



GENERAL MILLS

INVESTOR DAY

July 12, 2017



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.

Jeff Harmening

Chief Executive Officer





General Mills' Next Chapter Remains Grounded on the Consumer



OUR PURPOSE

We serve the world by making food people love

OUR GOAL

Create market-leading growth to deliver top-tier shareholder returns

OUR STRATEGY

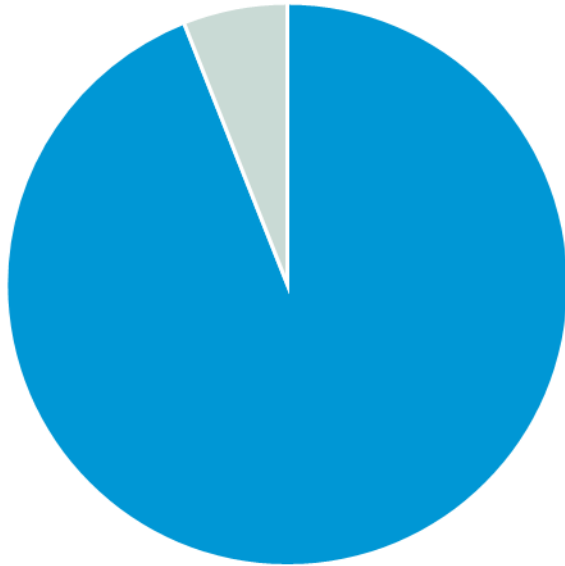
Consumer First = Deeply understand the needs and lives of our consumers and respond quickly to give them what they want



Consumer Food Trends are Changing

SNACKING

94% of U.S. adults ate at least one snack in the past 24 hours



WELLNESS

"To me, health and wellness means..."

65%



Feeling good about myself

64%



Being physically fit

62%



Leading a balanced lifestyle

TASTE, CONVENIENCE, & VALUE

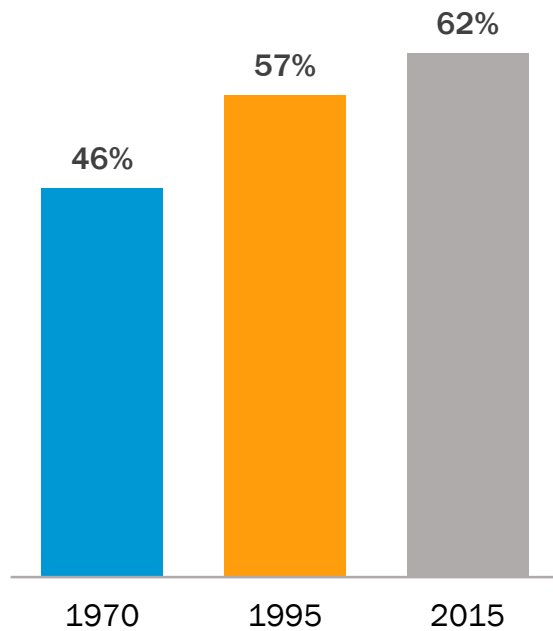




Consumer Demographics are Changing

SMALLER HOUSEHOLDS

% of 1 & 2 Person
U.S. Households



Source: U.S. Census Bureau, Annual Social & Economic Supplement 2016

EMERGING MIDDLE CLASS

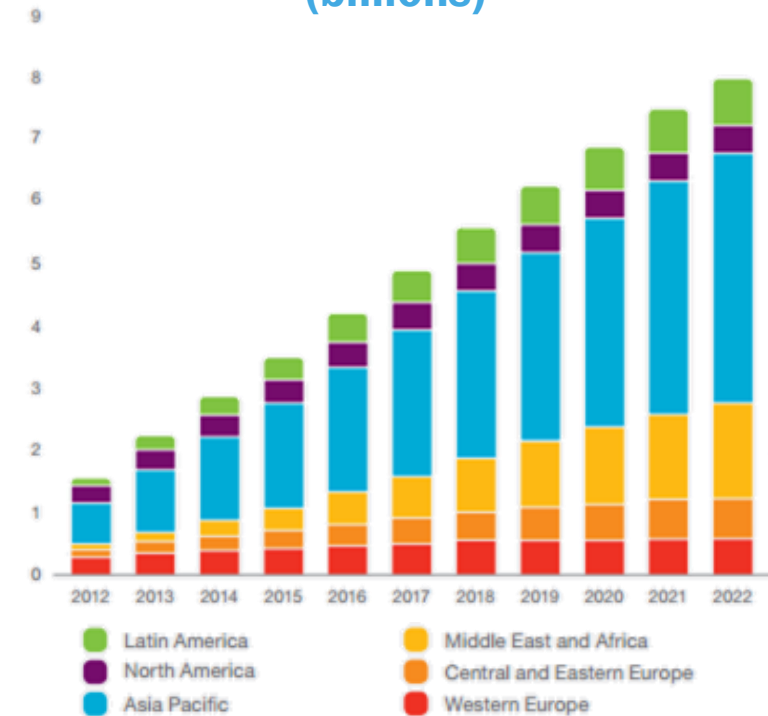
Projected GDP Rankings

	2010	2020	
1	U.S.	China	↑
2	China	U.S.	↓
3	Japan	India	↑
4	India	Japan	↓
5	Germany	Russia	↑

Source: Euromonitor

TECHNOLOGY

Mobile Broadband
Subscriptions by Region
(billions)

