

General Mills Investor Day 2016

July 13, 2016

A Reminder on Forward-looking Statements

This presentation contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995 that are based on management's current expectations and assumptions. These forward-looking statements are subject to certain risks and uncertainties that could cause actual results to differ materially from the potential results discussed in the forward-looking statements. In particular, our predictions about future net sales and earnings could be affected by a variety of factors, including: competitive dynamics in the consumer foods industry and the markets for our products, including new product introductions, advertising activities, pricing actions and promotional activities of our competitors; economic conditions, including changes in inflation rates, interest rates, tax rates, or the availability of capital; product development and innovation; consumer acceptance of new products and product improvements; consumer reaction to pricing actions and changes in promotion levels; acquisitions or dispositions of businesses or assets; changes in capital structure; changes in the legal and regulatory environment, including labeling and advertising regulations and litigation; impairments in the carrying value of goodwill, other intangible assets, or other long-lived assets, or changes in the useful lives of other intangible assets; changes in accounting standards and the impact of significant accounting estimates; product quality and safety issues, including recalls and product liability; changes in consumer demand for our products; effectiveness of advertising, marketing and promotional programs; changes in consumer behavior, trends and preferences, including weight loss trends; consumer perception of health-related issues, including obesity; consolidation in the retail environment; changes in purchasing and inventory levels of significant customers; fluctuations in the cost and availability of supply chain resources, including raw materials, packaging and energy; disruptions or inefficiencies in the supply chain; effectiveness of restructuring and cost savings initiatives; volatility in the market value of derivatives used to manage price risk for certain commodities; benefit plan expenses due to changes in plan asset values and discount rates used to determine plan liabilities; failure or breach of our information technology systems; foreign economic conditions, including currency rate fluctuations; and political unrest in foreign markets and economic uncertainty due to terrorism or war. The company undertakes no obligation to publicly revise any forward-looking statements to reflect any future events or circumstances.

The non-GAAP forward-looking financial measures included in this presentation are not reconcilable to the equivalent GAAP measure because we cannot accurately predict the excluded variables that may impact these measures.

