



# Global Responsibility Report

2026





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# Letter from our Chairman and CEO



Jeffrey L. Harmening  
Chairman, Chief Executive Officer  
General Mills

For 160 years, General Mills has been making food the world loves while ensuring the “G” in our logo stands for Good. With more than 100 brands and operations in over 100 countries, we offer a wide variety of foods to nourish people and their pets — all with a focus on taste, value, health and convenience. Standing for Good is a key element of our enterprise strategy, which aims to drive sustainable growth and long-term value for our stakeholders.

## Our food

We remain focused on offering a diverse portfolio of products that meet a variety of consumer preferences and needs — all made with the highest standards of safety and quality.

We are also leading the way in improving nutrition. We proudly have the largest natural and organic food portfolio in the U.S. and are the leading provider of whole grains to Americans, delivering 39 million whole grain servings daily through our Big G cereals.

As a company, we work to provide transparent and up-to-date information about our food when and where consumers want it. One example is our commitment to remove certified colors from our foods. Ahead of schedule, as of March 2026, all our K-12 school foods are now made without certified colors, and we remain on track to remove certified colors from all our U.S. cereals by summer 2026 and from our full U.S. retail portfolio by the end of 2027.

Consumers have and always will be at the center of our business. We’re proud of our brands and equally proud of the trust consumers place in us, which is well-founded.

## Standing for people

From our employees and plant communities to the families who enjoy our food and the farmers behind the ingredients that make them delicious, General Mills always puts people first.

Our values — Win Together, Continuously Innovate, Champion Belonging and Do the Right Thing, All the Time — reinforce who we are, how we treat each other and what we aspire to be as a company. These intentions, together with our investment in learning, innovation and collaboration, help our employees thrive and propel General Mills’ growth.

We also hold ourselves to the highest standards and aim to make a positive difference, respecting human rights, business integrity, and strengthening our hometowns through employee volunteerism and giving.

## Standing for planet

As a food company, General Mills depends on the health and well-being of our planet, so we continue to invest in landscapes and ecosystems to build resilience for nature, climate and communities.

While you’ll learn more in the pages that follow, in 2025, we advanced progress on our planetary commitments, including regenerative agriculture, climate action and recyclable packaging. We also achieved zero-waste-to-landfill at our owned manufacturing facilities globally, further reducing environmental impact.

In our 56th year of reporting social and environmental performance, we remain committed to disclosing our progress, as well as our challenges. I’m energized and inspired by what we have done and remain committed to the strategies in place to continue to provide families with food they love while standing for good.

Sincerely,

Jeff Harmening



# Company overview

**\$19.5 billion**

fiscal 2025 net sales

**8**

**brands**

that each generate more than \$1 billion in annual retail sales

**100+**

**global markets**

enjoy General Mills brands

**30K+**

**employees**

bring passion and creativity to work each day

## Our Accelerate Strategy

Our Purpose		Making Food the World Loves		
Where to Play	Core Markets	Global Platforms	Local Gems	Portfolio Reshaping
How to Win	Boldly Building Brands	Relentlessly Innovating	Unleashing Our Scale	Standing for Good
Shareholder Value	Organic Net Sales* +2 to 3%	Adj. Op. Profit* +MSD%**	Adj. Diluted EPS* +MSD to HSD%**	Maintain Capital Discipline

\*Non-GAAP measures.

\*\*Constant-currency growth rates.

## Standing For Good



**STANDING FOR PEOPLE**

We thrive when our employees and the communities where we live and work are healthy and vibrant.



**Hunger Relief**

General Mills is focused on improving community food security.



**Box Tops for Education**

General Mills is providing support to teachers and schools in need.



**Belonging**

General Mills is committed to advancing our culture of belonging and creating positive impact in hometowns where we live and work.



**STANDING FOR PLANET**

Our business is dependent on Mother Nature. We are working from the ground up to solve today's food and agricultural challenges to build a resilient future.



**Regenerative Agriculture**

General Mills is working to advance an ecosystem of good on farms and ranches — and measure its impact.



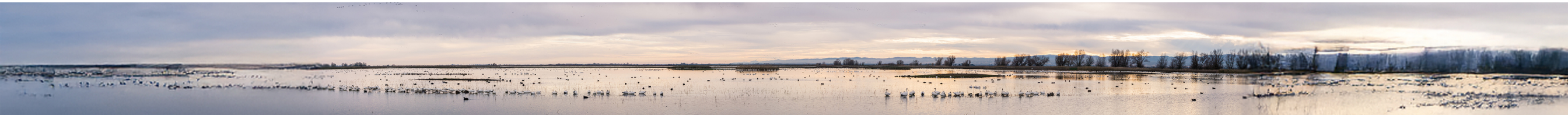
**Climate Action**

General Mills is looking beyond our walls — from farm to fork and beyond — to reduce greenhouse gas emissions and create positive planetary outcomes.



