



Steven Peterson

Director of Sourcing Sustainability, General Mills, Inc.

Chairman, Field To Market, the Alliance for Sustainability Agriculture

our **Challenges**

our **Image**

our **Future**

A GROWING RESPONSIBILITY

A Commercial Perspective:

Working Together To Meet Consumer Demands



Fertilizer Industry
Round Table



The Fertilizer Institute
Nourish, Replenish, Grow



General Mills Sustainability Fertilizer Industry Round Table



November, 2014

General Mills at-a-glance

We produce and market more than 100 consumer brands in more than 100 countries on six continents.



\$17.8
billion

Global net sales*

\$1.9
billion

Net earnings

\$153
million

Community contributions

41,000
employees

About half work outside the United States

100+
consumer brands

Our many brands can be found in more than 100 countries on six continents

\$5.2
billion

Net sales for our international business segment*

147
years

We have been making lives healthier, easier and richer for more than a century.



*Excludes \$1.3 billion proportionate share of joint venture sales
All figures represent fiscal 2013 results and U.S. dollars.



My Farm



Food's Big Impact



40%
World's Land

70%
World's Water

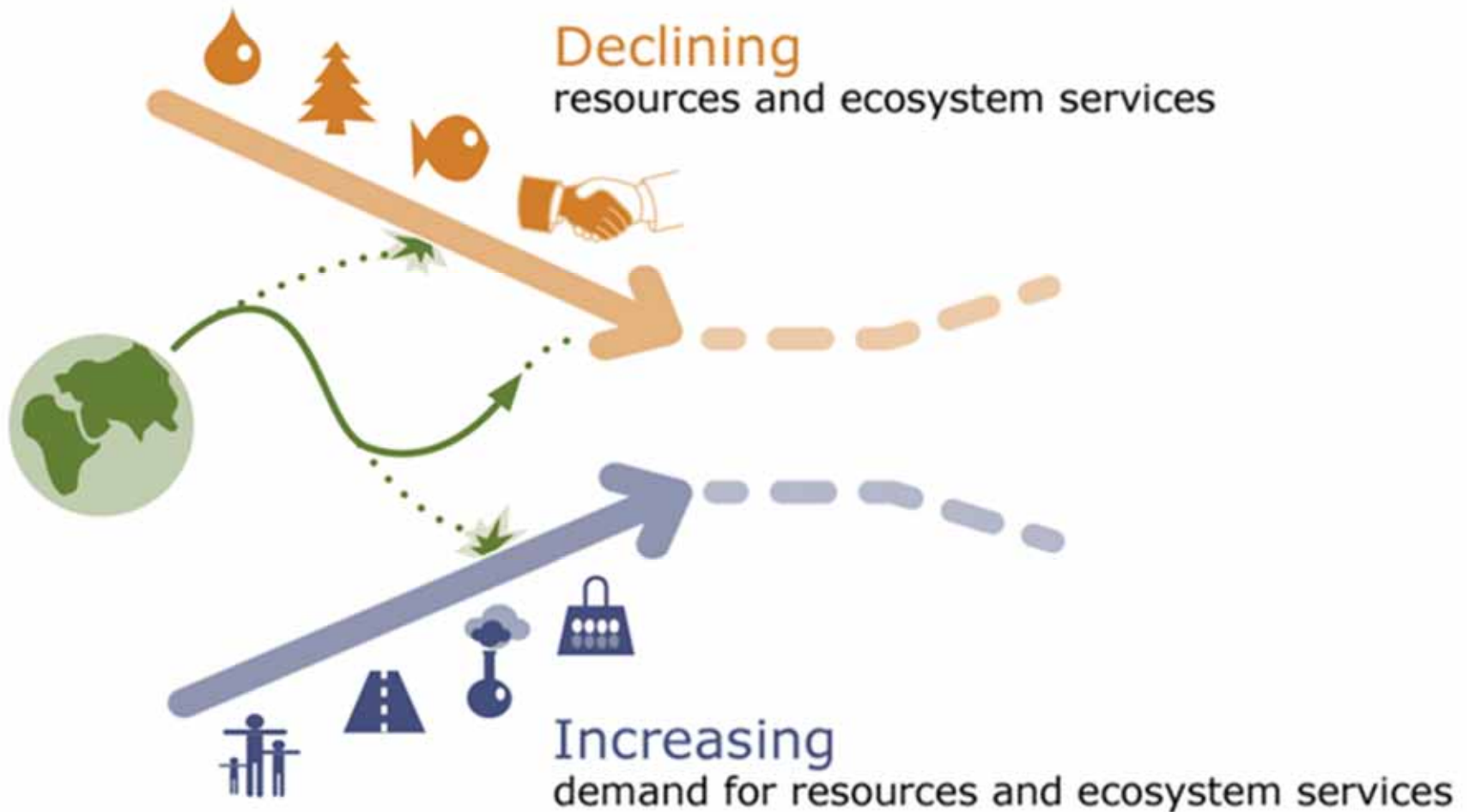


1/3
Greenhouse Gases



120 Billion Pounds
Food Waste

The Sustainability Imperative



Our Mission: Nourishing Lives



HEALTH

Nourishment we provide



COMMUNITIES

People we serve



ENVIRONMENT

Planet we share



www.csr.genmills.co



Conserve Resources and Strengthen Communities Upon Which our Business Depends



Economic Efficiencies



Risk Management

Value
Levers



Growth



Internal Supply Chain Metrics

F12 Results v F15 Goals

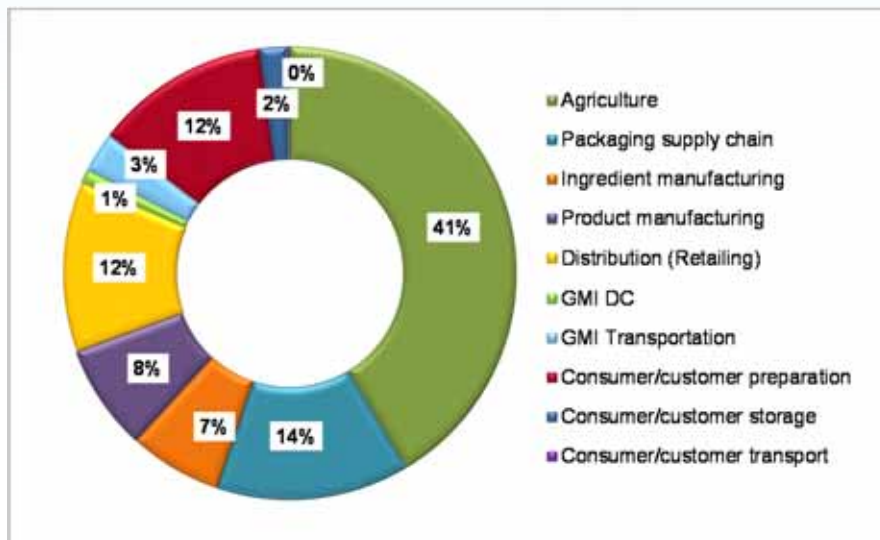
	Waste (lbs waste/lbs produced)	Water (gallons/lbs produced)	Energy (Kwh/lbs produced)	Greenhouse Gas (m-Tons/lbs produced)	Packaging (% Improved)	Logistics (gallons/ton shipped)
2015 Goals	-50%	-20%	-20%	-20%	40%	-35%
F12 Total Co	-40%	-10%	-10%	-11%	52%	-17%

- ✓ Extend Packaging Metric to 60% by 2015
- ✓ Volume deleverage -7% F12 v F10
- ✓ Energy team Big G