Video: 150 Years in 50 Seconds



Ken Powell

Chairman and Chief Executive Officer

150 Years of Growth

1866

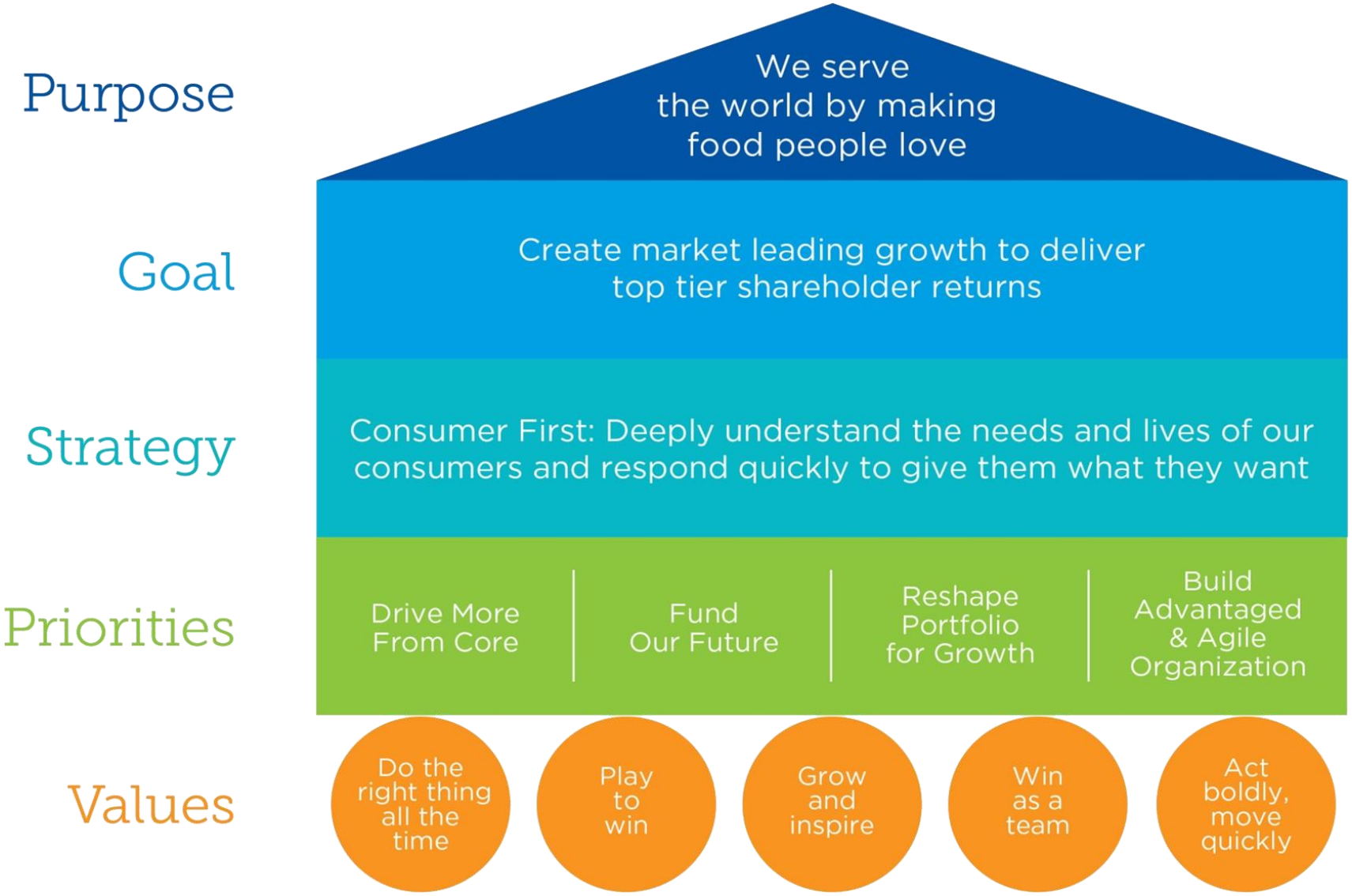


2016





General Mills Strategic Framework



Changing Consumer Trends are an Opportunity for Growth

Real Food



- Fresh, Whole (Minimally Processed)