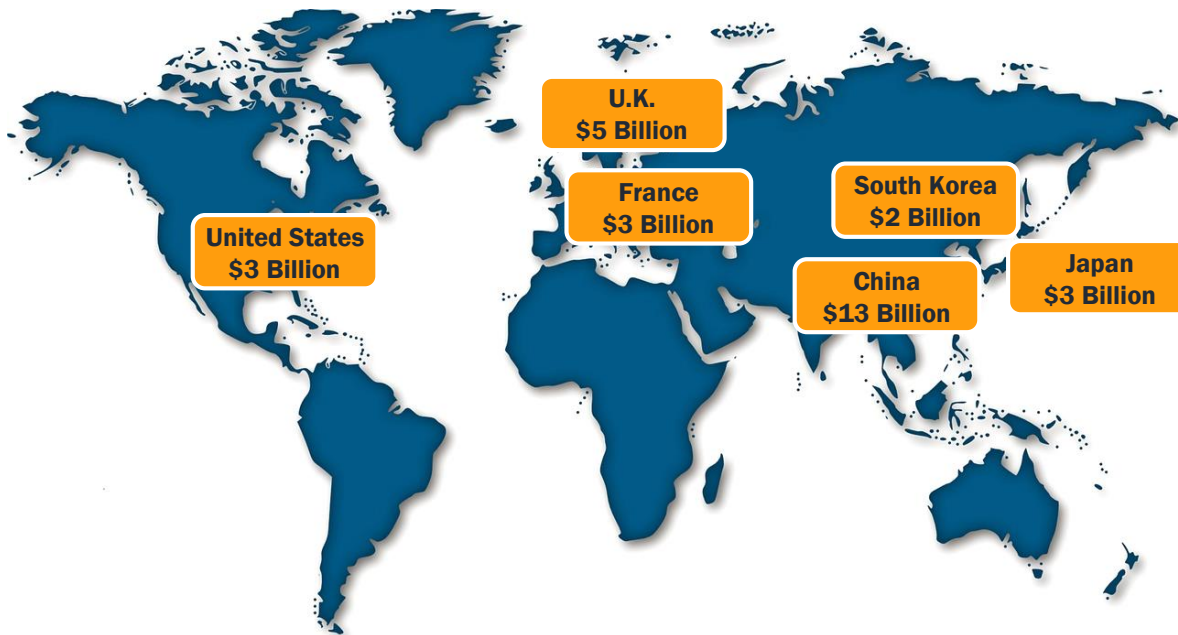


Source: Ericsson Mobility Report November 2016



E-commerce is Changing the Global Channel Landscape

E-COMMERCE F&B RETAIL SALES



CUSTOMERS

amazon.com

Walmart Grocery

instacart

Kroger ClickList

ocado

TESCO

天猫 Tmall.com

JD. 京东 .COM



Prioritizing Five Global Growth Platforms



GLOBAL CATEGORY

RTE Cereal

Ice Cream

Yogurt

Convenient Meals

Sweet & Savory Snacks

2016 RETAIL SALES

\$23 Billion

\$64 Billion

\$84 Billion

\$89 Billion

\$295 Billion

PROJECTED 5-YR. CGR

+LSD

+MSD

+HSD

+MSD

+MSD



Our Portfolio Segmentation

F17 NET SALES = \$15.6 BILLION

Growth

North America Retail

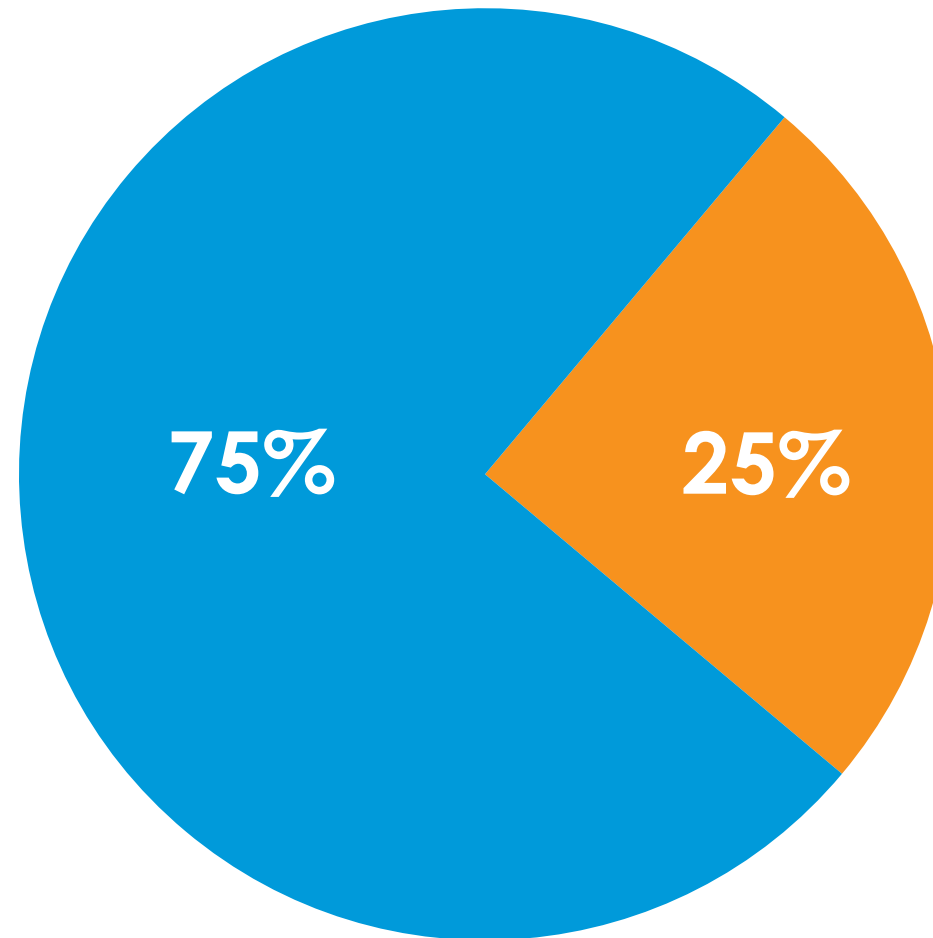
Cereal
Snack Bars
Natural & Organic
Totino's
Old El Paso
Yogurt

Convenience Stores & Foodservice

Focus 6 Platforms

Europe & Australia

Asia & Latin America



Foundation

North America Retail

Progresso Soup
Pillsbury Refrigerated Dough
Betty Crocker Desserts
Others

Convenience Stores & Foodservice

Non-focus 6 Platforms



What's Different at General Mills

- **New Global Organization Structure**
- **New Leadership Team**
- **Global Prioritization of our Biggest Growth Platforms**
- **Increased Innovation and Brand Investment**
- **More Stability = Improved Execution**



A Talented and Diverse Leadership Team



Jon Nudi
SVP; Group
President, North
America Retail



Shawn O'Grady
Group President,
Convenience Stores &
Foodservice; SVP, Global
Revenue Development



Bethany Quam
SVP; Group President,
Europe & Australia



Christina Law
SVP; Group President,
Asia & Latin America



Olivier Faujour
VP; President,
Dairy SBU



Ivan Pollard
SVP; Chief
Marketing Officer



Don Mulligan
EVP; Chief Financial
Officer



Jacqueline Williams-Roll
SVP; Chief HR Officer



Richard Allendorf
SVP; General Counsel
and Secretary



Kim Nelson
SVP, External
Relations



John Church
EVP; Chief Supply
Chain Officer



Peter Erickson
EVP, Innovation,
Technology & Quality



Fiscal 2018 Growth Priorities

- **Grow Cereal Globally (Including CPW)**
- **Improve U.S. Yogurt Through Innovation**
- **Invest in Differential Growth Opportunities**
 - Häagen-Dazs
 - Snack Bars
 - Old El Paso
 - Natural & Organic
- **Manage Foundation Brands with Appropriate Investment**



1. Grow Cereal Globally

RTE Cereal Category

Global Sales	\$23B
3-Yr. Projected Growth CGR	+LSD

- **General Mills/CPW**
 - #2 Global Market Share
 - 3 of Top 5 U.S. Cereal Brands
 - Strong Positions in Emerging Markets





2. Improve U.S. Yogurt Through Innovation

- Innovation is Critical to U.S. Yogurt Category Development
- F18 Focus:
 - Fundamental Innovation in New and Emerging Segments
 - Renovation on Core Lines





3. Invest in Differential Growth Opportunities

HÄAGEN-DAZS



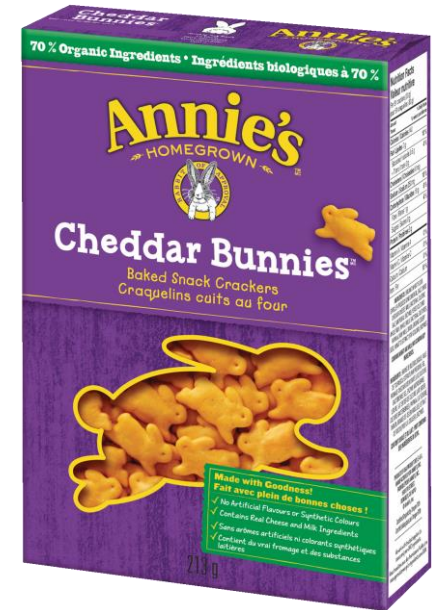
SNACK BARS



OLD EL PASO



NATURAL & ORGANIC





Häagen-Dazs is a Global Growth Opportunity

Ice Cream Category

Sales Outside North America	\$49B
3-Yr. Projected Growth CGR	+MSD

- **Häagen-Dazs**

- A Leading Super-premium Ice Cream Brand
- Strong Positions in Emerging Markets





Snack Bars are a Global Growth Opportunity

Snack Bars Category

Global Sales	\$7B
3-Yr. Projected Growth CGR	+LSD

- General Mills
 - Leading Global Brands
 - Strong Innovation Capabilities





Old El Paso is a Global Growth Opportunity

Mexican Foods Category

Global Sales	\$3.5B
3-Yr. Projected Growth CGR	+LSD

- **Old El Paso**

- #1 Global Mexican Foods Brand
- Over 50% of Net Sales Outside of U.S.





Natural & Organic is a Global Growth Opportunity

Natural & Organic Food Industry

North America Sales	\$41B
3-Yr. Projected Growth CGR	+DD

- **General Mills**

- A Leading N&O Food Manufacturer
- Broad Portfolio of 9 Brands
- 17-Year History Operating in U.S. N&O Industry





