



financial guidelines and support our environmental objectives. Overall, we generated more than 117 million kWh of renewable energy onsite in 2016, almost 4 percent of our total energy usage.

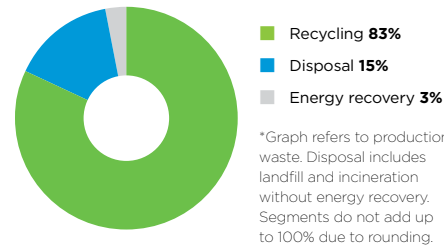
Waste reduction: We also work to decrease waste, which saves money and materials and decreases our overall GHG emissions.

Worldwide, at the end of fiscal 2016, seven General Mills production facilities (about 12 percent of the global total) met our zero-waste-to-landfill criteria.³ We continue working to meet our target to achieve zero waste to landfill at 30 percent of our owned production facilities by 2020 and 100 percent by 2025.

³These facilities sent no waste to landfill or incineration without energy recovery.

To view additional data about GHG emissions, energy usage in our directly controlled operations, and water and solid waste, see the [Environmental Data Summary](#).

Solid waste by disposition* (% of 2016 global total)



G4-EN2, EN3, EN5, EN6, EN19, EN23

3/2/1 targets

All General Mills-owned production facilities have ongoing annual targets to:

2016 results** (% change compared to 2015)

Reduce production solid waste generation by 3 percent*	17% increase
Reduce energy use by 2 percent*	0%
Reduce water use by 1 percent*	12% increase

For additional data, see the [Environmental Data Summary](#).

*Normalized to production

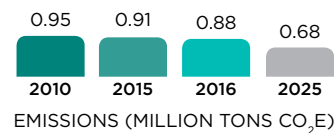
**Increases in the solid waste generation and water use rates are due to a decrease in overall production during the year, combined with the addition of several new product line start-ups. Increased sanitation cycles also impacted the water use rate.



Shipping (6% of total value chain GHG emissions)

Transporting ingredients to our facilities and our products on to stores

GENERAL MILLS' LEVEL OF INFLUENCE: **HIGH**



KEY DRIVERS (% OF EMISSIONS)



We work with our suppliers, co-packers, transportation providers and customers to reduce the environmental impact of shipping our products around the world.

Performance: Greenhouse gas emissions decreased 8 percent in 2016 compared to our 2010 baseline, due to shifts to more efficient transport modes and improvements in truck fuel efficiency.

Strategies:

- Optimizing transportation modes, including moving loads to modes with less impact, such as from truck to rail or ship.
- Using innovative technologies such as lightweight truck cabs and semitrailers powered by compressed natural gas.

- Collaborating with suppliers and customers to increase capacity utilization and providing customers incentives through our Direct Plant Ship program.
- Prioritizing shippers with strong environmental credentials. In North America, 80 percent of our spending on product transport providers is with **SmartWay** certified carriers.



- Improving logistics planning by regionally sourcing products, filling trucks more completely and using load optimization software.

G4-EN19, EN30