- Recognizable Ingredients
- Transparency

Millennials



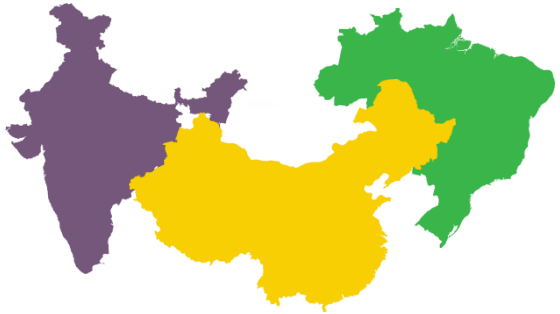
- Big, Influential
- Ethnically Diverse
- Different Values and Media Habits

Snacking



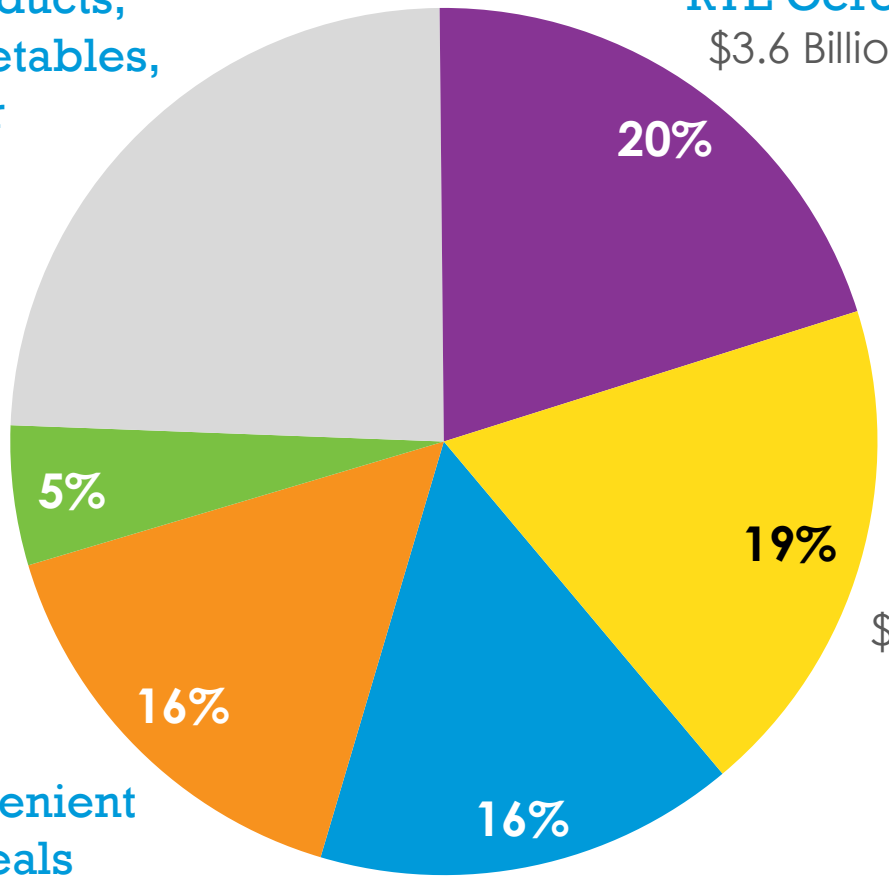
- 20+ Year Trend
- Snack Foods Growing at All Occasions
- 24% of Snack Foods Eaten at Meals