**Recyclable or Reusable Packaging**

General Mills is innovating in packaging design to reduce environmental impact.



# Fiscal 2025 highlights



**100%**

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

**27 million**

meals were enabled by donations of General Mills food worldwide during 2025.

**#1**

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



**800,000+**

acres engaged in programming designed to advance regenerative agriculture.

**98%**

of electricity use for our global operations addressed.\*\*

**95%**

of General Mills packaging designed to be recyclable or reusable (by weight).\*\*\*



**\$83.2 million**

in charitable giving contributed by General Mills worldwide in fiscal 2025, including food donations and philanthropic funding.

**46**

Invested in 46 General Mills hometown (operating) communities around the globe in fiscal 2025.

**86%**

of our employees say that General Mills is a great place to work.\*\*\*\*



## Awards and recognition

General Mills was recognized by TIME as one of the World's Best Companies in 2025. General Mills ranked within the top five companies in the U.S. Food & Beverage category for the third consecutive year, and in 2025 we also received the highest score in Sustainability Transparency in the Food & Beverage category. [Learn more.](#)



Listed below are a few of the additional awards and recognition General Mills received in 2025\*:

- Civic 50, Points of Light
- Early Talent Award, Handshake
- [EcoVadis Bronze Medal](#)
- Member of FTSE4Good
- S&P Global Sustainability Yearbook

\*Recognition as of December 2025.

\*Includes food for both humans and pets. Sources: SPINS Mulo+Natural Channel (Natural Products Industry) 52 weeks ending 5/25/2025 and NIQ Pet+ Channel, 52 weeks ending 5/24/2025.

\*\*98% of electricity use for our global operations addressed through direct operational measures and application of renewable energy certificates (RECs).

\*\*\*Progress reflects approximately 96% of total General Mills packaging spend; excludes some international markets and new acquisitions, where data capabilities are being developed. Fiscal 2025 data excludes Yoplait packaging due to divestiture of the business.

\*\*\*\*Global survey of salaried employees, October 2025.



# Fiscal 2025 report dashboard

Throughout the year, General Mills has continued our work to stand for good across our value chain, from agriculture and operations to our consumers and communities. Below is a summary of our progress in fiscal 2025. This table does not cover all metrics contained in the report; it includes key commitments and goals as well as select performance indicators in areas of importance to General Mills and our stakeholders. Please refer to each section of the report for details and definitions on these and other metrics.

Section	Commitment/goal or key performance indicator	2025 Progress
Food	Achieve Global Food Safety Initiative (GFSI) certification of all company-owned facilities	100%
	Global volume meeting criteria as Nutrition-Forward Foods (% of global volume)	45%
	Ranking of largest natural and organic packaged food providers in the U.S.*	#1
	Meals enabled by donations of General Mills surplus food worldwide (# of meals)	27 million
	Enable 30 billion meals by 2030 through food donations and philanthropic partnerships (cumulative # of meals since 2019)	58 billion
Planet	Reduce value chain greenhouse gas emissions by 30% by 2030 vs. 2020 baseline (% reduction)	14%
	No deforestation in palm, cocoa and fiber supply chains by December 2025: Palm (as of December 2024)	96.8%
	No deforestation in palm, cocoa and fiber supply chains by December 2025: Cocoa (as of December 2024)	88.0%
	No deforestation in palm, cocoa and fiber supply chains by December 2025: Fiber (as of December 2024)	99.6%
	Advance regenerative agriculture on 1 million acres of farmland by 2030 (# of acres engaged in programming designed to advance regenerative agriculture)	800,000+
	All General Mills packaging designed to be recyclable or reusable by 2030 (% of global packaging)**	95%
	Champion the regeneration of water resources in priority watersheds	ongoing
	Address 100% of electricity use for our global operations by 2030 through direct operational measures and application of renewable energy certificates (% achieved)***	98%
	Achieve zero waste to landfill at all owned production facilities by 2025 (% achieved)	100%
	Purchase 100% cage-free or free-range eggs for our retail operations globally (% contracted)	84%
People	Advance respect for human rights across our value chain	ongoing
	Percent of employees that say General Mills is great place to work	86%
	Amount of charitable giving (US\$)	\$83.2 million
	Number of hometown (operating) communities around the globe strengthened through General Mills philanthropy	46

\*Includes food for both humans and pets. Sources: SPINS Mulo+Natural Channel (Natural Products Industry) and NIQ Pet+ Channel, 52 weeks ending 5/25/2025.