4. Manage Foundation Brands with Appropriate Investment

HELPER



REFRIGERATED DOUGH



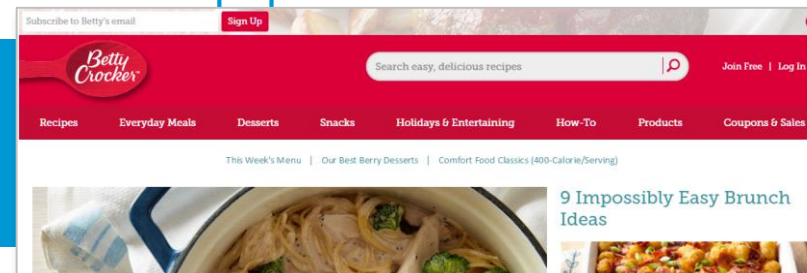
SOUP



BAKING MIXES



OWNED WEB PROPERTIES





Our Fiscal 2018 Targets

F17 BASE

\$15.6 Billion

Net Sales

\$3.0 Billion

**Total Segment
Operating Profit***

18.1%

**Adjusted Operating
Profit Margin***

\$3.08

Adjusted Diluted EPS*

F18 GROWTH

-1% to -2%¹

Flat to +1%²

Higher

+1 to +2%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

Jeff Harmening

North America Retail Plans

Jon Nudi

**Convenience Stores & Foodservice Plans and
E-commerce Capability Review**

Shawn O'Grady

Q&A Discussion

Europe & Australia Plans

Bethany Quam

Asia & Latin America Plans

Christina Law

JV Plans and Financial Summary

Don Mulligan

Q&A Discussion

Jon Nudi

SVP; Group President,
North America Retail



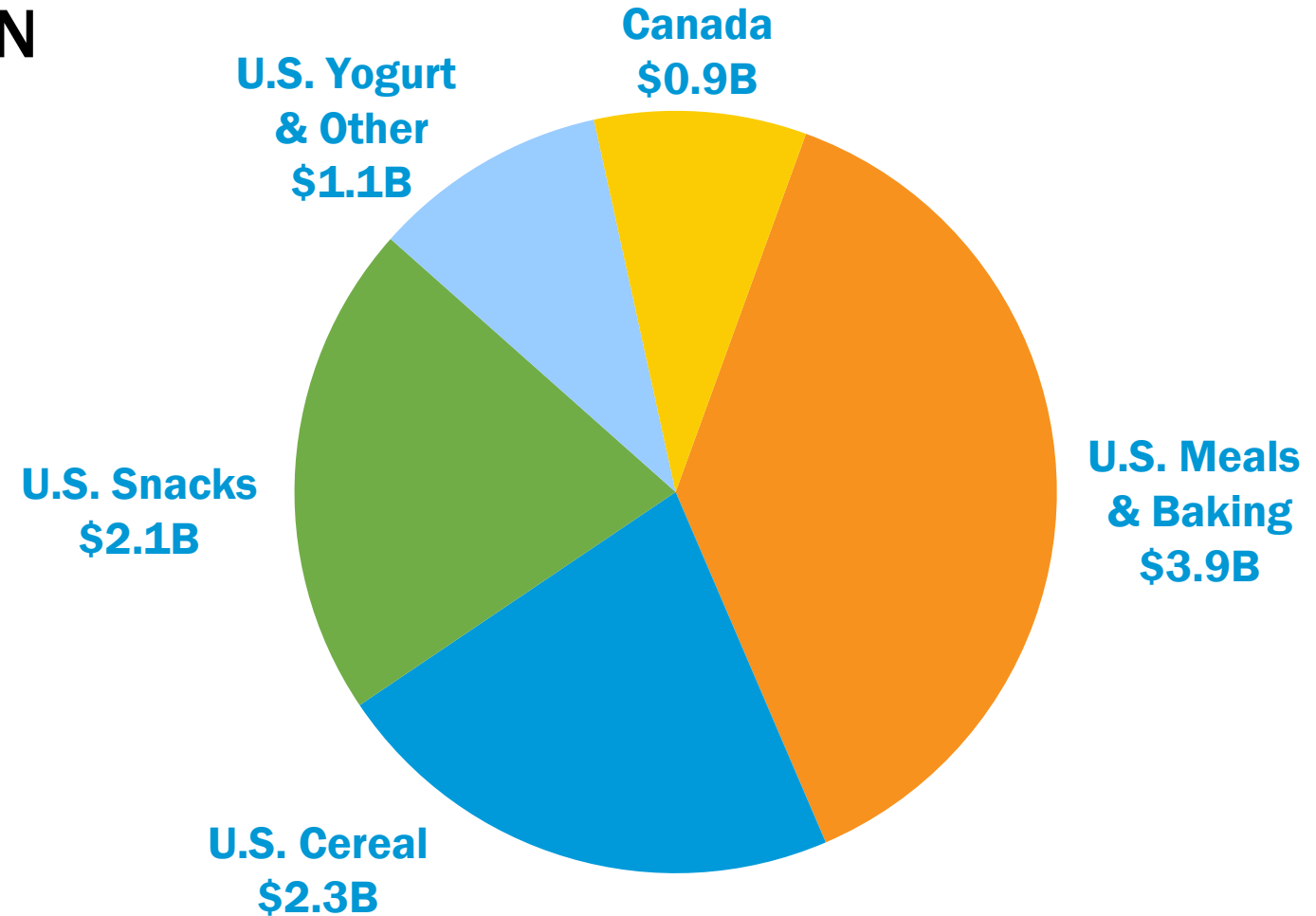


North America Retail Segment

F17 NET SALES: \$10.2 BILLION

**F17 SEGMENT OPERATING
PROFIT: \$2.3 BILLION**

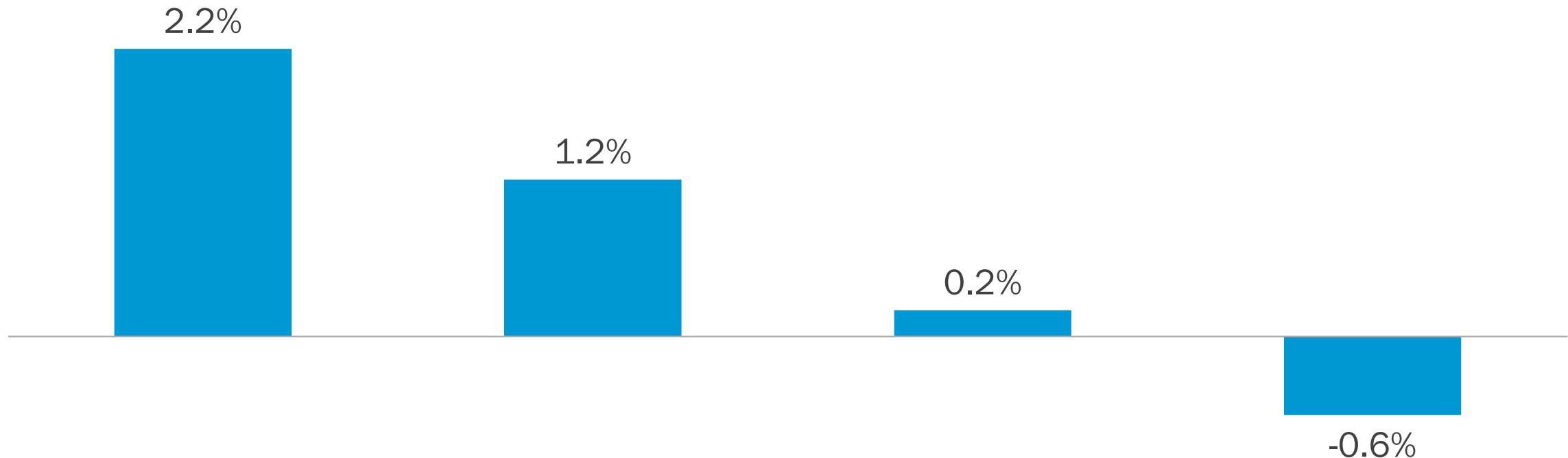
F17 NET SALES BY OPERATING UNIT





U.S. Food and Beverage Categories Challenging

U.S. FOOD AND BEVERAGE RETAIL SALES GROWTH



	F16 - 1H	F16 - 2H	F17 - 1H	F17 - 2H
Units:	+0.1%	Flat	Flat	-1.3%
Price:	+2.1%	+1.2%	+0.2%	+0.7%



North America Retail Fiscal 2018 Priorities

- **Improve U.S. Cereal**
- **Reshape U.S. Yogurt Portfolio**
- **Differentially Grow Snack Bars, Hot Snacks and Mexican Foods**
- **Drive Sustainable Profit Growth on Key Foundation Brands**
- **Expand Our Natural & Organic Portfolio**



General Mills Cereal Growth Drivers

- **Wellness News**
- **Taste News and Innovation**
- **Strong Consumer Support on Key Brands**



Investing Behind Wellness News

BIG G PORTFOLIO CAMPAIGN



GOOD STARTS WITH 

*“Ownable” Wellness News:
Whole Grain, Gluten Free, Fiber*

CHEERIOS



Cheerios **GOOD GOES ROUND**



*Celebrating Cheerios’
Ingredients, Health Benefits,
and Causes*



Bringing Taste News to More Core Brands

TOAST CRUNCH FRANCHISE



CHEX



LUCKY CHARMS



REESE'S PUFFS





Increased Support on Core Cereal Brands





Fundamental Innovation Drives U.S. Yogurt Growth

U.S. YOGURT CATEGORY RETAIL SALES

(\$ In Millions)



- Innovation is Key to U.S. Yogurt Development
- New Segments Drive Growth
- We're Focused on Developing Fundamental Innovation



