



Global RESPONSIBILITY 2022 SUMMARY





Jeffrey L. Harmening
Chairman, Chief
Executive Officer
General Mills

To our stakeholders

For more than 150 years, General Mills has been making food the world loves. For us that has always meant ensuring our food is a reflection of our ability to do good for our people, planet and communities. That central mission is at the heart of General Mills — and was never more important than it was in 2021.

Putting people first

In the face of the COVID-19 pandemic, our employees met the moment with resolve. They understood that under normal circumstances we dedicate ourselves to make food the world loves — but in the pandemic, we are also making food the world needs. We appreciate that millions of families are nourished by our food. So when disruptions in the global supply chain came, we committed ourselves to innovative and creative new approaches to ensure we could successfully deliver to meet our consumers' needs — and we did.

Our focus on putting people first extends beyond our consumers to across our entire value chain... the farmers who grow our ingredients, our employees, who are the heartbeat of General Mills and, of course, the communities we are proud to be a part of and serve. We took additional steps in 2021 to provide our employees with a safe workplace, to support their mental health and well-being, and to foster a culture of inclusion and belonging, so that employees could bring their unique selves to work every day and thrive.

Addressing inequality

We also continued our commitment to use our scale to drive sustainable and meaningful change on issues of racial and social injustice. We come to the table humble, understanding these are broad and complex issues. But we also come with resolve knowing that we have to be part of a larger collective effort if we hope to make significant progress in this space. We have made progress to target racial disparities in food security and its disproportionate impacts on communities of color, support nonprofit organizations that are working to bring about equity in education, and address representation and access opportunities within our own workforce. For example, through our Box Tops for Education program we are equipping teachers to identify and address racial bias, supporting programs to increase the number of teachers of color, and distributing funds to impact schools in need across our headquarters community in Minnesota.

Regenerating our planet

As extreme weather events occur with greater intensity and frequency around the world — with devastating effects on people and the natural resources necessary to produce food — we recognize that adopting more sustainable practices is not enough. We instead need to regenerate the world's resources to strengthen

ecosystems and community resilience. General Mills is leading the industry in advancing regenerative agriculture by partnering with farmers, advancing science, and measuring outcomes. We see regenerative agriculture driving significant impact on planetary health, people and in reaching our 2030 and 2050 climate targets.

In our 52nd year of reporting social and environmental performance to stakeholders, we remain committed to disclosing our progress, as well as our challenges. We continue to support key global efforts to advance the sustainability agenda, including the United Nations Global Compact, which we have endorsed since 2008.

While plenty of work remains to be done, we are optimistic. I am incredibly proud of the General Mills team that shows up every day with passion, care and ingenuity. We are inspired by the past and energized by the future we are shaping together. We understand we have a role to play — and we are more determined than ever to ensure the G in General Mills stands for Good.

Sincerely,

A handwritten signature in black ink, appearing to read "Jeff Harmening". The signature is fluid and cursive, with a long, sweeping underline.

Jeff

Highlights in fiscal 2021

At General Mills, we work to create holistic value throughout our supply chain, from agriculture and operations to our consumers and communities. Below are some highlights of our progress in fiscal 2021.

FOOD

96%

of our company-owned production facilities are Global Food Safety Initiative (GFSI) certified.



PLANET

115,000

acres enrolled in programs advancing regenerative management.



PEOPLE

50%

reduction in serious injuries at our production facilities and Innovation, Technology and Quality centers in fiscal 2021 compared to fiscal 2020.



COMMUNITY

\$98 million

We gave US\$98.3 million to charitable causes in fiscal 2021, including General Mills Foundation grants, corporate contributions and food donations.



41%

of General Mills global volume met the company's criteria as Nutrition-Forward Foods in fiscal 2021.



63%

renewable electricity sourced for our global operations.



51%

of professional positions and 33% of company officer positions are held by women globally.



41 million

Our product donations to food banks enabled 41 million meals around the world in fiscal 2021.



#1

General Mills is the largest provider of natural and organic packaged food in the U.S.*



89%

of General Mills packaging recyclable or reusable (by weight).



90%

of our employees say that General Mills is a great place to work, up 4% from 2020.



6 continents

Our strategic philanthropy and our community giving in General Mills hometown communities spanned six continents in fiscal 2021.



*Includes food for both humans and pets. Source: SPINS 06/23/2021, Total — US Mulo, Natural Enhanced Channel and Pet Channel.



At General Mills, our purpose is making food the world loves.

Our goal is to provide a diverse portfolio of products that contribute to the well-being of consumers. We are committed to making food with passion and putting people first by improving the variety, nutrient density, affordability and accessibility of our products.

General Mills produces and markets more than **100 consumer brands** in more than **100 countries** on **six continents**.

Meeting diverse consumer needs



General Mills is the **largest** provider of natural and organic packaged food in the U.S.*



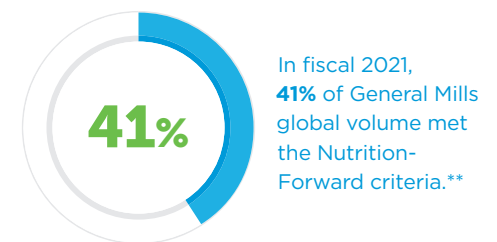
Blue Buffalo is the **leading** natural pet food brand in the U.S.