\*\*Progress reflects approximately 96% of total General Mills packaging spend; excludes some international markets and new acquisitions, where data capabilities are being developed; excludes *Yoplait* packaging due to 2025 divestiture of the yogurt business.

\*\*\*The majority of the renewable energy certificates we purchase are from virtual power purchase agreements.



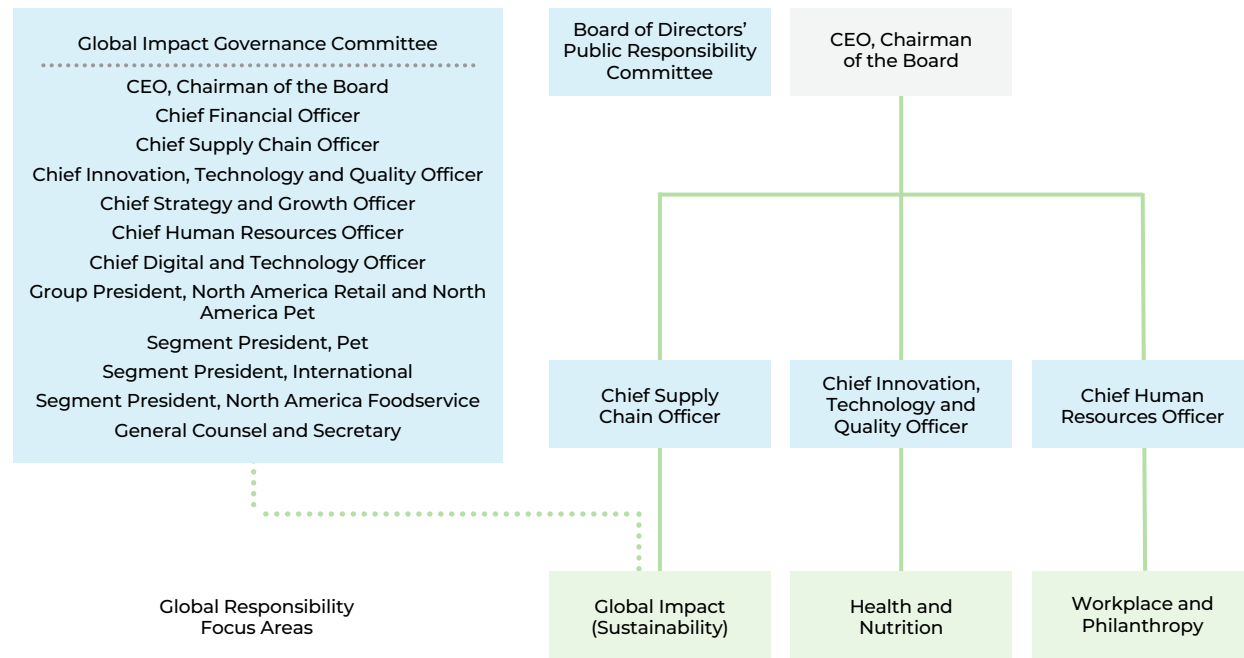
# Governance

The Global Impact Governance Committee, led by our Chairman and CEO and overseen by the Board of Directors' Public Responsibility Committee, is accountable for our global responsibility programs. The Board's Public Responsibility Committee provides extensive oversight and receives regular updates from the operating teams.

Our Chairman and CEO convenes the Global Impact Governance Committee at least three times per year. The purpose of the Committee is to establish, direct and oversee General Mills' position on matters of significance

to the company and its stakeholders concerning corporate social responsibility, environmental and sustainability issues, and philanthropy. Additional details about leadership and governance related to specific global responsibility issues are included in relevant sections of this report.