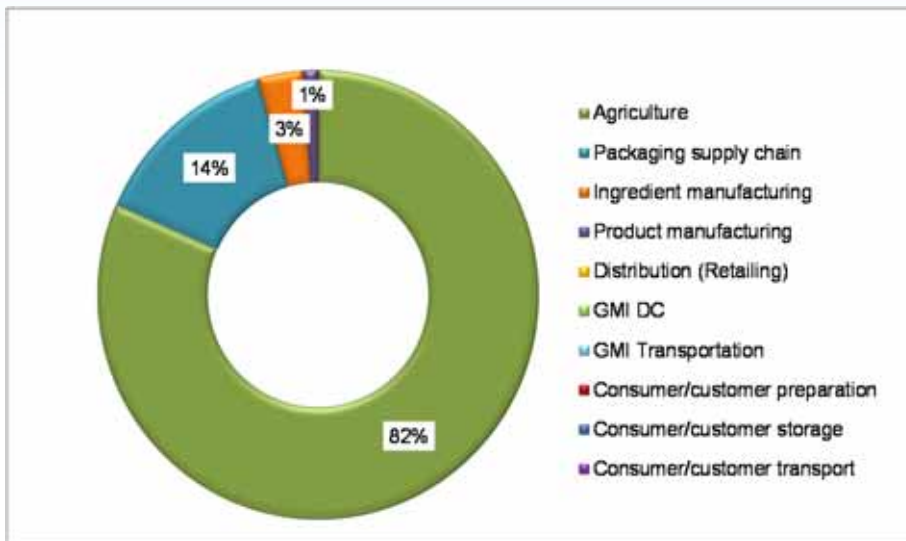


Why Sourcing Matters

GHG Emissions



Water Consumption



GMI is working on Sustainability programs across:

75% of our GHG footprint

99% of our water consumption





Sourcing

Health
Environment
Sourcing
Workplace
Communities



OUR GOAL is to sustainably source the raw materials we use in our products. **We are committed to sustainably sourcing 100 percent of our 10 priority ingredients by 2020.**

Our Strategies

- **Increase** sustainability of ingredients
- **Collaborate to improve** global water stewardship
- **Advance** socially responsible supply chains





Increasing sustainability of ingredients

Health
Environment
Sourcing
Workplace
Communities

Sustainable sourcing commitment

These ingredients 100% sustainably sourced by 2020 (palm oil by 2015).

Developing world



Vanilla



Cocoa



Palm oil



Sugarcane

Developed world



Oats



Dry milled corn



U.S. wheat



Dairy (fluid milk)