Reshaping Our U.S. Yogurt Portfolio

STRENGTHEN CORE



MANAGE DECLINES



GROW EMERGING SEGMENTS



LIBERTÉ





Strengthen Core: Increased Media Support on Yoplait Original



Yoplait®
MOM *en*





Strengthen Core: Expanding Snacking Occasions



**New in 1H
F18**

The Perfect Snack for the Whole Family



Strengthen Core: Go-GURT News

EASIER-TO-OPEN TUBES



STAR WARS MOVIE TIE-IN





Emerging Segments: Organic Yogurt

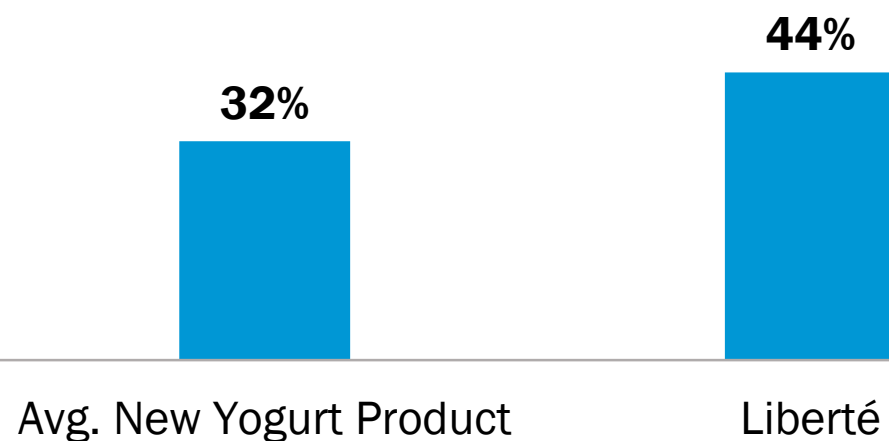
ELEVATE WHOLE MILK MESSAGING



DRIVE TRIAL



REPEAT PURCHASE SCORES





Emerging Segments: Oui by Yoplait



- Made with Whole Milk and Non-GMO Ingredients
- Thick Texture and Remarkable Taste
- Cultured in the Glass Jar
- In-store Sampling to Drive Trial





Grow Snack Bars: Nature Valley

NEW IN 1H F18



U.S.

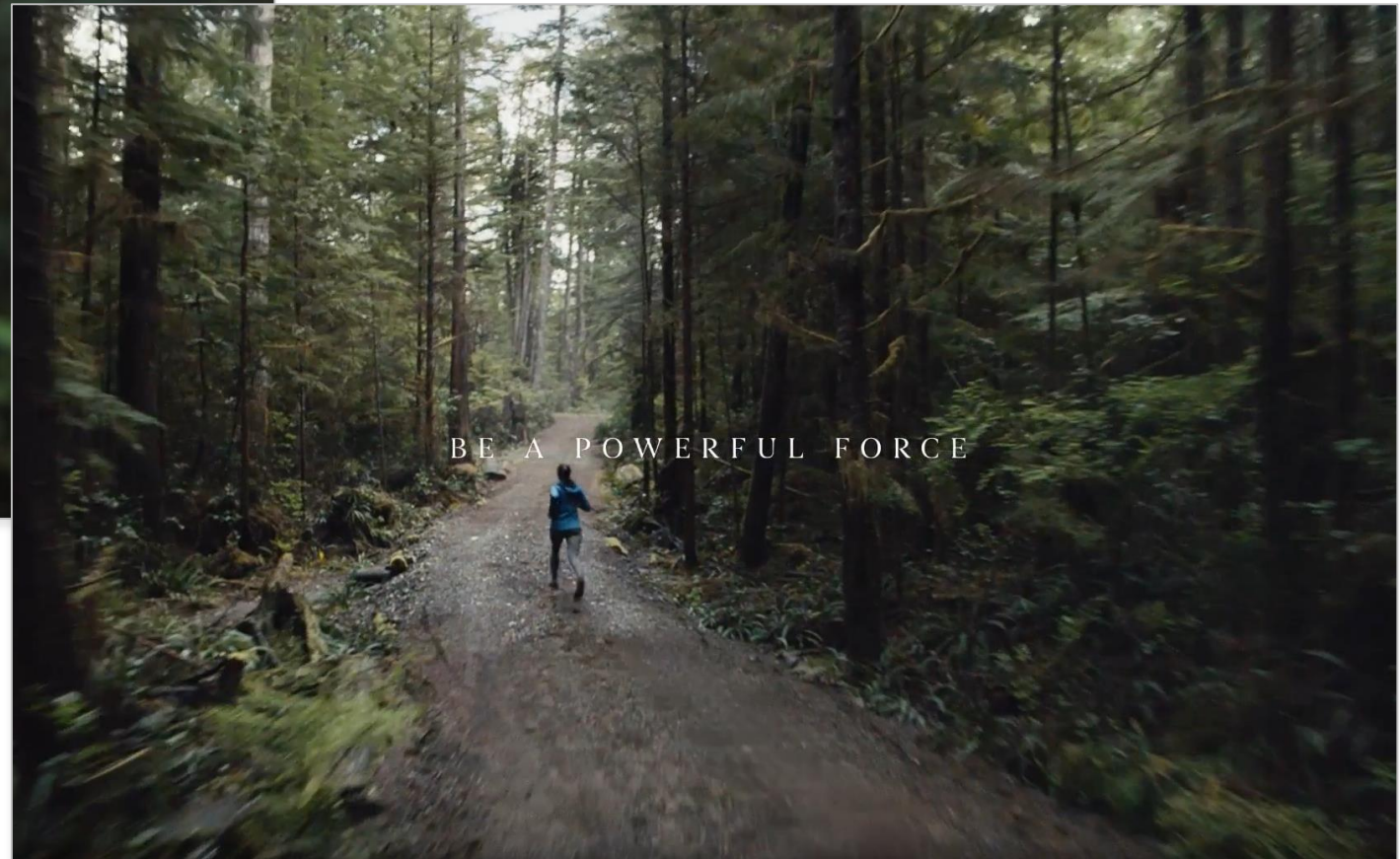


CANADA



Nature Valley

“BE A POWERFUL FORCE”





Improve Performance on Fiber One

PERMISSIBLE TREATS



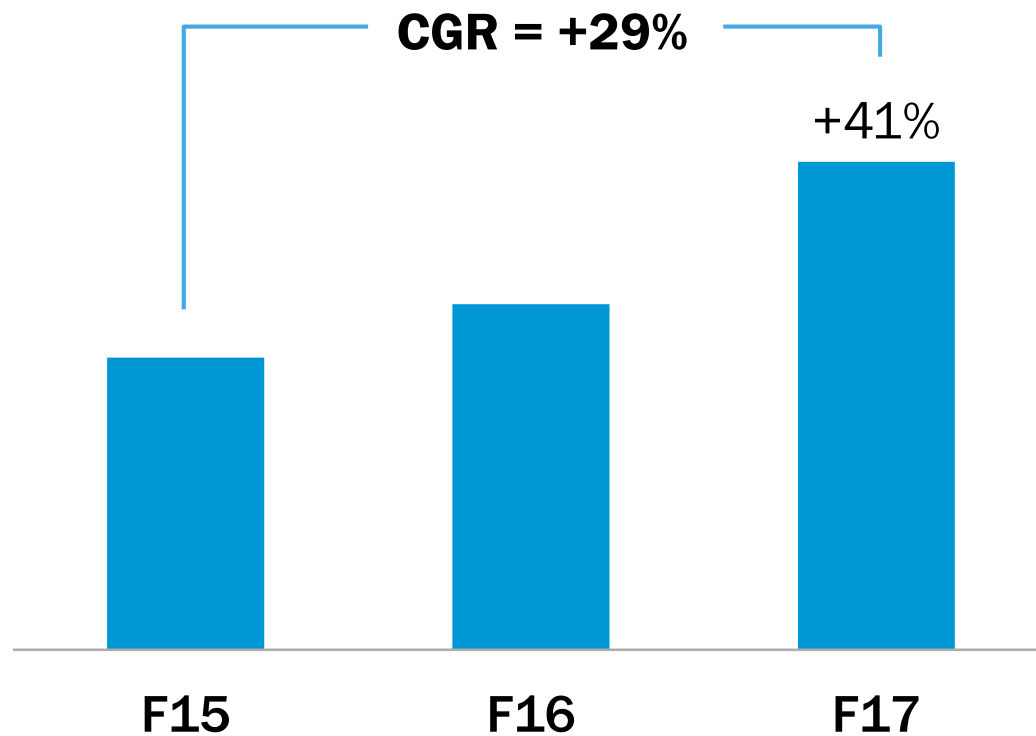
CONSUMER SUPPORT





Driving Strong Lärabar Growth

LÄRABAR U.S. RETAIL SALES (\$ In Millions)



