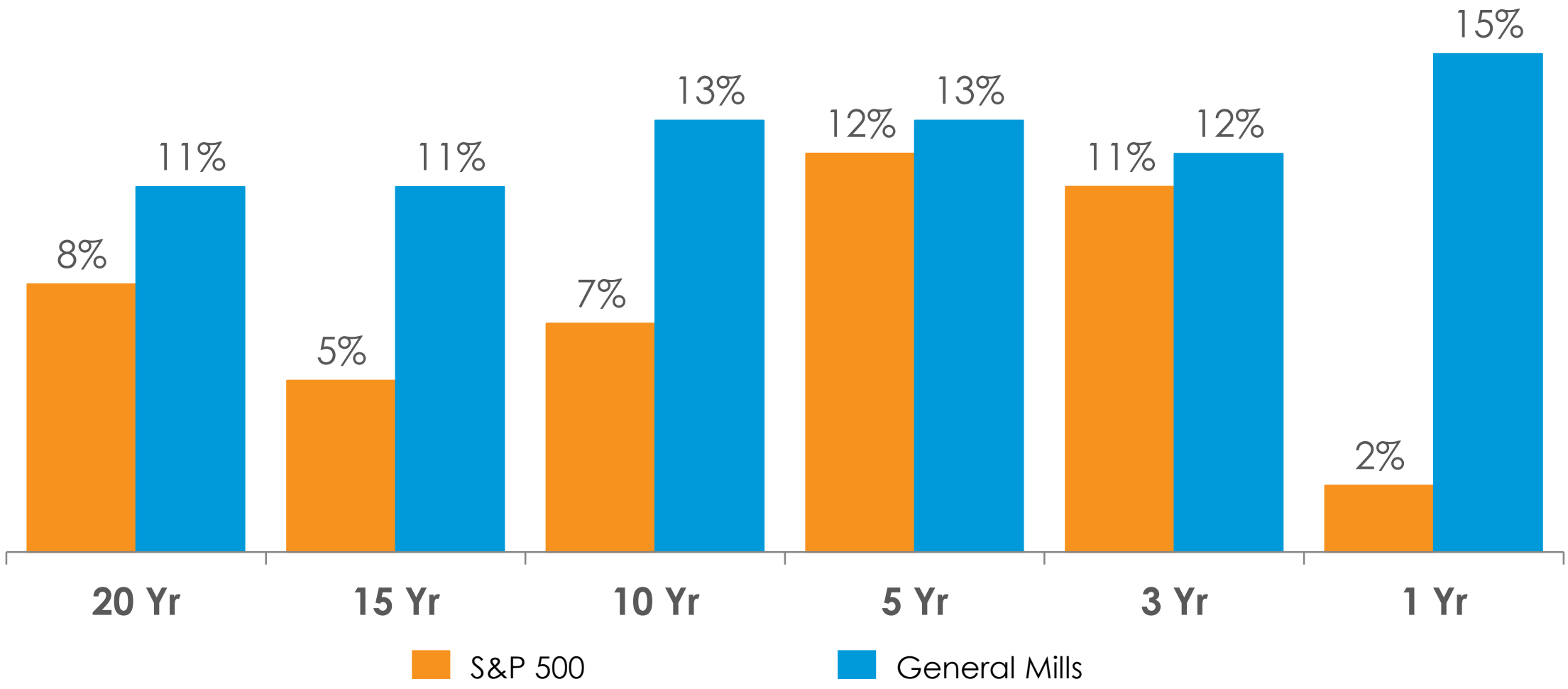
	F10-F12	F11-F13	F12-F14	F13-F15	F14-F16
Cash Return %:	80%	81%	86%	104%	110%

F17 Plan: Cash Return ≥110%

*Non-GAAP measure. See appendix for reconciliation.

Consistent Double-digit Total Shareholder Return

(Price Appreciation Plus Dividends, Compound Annual Growth Through F16)



Source: CapIQ

Fiscal 2017 Guidance

($ in Millions, Except per Share)

	Fiscal 2016 Results	Fiscal 2017 Growth
Net Sales	$16,563	-2% to Flat[1]
Adjusted Gross Margin*	35.6%	+150bps
Media Expense	$754	-HSD
Total Segment Operating Profit*	$3,000	+6 to 8%[2]
Adjusted Operating Profit Margin*	16.8%	+150bps
Interest Expense	$304	Flat
Tax Rate Excluding Items*	29.8%	+100bps
Avg. Diluted Shares Outstanding	612	Down 1 to 2%
Adjusted Diluted EPS*	$2.92	+6 to 8%[2]

*Non-GAAP measure. See appendix for reconciliation.
(1) Organic growth rate.
(2) Constant-currency growth rate.



General Mills Investor Day 2016

July 13, 2016