U.S. sugar beets



Fiber packaging

Performance dashboard

PHASE 1

Assessment

PHASE 2

Strategy
formation

PHASE 3

Transformation

PHASE 4

Monitoring
& evaluation



Definitions of Sustainability

Certification



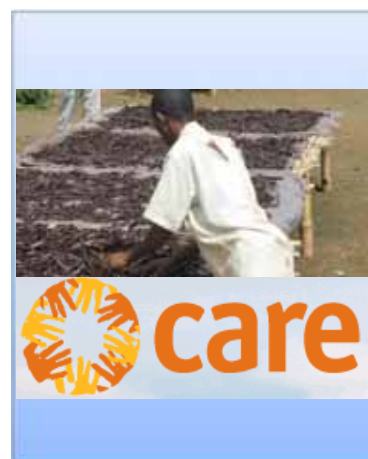
- Sugarcane
- Palm Oil

Continuous Improvement



- Row Crops:
oats, wheat, sugar
beets, corn
- Dairy

Origin Direct Investment



- Vanilla
- Cocoa

Self Verification



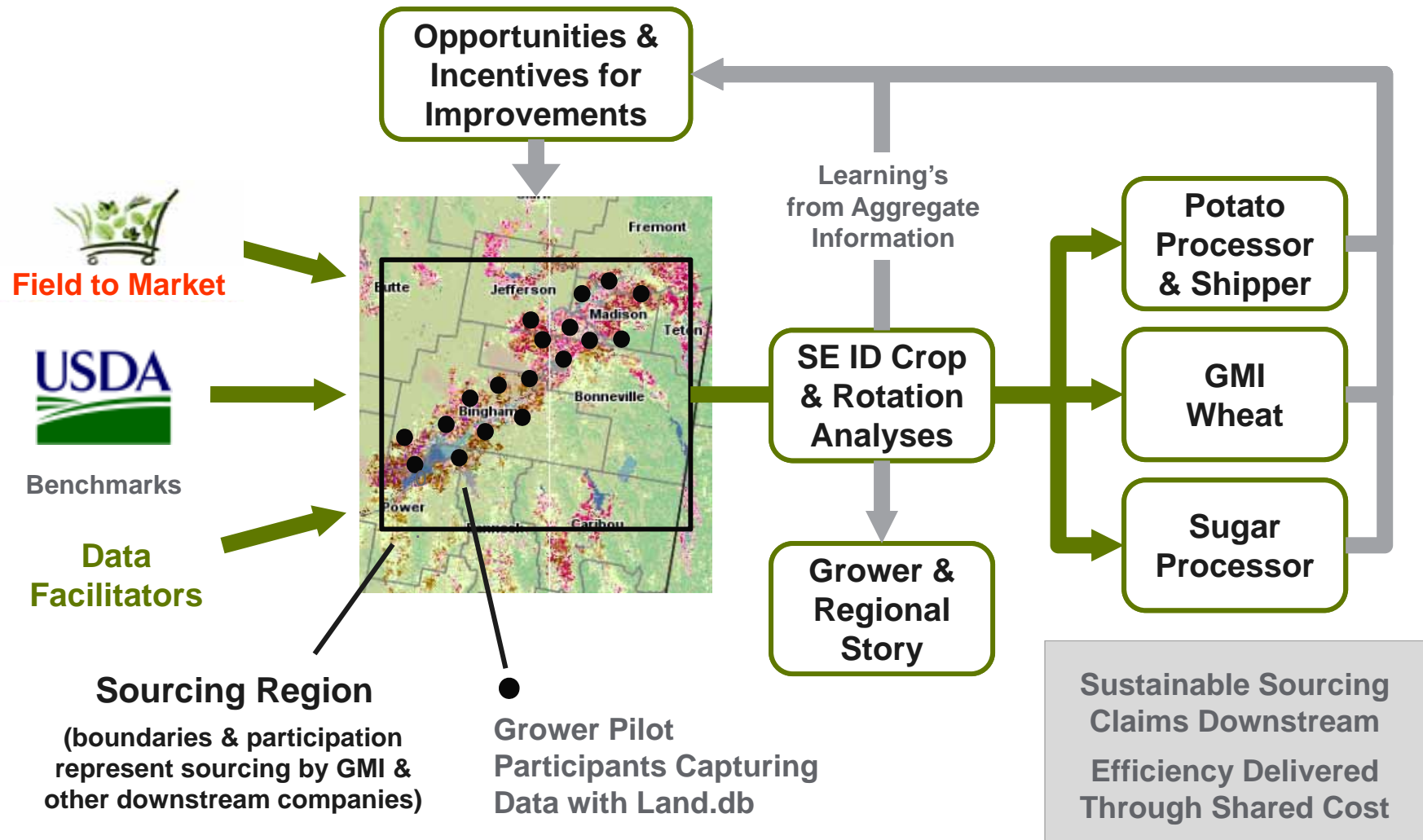
- Fiber Packaging
- Animal welfare



The Power of Field to Market



Idaho Regional Engagement: “Paving the Way” for FTM



Outcome-based Idaho Wheat Scorecards

Yield (bu/ac)	
District	Pilot Program
99	112

+13%



Field to Market

Idaho Spring Wheat Program Advantage over District & State Average						
	Land Use	Soil Conservation	Soil Carbon	Energy Use	GHG Emissions	Irrigation Water Use
	acres/bu	tons/bu	SCI	BTU/bu	lbs CO ₂ eq/bu	ac-in/bu
Compared to District	+12%	+1%	+8%	+9%	-2%	+49%
	+29%	+22%	+8%	-46%	-38%	+25%

©2012 Syngenta Crop Protection, LLC. P.O. Box 18300, Greensboro, NC 27419.

Note: District benchmarks reflect irrigated wheat for SE Idaho whereas State benchmarks represent the average of dryland & irrigated wheat for Idaho



% increase in performance



% decrease in performance

SE Idaho Pilot Growers have a great story to tell!



Analyzing the Sustainability Story of Southern Idaho Wheat Production

The Big Picture: Producers Making a Difference

Why measure?

Global attention to agriculture's impact on the environment is turning to each individual's contribution. We live in a resource constrained world with an increasing population. To meet the future demand for food, we must increase efficient production while sustaining our natural resources.