Source: Nielsen XAOC

NEW IN 1H F18





Continuing Growth on Totino's

F18 INNOVATION



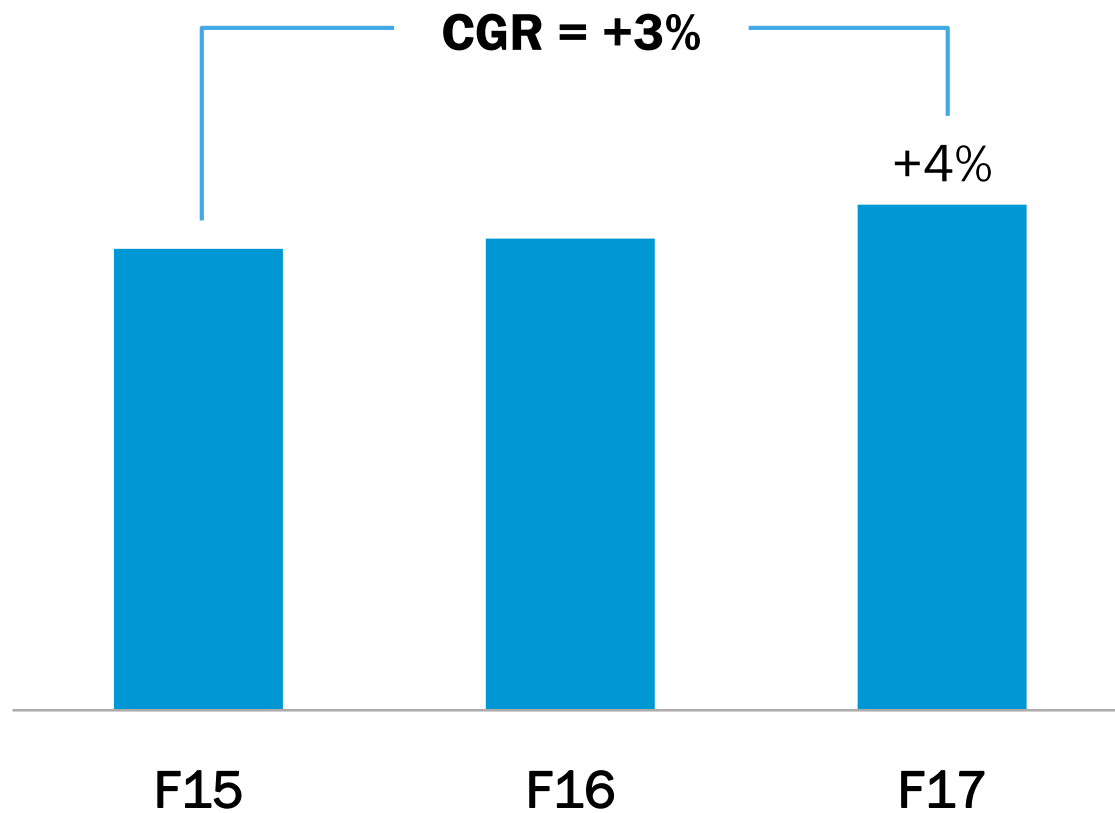
MEDIA SUPPORT





Continuing Growth on Old El Paso

U.S. RETAIL SALES GROWTH (\$ in Millions)



Source: Nielson XAOC

F18 INNOVATION





Investing in Key Foundation Brands

- “In the Zone” on Merchandising in Key Season
- Targeted News to Drive Consumer Interest

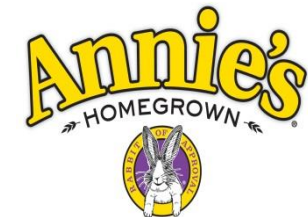
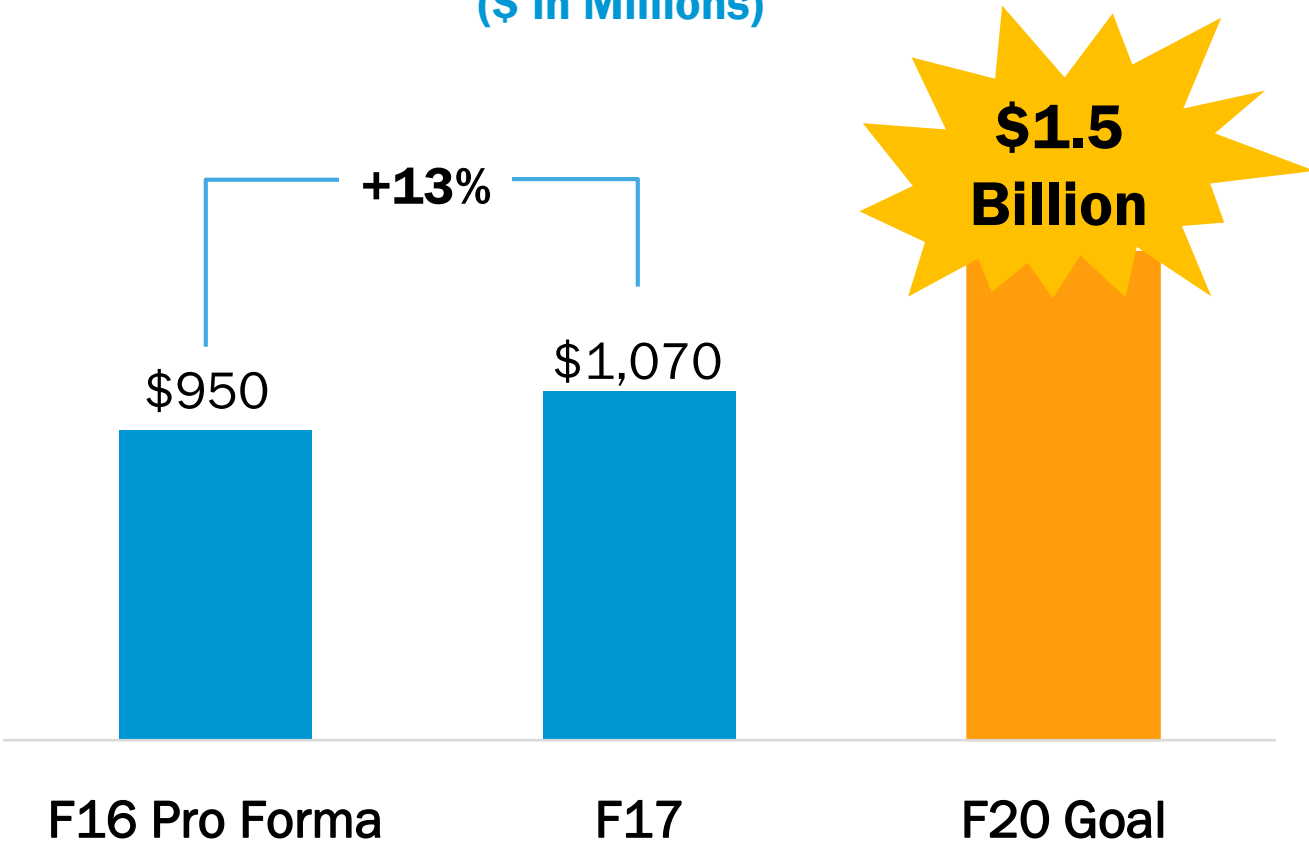




Expanding Our Natural & Organic Portfolio

GENERAL MILLS NORTH AMERICA NATURAL & ORGANIC NET SALES

(\$ in Millions)