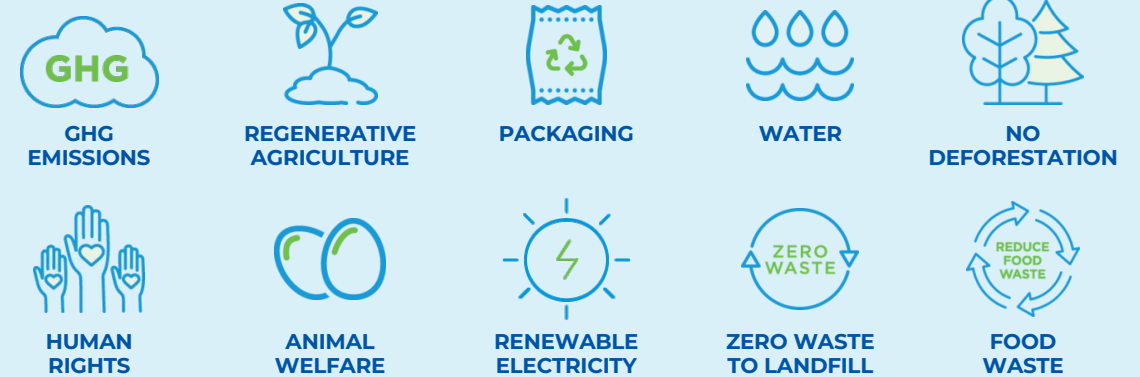
See [Corporate Governance](#) to learn more about the company's broader corporate governance structures and processes, including its [Public Responsibility Committee](#).



This graphic outlines governance and management of global responsibility focus areas at General Mills.

## Educating leaders and employees about our Global Impact priorities

We invest in our leaders and employees so they understand our sustainability priorities (see below) and their role in advancing toward our targets. For example, in 2025 we provided targeted learning for key teams, such as deeper education to support leaders implementing our [No deforestation](#) commitment (see page 45), an immersion experience for leaders in our Supply Chain organization with one of our transportation partners (see below), and support to enable technical readiness for our packaging glide path (see page 58).



In August 2025, employees visited an organic farm to learn about regenerative practices, such as cover cropping and integration of perennial crops like Kernza, as well as conservation efforts to protect pollinators. See details in the [Transparency](#) content on page 18 and the [Regenerative agriculture](#) content on pages 48-53.



Members of our Supply Chain team visited Schneider, one of our key transportation partners, to learn about how we're working together to reduce our environmental footprint and drive toward a more sustainable future. See details on page 61 about our efforts to reduce transportation emissions throughout our value chain.



# Stakeholder engagement

At General Mills, we engage with stakeholders to address shared issues — such as health and nutrition, climate change, regenerative agriculture, water stewardship, packaging and human rights — where collaboration is essential to achieving long-term, enduring progress. We work with other companies and organizations to shape standards across the consumer packaged goods industry, which elevates overall sector performance.

We engage on issues that affect our global responsibility strategy and where we can have a substantial positive impact. When engaging with stakeholders (see details on the next page), we assess potential alignment on objectives, organizational expertise, capacity, influence and willingness to collaborate.

## Key engagement topics

In 2025, we worked with a variety of stakeholders on key issues. A few examples are listed on this page. Additionally, our engagement on a range of public policy issues can be found in the [Public policy](#) content on page 13.

**Nutrition, food safety and food security:** We recognize that our customers, consumers, investors, employees, regulators and other stakeholders all seek information about our products and processes. We continued to increase transparency by providing information to key stakeholders when and where they need it, focusing on the ingredients we use and the nutritional benefits of our food (see details beginning on page 16). We engaged with stakeholders to provide science-based insights on key public health concepts, including nutrient density, fortification, whole grain and healthy dietary patterns, and advocated for strong nutrition standards in U.S. nutrition assistance programs

(see details on pages 13 and 20-24). We brought together more than 560 suppliers for [food safety](#) trainings (see details on page 19) and collaborated with partners to [alleviate hunger](#) by helping food banks grow capacity for food recovery and redistribution, supporting vibrant community food systems, and strengthening the reach and impact of school meals (see details beginning on page 28).

**Climate and regenerative agriculture:** We engaged with key partners across our value chain, such as our collaboration with Walmart and the National Fish and Wildlife Foundation (see details on page 50), and in targeted supply shed and watershed areas around the world to reduce climate impact and improve ecosystem health. See an overview of our engagement with key partners in targeted locations in the [Nature](#) content beginning on page 36, along with updates about our supplier engagement program in the [Climate change](#) content on pages 43-44, additional details about multiple stakeholder engagement programs across our priority supply sheds on pages 48-52, and highlights from partner engagements led by our natural and organic brands to increase biodiversity on pages 52-53.

**No deforestation:** We continued working with partners and suppliers, including support for smallholder farmers, to eliminate deforestation in our palm oil, cocoa/ chocolate, fiber packaging and vanilla supply sheds. See details in the [No deforestation](#) content beginning on page 45.