How are we doing? (Focus areas & progress)

- Program is now in it's fifth year of data collection
- Expansion of rotational crops to include spring wheat, winter wheat, potatoes, sugar beets and barley
- Individual Grower Reports provide relevant feedback to each grower and Grower Workshops provide guidance for improvements

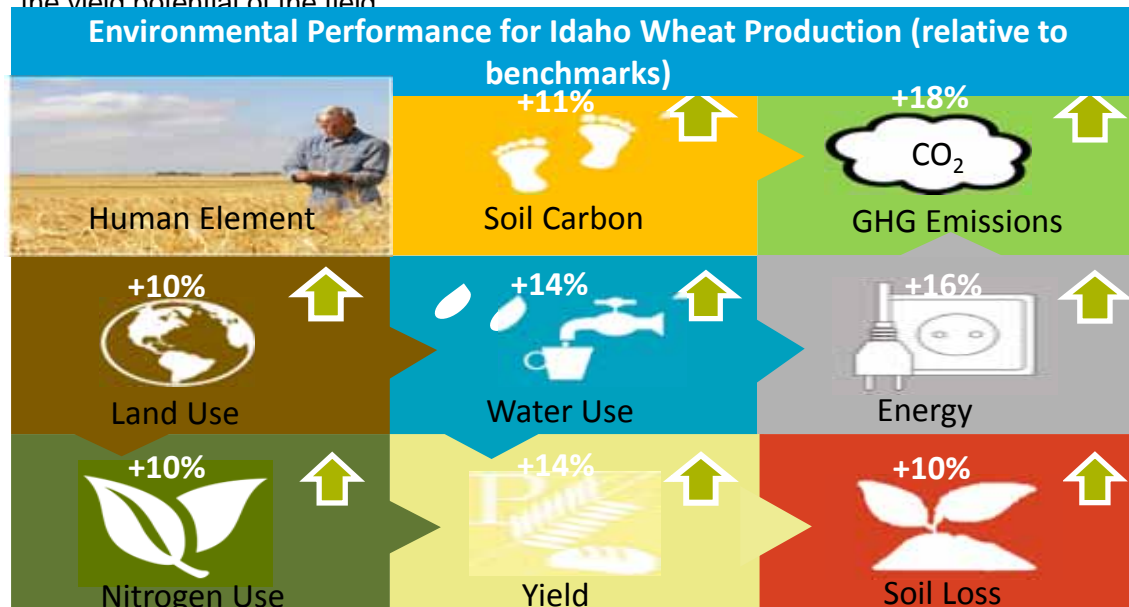
What have we learned? (Understanding trade-offs & opportunities)

- Baseline datasets need a minimum of three years of data, with 4-5 years of data preferred
- Economics, weather and rotation have major influence on sustainability.
- Other contributing factors include quality attributes, pest pressure and the yield potential of the field.



Did you Know?

Wheat is utilized in dozens of consumer food products and worth more than \$500 million dollars to the Idaho economy.



Notes: This evaluation benchmarks pilot participants relative to the 5 year average for the corresponding Crop Reporting Districts. A positive value (upward arrow) suggests improvement in performance and a negative value suggests a decline in performance.



GMI's 7 Regional Engagements

- Snake River (SE Idaho):
 - **Wheat:**
 - 115,000 acres
 - Wheat, potatoes, sugar beets & barley
 - Partner: Syngenta
- Western Canada: Manitoba & Saskatchewan:
 - Cereal grain: **Oats** & wheat
 - Oil: Canola
 - Pulses: Peas & Lentils
 - Partners: Pulse Canada, Canola Growers, POGA, Farmers Edge & Agri-Trend
- Red River Valley:
 - **Sugar Beets,**
 - Partners: RRVSGA & American Crystal Sugar
- N Plains:
 - **Wheat** & canola
 - Partners: ADM, **CHS?**
- Ohio:
 - **Wheat**, corn & soy
 - Mennel Milling, EDF, Syngenta & Farmers Edge
- Wisconsin:
 - **Dry Milled Corn** & soy
 - Didion Milling
- S Plains:
 - Under construction
 - **Wheat**



Thank You & Contacts

- Global Responsibility Report

http://www.generalmills.com/~media/Files/CSR/2013_global_respon_report.ashx

- 10 x 20 Press Release

http://www.generalmills.com/Home/ChannelG/NewsReleases/Library/2013/September/sourcing_10

- Steve.Peterson@genmills.com