EPIC®



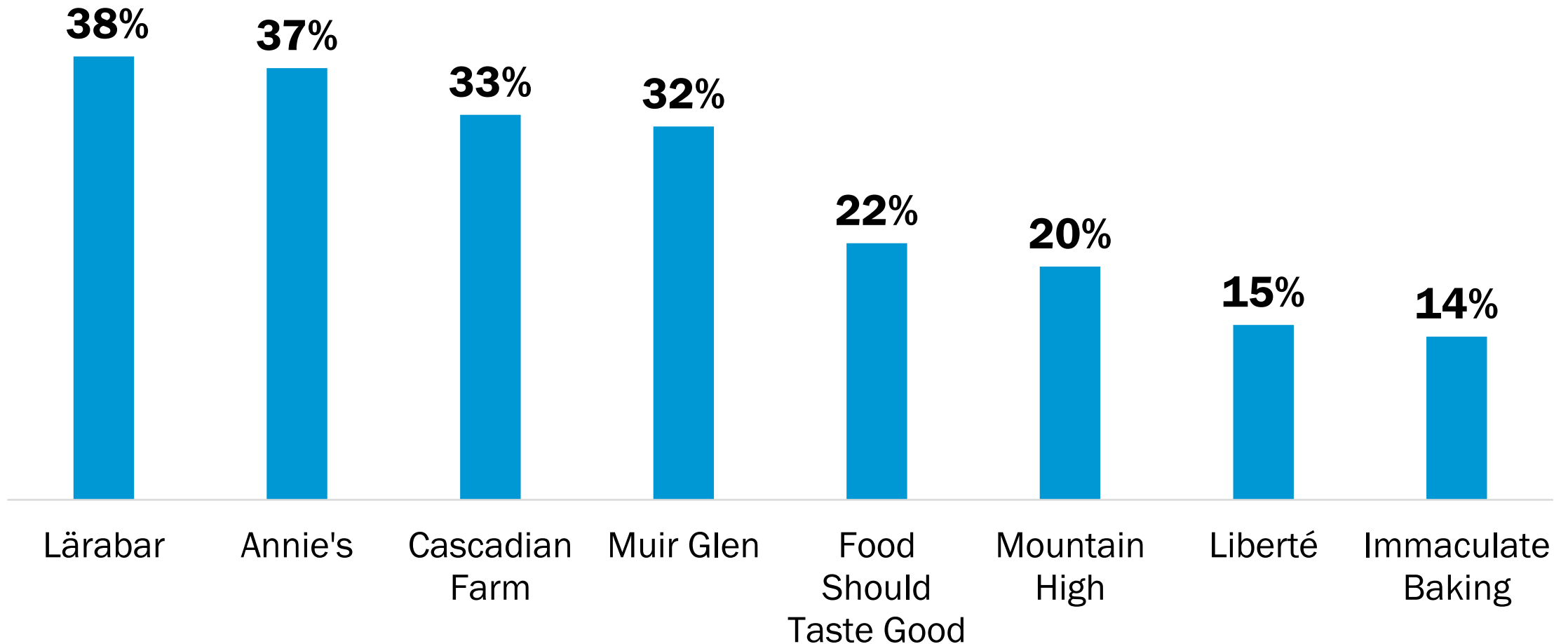
LIBERTÉ

Note: F16 pro forma includes 12 months of EPIC.



Distribution Opportunities for Natural & Organic Portfolio

U.S. AVERAGE % ACV PER ITEM





Natural & Organic Growth Drivers in Fiscal 2018

MEDIA SUPPORT AND INNOVATION



INNOVATION





North America Retail Summary

- **Improve Topline Trends Through:**

- Continued Growth on N&O, Old El Paso, Totino's Hot Snacks and Canada
- Innovation Driving U.S. Yogurt Improvement
- Better Seasonal Results on Soup and Refrigerated Dough
- Improved Innovation, Consumer Support on U.S. Cereal

- **F18 Goals:**

- Organic Net Sales*: -2 to -3%
- Segment Operating Profit Margin: Higher



Shawn O'Grady

Group President, Convenience Stores &
Foodservice; SVP, Global Revenue
Development





**CONVENIENCE STORES
& FOODSERVICE**



Convenience Stores

Restaurants

MISSION:
**SERVING
SOLUTIONS
EVERYWHERE**

Healthcare

K-12 Schools

Colleges & Universities



Convenience Stores & Foodservice Advantaged Business Model

**LEVERAGE
GMI INVESTMENT**



**INNOVATE
OPERATOR FIRST**



**CREATE DEMAND
WITH DIRECT SALES**

Cheerios


Yoplait



NATURE VALLEY





Convenience Stores & Foodservice Business Transformation Journey

	F07	F12	F17
SALES	\$1.8B	\$2.0B	\$1.9B
PROFIT MARGIN	8%	14%	21%



Focus Six Platforms Driving Segment Performance

SHARE RANK



Total Foodservice

Cereal	#1
Yogurt	#1
Biscuits	#1
Mixes	#2-3
K-12 Frozen Meals	#1

Convenience Stores

Snacks	#2
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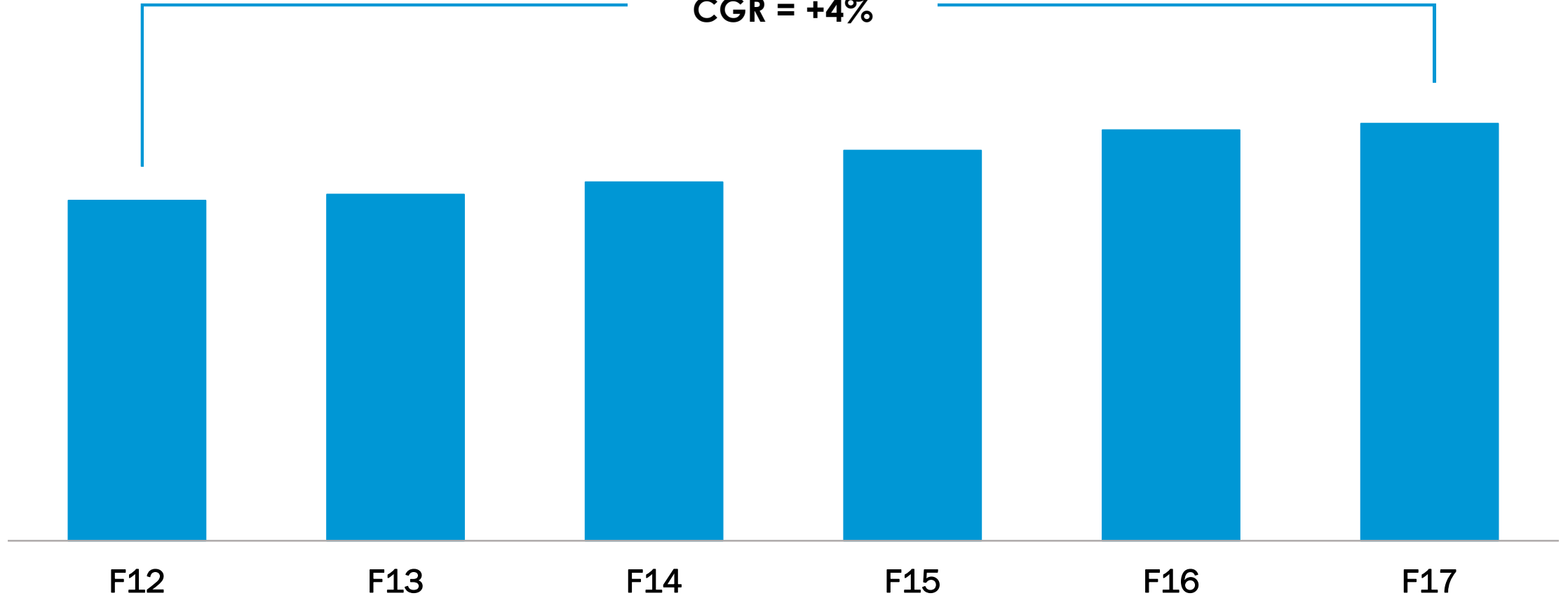
Sources: Total US NPD SupplyTrack®, Nielsen AOD
Foodservice pound share 12 months as of March 2017.
C-Store dollar share 12 months as of April 2017.



Focus Six Platform Net Sales

(\$ in Millions)