General Mills is the **third largest** producer of gluten-free products in the U.S.**

Global Health Reporting*

Our core belief about nutrient density and the nourishing power of food groups informs our internal criteria for Nutrition-Forward Foods.



*Global Health Reporting excludes our Pet segment.

**Nutrition-Forward Foods must meet the following criteria per labeled serving:

- At least 8 grams of whole grain, a ½ serving of low-fat or nonfat dairy per regional definition, or a ½ serving of fruits, vegetables or nuts/seeds. (22% met these criteria.)
- or —
- Meet U.S. Food and Drug Administration's Healthy criteria: 21 Code of Federal Regulations 101.65. (19% met these criteria.)

*Includes food for both humans and pets. Source: SPINS 52 WE 12/26/2021, Total — US Mulo, Natural Enhanced Channel and Pet Channel.

**Nielsen xAOC; 52 weeks ending 12/25/2021.



Our goal is to create resilience for people, the planet and our business.

Our business is rooted in the earth and has the power to help restore it. We are focused on regeneration, a path to provide promising solutions for the planet, its resources and its people.

Commitments and fiscal 2021 progress

Greenhouse gas



Reduce value chain greenhouse gas emissions by 30% by 2030

F21 progress: 2% increase vs 2020 baseline

Regenerative agriculture



Advance regenerative agriculture on 1 million acres of farmland by 2030

F21 progress: 115,000 acres enrolled in programs advancing regenerative management

Packaging



General Mills brands will design 100% of packaging to be recyclable or reusable by 2030 (by weight)

F21 progress: 89% achieved

Water



Champion activation of water stewardship plans for the most at-risk watersheds by 2025

F21 progress: 3 of our 10 priority watersheds have active water stewardship plans in place

Renewable electricity



Source 100% renewable electricity for our global operations by 2030

F21 progress: 63% achieved

Food waste



Reduce food waste in our operations by 50% by 2030

F21 progress: 24% reduction vs 2020 baseline

Zero waste to landfill



Achieve zero waste to landfill at all owned production facilities by 2025

F21 progress: 28% achieved

Animal welfare



Purchase 100% cage-free or free-range eggs for our global operations by 2025

2021 progress*: 61% contracted

*Cage-free egg progress based on calendar year 2021

Human rights



Assess and address our human rights impacts in alignment with the United Nations Guiding Principles on Business and Human Rights

F21 progress: ongoing





People

We create a seat at the table for all our employees.

At General Mills, it's all about our people. We're proud of our efforts to create a safe, inclusive and rewarding workplace. The COVID-19 pandemic and recent social inequalities have focused and strengthened our resolve to put people first and make a positive impact in all our communities around the world.



Workplace safety

50% reduction in serious injuries at our production facilities and Innovation, Technology and Quality centers in fiscal 2021 compared to fiscal 2020.



Global inclusion

51% of professional positions and 33% of company officer positions are held by women globally.



Employee development

90% of our employees* say that General Mills is a great place to work, up 4% from 2020.

*Global survey of salaried employees, March 2021.

Our commitment to racial equity



EQUITABLE FOOD ACCESS

Our commitment: We will direct our philanthropy to work locally and nationally with food banks and anti-hunger organizations to address food insecurity that disproportionately impacts communities of color. See our actions in the Community section of this report. Photo credit: Feeding America



EQUITY IN EDUCATION

Our commitment: Box Tops for Education™ will build on its legacy of giving nearly US\$1 billion to schools, with a renewed focus on creating greater equity in education for kids of color so they can reach their full potential. Learn more in the Community section of this report.



EQUITY IN REPRESENTATION

Our commitment: We will address representation and access opportunities at General Mills in the U.S. by:

- **Doubling** the representation of our Black managers
- **Increasing** our minority representation to 25%
- **Doubling** our spend with minority-owned suppliers



Community

We work to harness the power of food for good.

We are deeply committed to the communities where we live, operate and from which we source our ingredients. Our philanthropic partnerships and employee engagement remain anchored in advancing equity to build strong and resilient communities.



41 million meals

Our food donations to nonprofit food banks enabled 41 million meals around the world in fiscal 2021.

\$98 million

We gave US\$98.3 million to charitable causes in fiscal 2021, including General Mills Foundation grants, corporate contributions and food product donations.

Our Global Philanthropic Focus Areas



Alleviating hunger globally –

Connecting people in need with food and meals, promoting surplus food redistribution, closing racial disparities in food access.



Strengthening hometown communities –

Giving and engaging in the communities where our employees live and work, responding when natural disasters strike our operating communities.



Regenerating ecosystems –

Empowering food growers, regenerating ecosystems and protecting the Earth's natural resources.

6 continents

reached and impacted in 2021 by General Mills food donations and other anti-hunger initiatives.

50 hometowns

50+ General Mills hometown communities strengthened in 2021 with local grants.

58,400 smallholder farmers

in our ingredient sourcing regions were reached with programs to build farm and farmer resiliency, family well-being and livelihoods.



[Learn more at GeneralMills.com](https://www.GeneralMills.com)



Dow Jones Sustainability
Index Member



America's Most
JUST Companies



100 Best
Corporate Citizens



Newsweek's Most
Responsible Companies



CDP Climate
Change A List



CDP Water
Security A List

Recognitions as of December 31, 2021



General Mills
Number One General Mills Boulevard
Minneapolis, MN 55426-1347

Printed on recycled paper.
Contains 10 percent post-consumer waste.
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