Emerging Markets



- Expanding Middle Class
- Seeking Quality and Convenience
- A Generational Opportunity

Focused on Five Global Platforms



RTE Cereal
$3.6 Billion

Snacks
$3.3 Billion

Yogurt
$2.8 Billion

Convenient Meals
$2.8 Billion

Super-premium Ice Cream
$0.9 Billion

Baking Products, Dough, Vegetables, Other

Fiscal 2016 Worldwide Net Sales*: $17.6 Billion

* Non-GAAP measure. Includes $16.6 billion consolidated net sales plus $0.8 billion proportionate share of CPW (cereal) net sales plus $0.2 billion proportionate share of HDJ (ice cream) net sales.

Global Platforms are Large and Expected to Grow

Global Category	2015 Retail Sales	Projected 5-Yr. CGR
RTE Cereal	$25 Billion	+2%
Ice Cream	$68 Billion	+5%
Yogurt	$84 Billion	+6%
Convenient Meals	$92 Billion	+3%
Sweet & Savory Snacks	$290 Billion	+4%

Source: Euromonitor, Calendar 2015

Portfolio Segmentation

F16 Net Sales = $16.6 Billion

"Growth"

F17 Organic Growth = +LSD

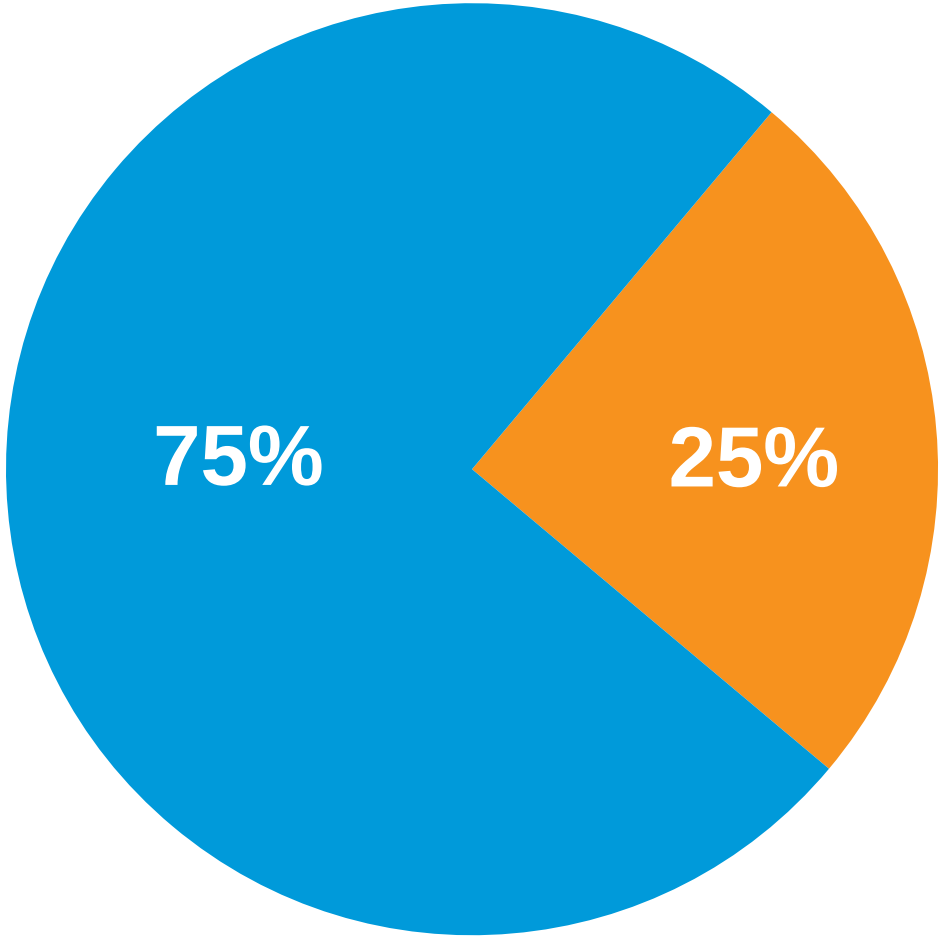
U.S. Retail

Cereal
Snack Bars
Natural & Organic
Totino's
Old El Paso
Yogurt

Convenience Stores & Foodservice

Focus 6 Platforms

International Markets



"Foundation"

F17 Organic Growth = -MSD

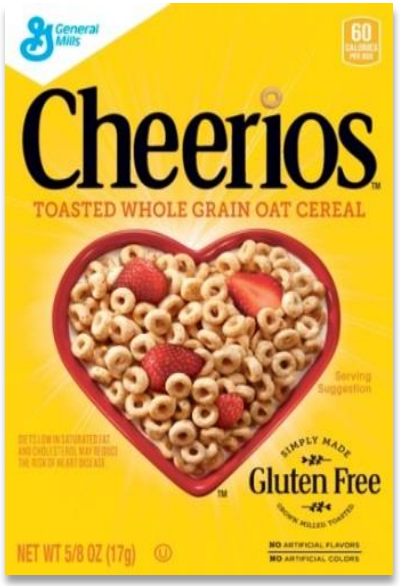
U.S. Retail

Progresso Soup
Pillsbury Ref. Dough
Betty Crocker Desserts
Others

Convenience Stores & Foodservice

Non-Focus 6 Platforms

Driving More from the Core in 2017























- NO HIGH FRUCTOSE CORN SYRUP
- NO COLORS FROM ARTIFICIAL SOURCES
- NO ARTIFICIAL FLAVORS

CHICKEN RAISED WITH NO ANTIBIOTICS EVER AND NO HORMONES EVER

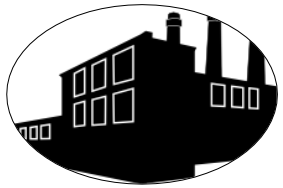
Funding our Future in 2017

Ongoing Holistic Margin Management



Incremental Cost Savings Projects

Project Century



Projects Catalyst and Compass



Other Admin Savings

ZBB

Further Margin Expansion Efforts

- Optimizing Trade & Consumer Investments
- SKU Optimization
- Additional Supply Chain and ZBB Savings

Reshaping Our Portfolio in 2017

Category Expansion





Acquisitions





Investments







Building an Advantaged & Agile Organization in 2017

Consumer First

CONSUMER FIRST

E-Commerce

amazon

Walmart.com

Peapod®

Net Revenue Management



Our Fiscal 2017 Targets

F16 Base		F17 Growth
$16.6 Billion	Net Sales	-2% to Flat[1]
$3.0 Billion	Total Segment Operating Profit*	+6 to 8%[2]
16.8%	Adjusted Operating Profit Margin*	+150bps
$2.92	Adjusted Diluted EPS*	+6 to 8%[2]

* Non-GAAP measure. See appendix for reconciliation.

[1] Organic growth rate. Non-GAAP measure.
[2] Constant-currency growth rate. Non-GAAP measure.

Today's Agenda

Opening Remarks	Ken Powell
U.S. Retail Plans	Jeff Harmening
Sales Capabilities	Shawn O'Grady
Q&A Discussion	
International Plans	Chris O'Leary
Convenience Stores & Foodservice Plans	Bethany Quam
Financial Summary	Don Mulligan
Q&A Discussion	