CGR = +4%





Platform Innovation

CEREAL



YOGURT



SNACKS

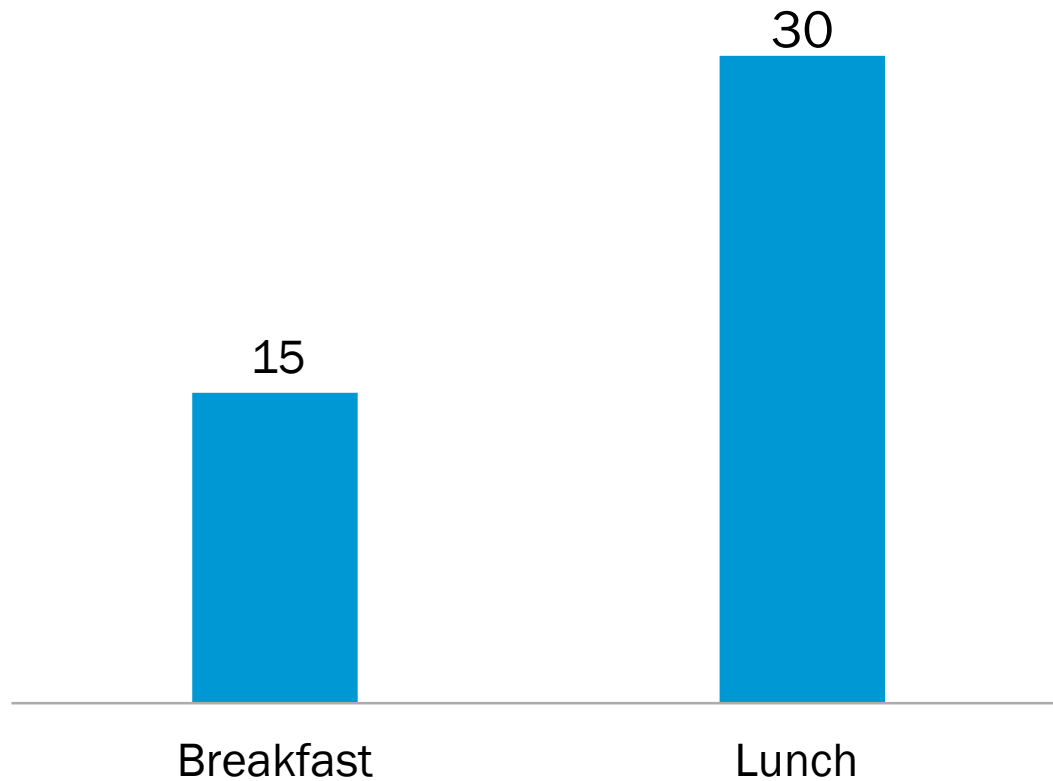




Foodservice Innovation

SCHOOL YEAR 2016/2017

Annual Meals Served
(millions)



Source: USDA Child Nutrition Tables 2016

FROZEN MEALS



YOGURT



PREMIUM SANDWICH BREAD





Convenience Stores Innovation

FRONT OF HOUSE

Leveraging Innovation & Brands from NAR



BACK OF HOUSE

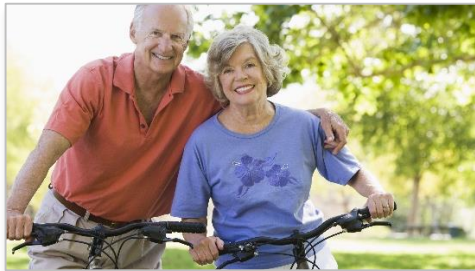
Leveraging Foodservice Expertise



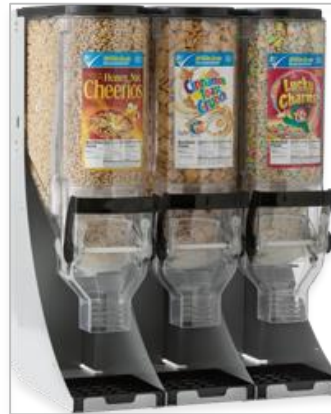


Channel Growth Opportunities

HEALTHCARE



LODGING



COMMERCIAL





Today's Convenience Stores & Foodservice Summary

- Continued Growth on Focus Six Platforms with Operator First Innovation & Renovation
- Channel Growth Opportunities
- Flour Index Pricing a Modest Benefit in F18
- F18 Goals:
 - Organic Net Sales*: +1 to +2%
 - Segment Operating Profit Margin: Higher



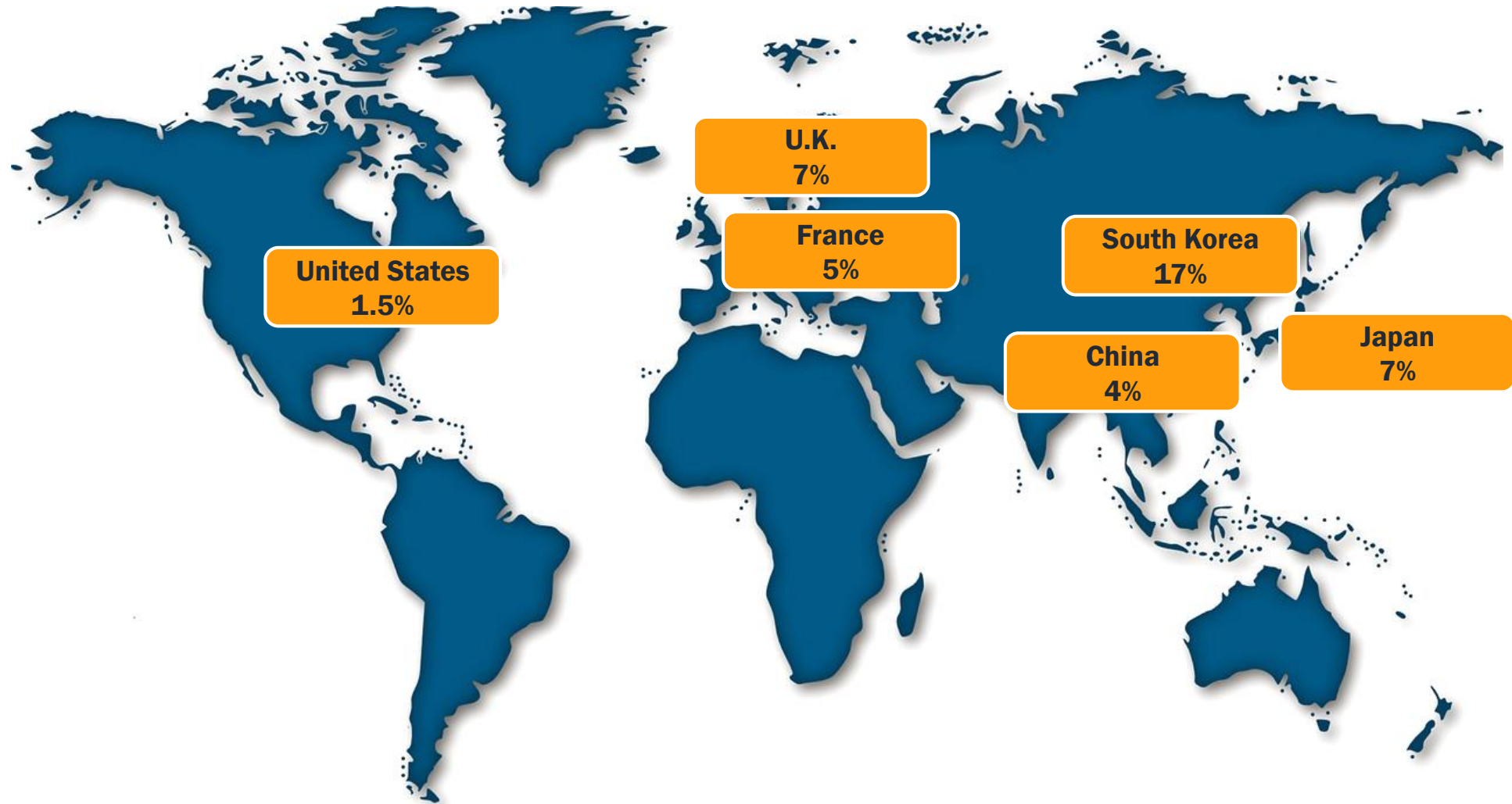


E-COMMERCE



Global E-commerce Landscape

PERCENTAGE OF FOOD & BEVERAGE ONLINE SALES





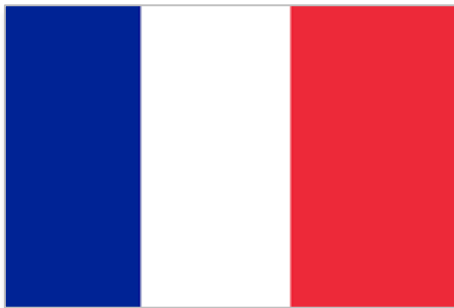
Market Landscape

EUROPE

Delivery



Drive



ASIA



U.S.

Pure Play



Brick & Mortar





General Mills Brands Play in Spearfishing and Full Basket

SPEARFISHING



FULL BASKET

- Single Items
- Hard to Find
- 1 - 2 Day Delivery

- Selling all Categories
- Big Brands Overindex
- Future Growth is Here





U.S. Landscape

CONSUMER



RETAILERS

Average Size of Consumer Purchase

In Store



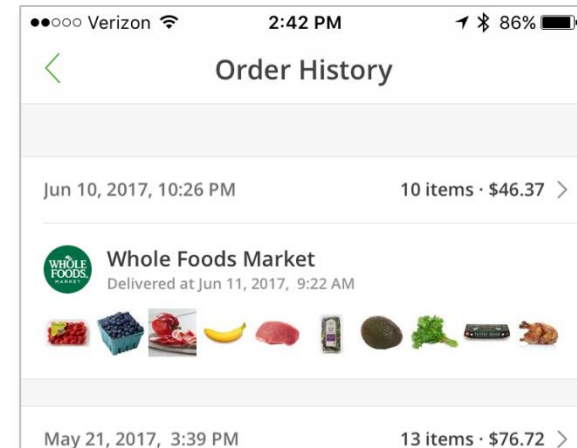
\$40

Online



\$150

MANUFACTURERS



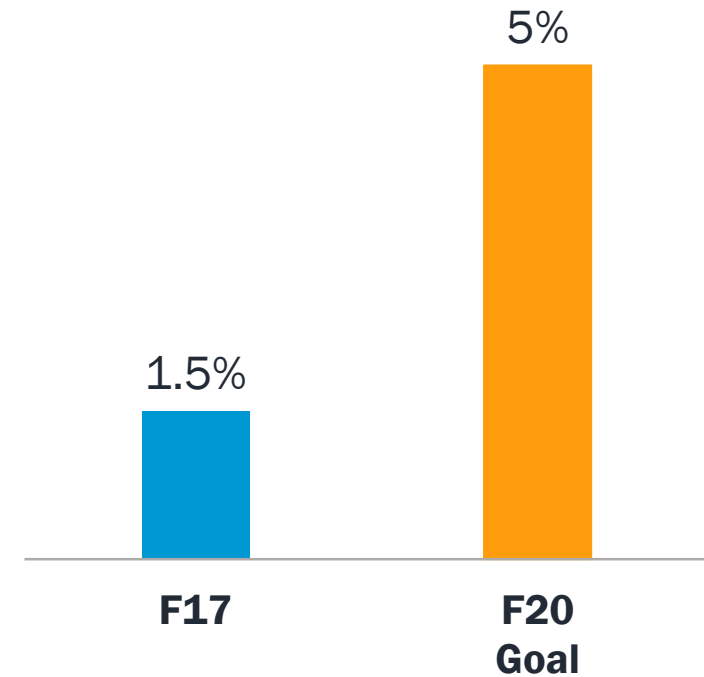


Winning the First Basket

- Lead the Digital Shelf
- Advantaged Shopper Influence
- Comprehensive Retailer Partnerships

E-COMMERCE PROJECTION

(Share of General Mills
U.S. Food Net Sales)



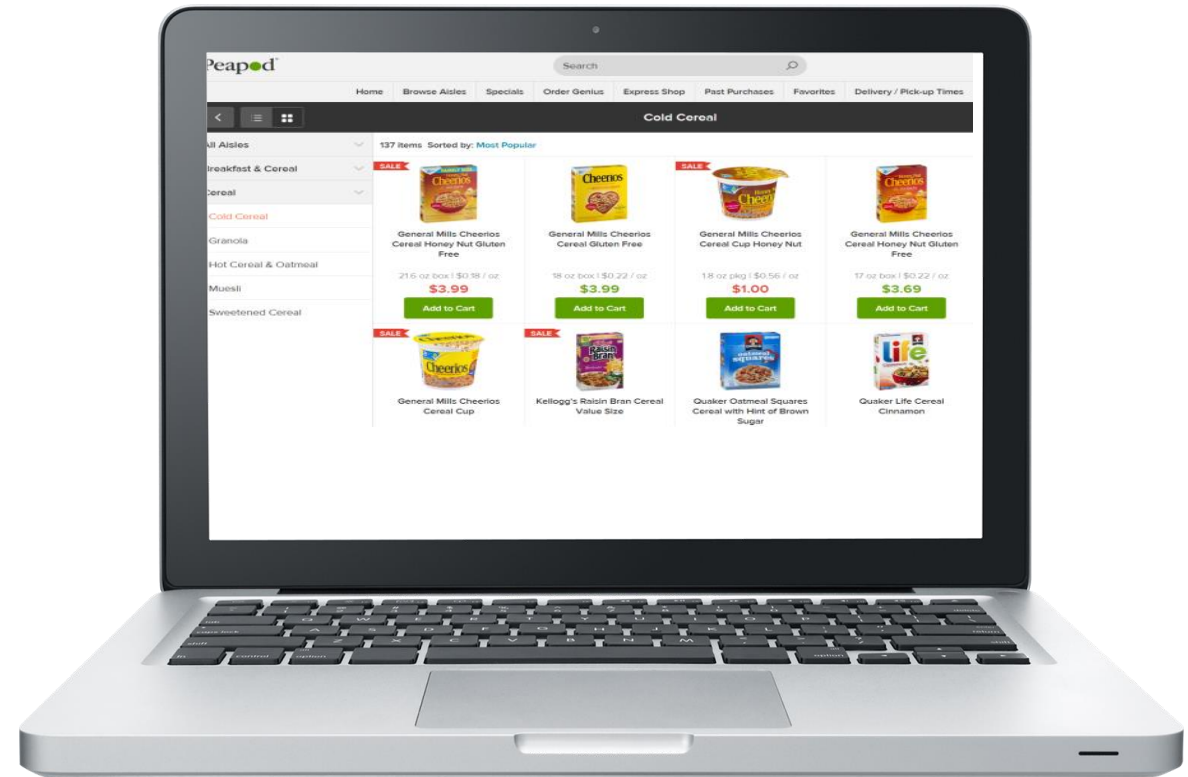


Lead the Digital Shelf

IN STORE



ONLINE



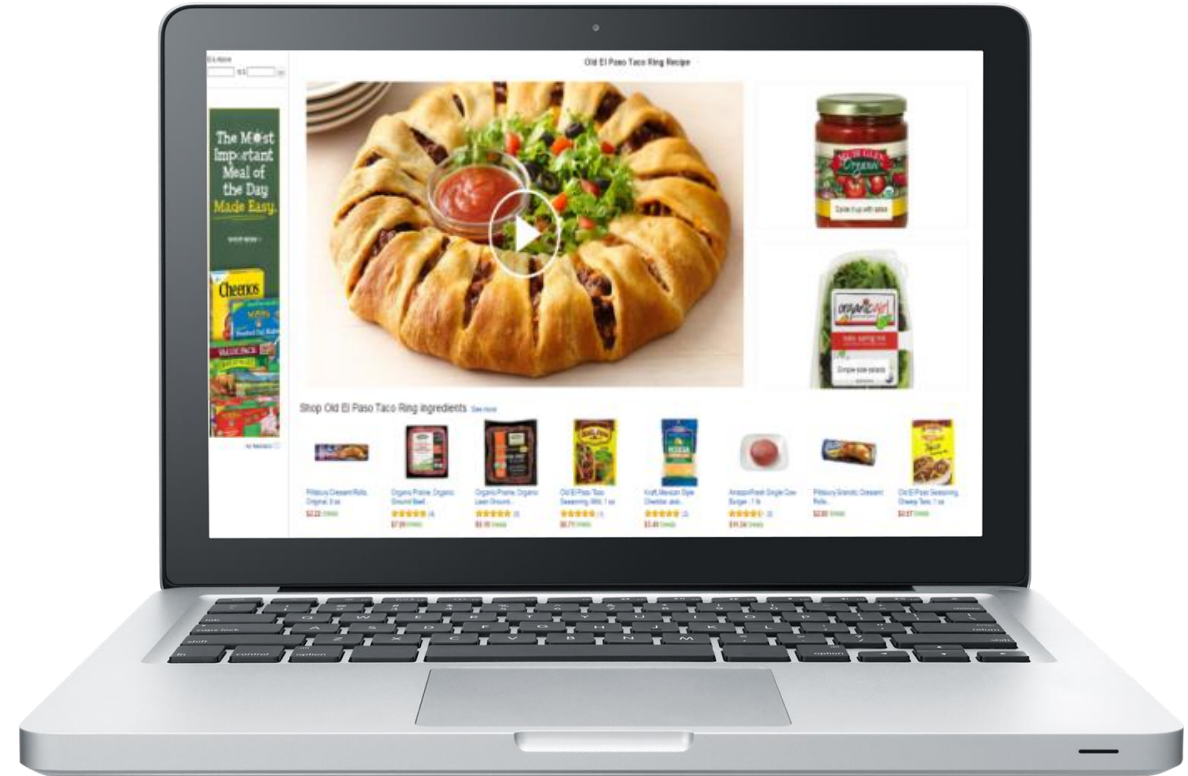


Advantaged Shopper Influence

IN STORE



ONLINE





Advantaged Shopper Influence

IN STORE



ONLINE





Comprehensive Retailer Partnerships

MARKET LEADERS

amazon.com®



instacart



MARKET SHARE INDEX

GENERAL MILLS
DOLLAR SHARE
(Index, In-store = 100)



LEAD THE FUTURE





-





E-commerce Summary

- Global Imperative
- Mission Critical
- Positioned to Win