**Water stewardship:** We advanced our work in 15 priority watersheds around the world through engagements with key impact partners — see details in the [Water stewardship](#) content on pages 54-57.

**Packaging:** We continued our investment in a state-of-the-art plastics recycling plant to improve recycling infrastructure and our leadership role in the Circular Action Alliance, a nonprofit producer responsibility organization. See additional [packaging-related collaboration](#) details beginning on page 58.

**Energy efficiency and waste reduction:** We continued our Energy One partnership to improve the efficiency of our operations, and our employees collaborated with partners to achieve our zero-waste-to-landfill commitment

at all our manufacturing facilities around the world — see [Sustainable operations](#) details on pages 61-62.

**Human rights:** We engage with our suppliers and partners to advance respect for human rights, including through industry coalitions as well as with local partners to improve human rights and social outcomes in our ingredient supply sheds. See the Just Transition content below and details in the [Human rights](#) and [Responsible sourcing](#) content on pages 65-70.

## Engaging for a Just Transition

Across our company and supply chains, we engage with key stakeholders to achieve a Just Transition as part of our sustainability strategy, commitment to human rights and development of our employees:

- We engage with farmers and local communities, including Indigenous people, in the areas where we source our ingredients, including in our cocoa, fiber, palm oil, sugarcane and vanilla supply sheds (see details in [No deforestation](#) and [Human rights](#)).
- We work with partners and farmers to advance regenerative agriculture and water stewardship practices (see details in [Nature](#), [No deforestation](#), [Regenerative agriculture](#) and [Water stewardship](#)).
- We engage with partners and suppliers to integrate our climate strategy into our overall human rights ambitions (see page 66) and our [Climate Transition Action Plan](#).
- We regularly engage with stakeholders to assess our salient human rights issues (see page 66).
- We support our employees' development by educating them about their role in contributing to our Global Impact priorities (see page 7) and through training to build their digital skills (see page 75).

## Investor Day

In October 2025, approximately 60 investors came to General Mills headquarters in Minneapolis, Minnesota, for a day-long event focused on our Accelerate Strategy and our plans to deliver remarkable experiences for consumers. The event included presentations from senior leaders and a tour of our JFB Technical Center, as well as experiential stations designed to facilitate discussion between investors and the General Mills employees who are key to our innovations. Investors saw, smelled and tasted our food and gained insights directly from a range of employees, including business leaders, R&D experts and technology leads, as well as supply chain and sustainability leaders.

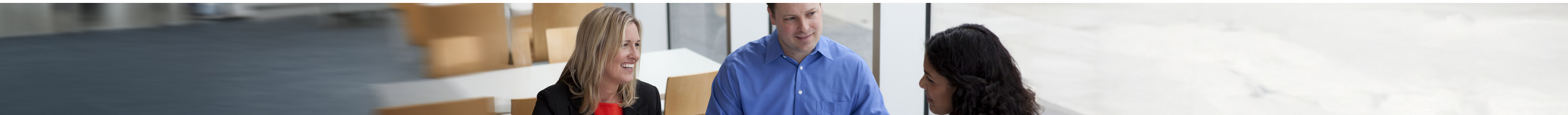


## We engage with stakeholders on a variety of issues

General Mills values stakeholder input and collaboration across a broad range of topics. Shown below are some of the ways we connect to address and advance our shared focus areas.

Stakeholders	Focus areas		Examples of how we engage	
<b>Communities</b>	<ul style="list-style-type: none"> <li>Employee volunteerism</li> <li>Food security</li> <li>Human rights*</li> </ul>	<ul style="list-style-type: none"> <li>Natural resource conservation, protection and regeneration</li> <li>Support for schools</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration with NGO partners to understand local input and needs in sourcing communities and investments to support targeted programs</li> <li>Corporate philanthropy and community events</li> <li>Dialogue with community leaders and support for local organizations in operating communities</li> </ul>	<ul style="list-style-type: none"> <li>Employee volunteerism, giving and matching gifts</li> <li>Ethics Line</li> <li>Product donations</li> </ul>
<b>Consumers</b>	<ul style="list-style-type: none"> <li>Consumer feedback/concerns</li> <li>Product labeling and responsible marketing</li> </ul>	<ul style="list-style-type: none"> <li>Product needs and preferences</li> </ul>	<ul style="list-style-type: none"> <li><a href="http://ask.generalmills.com">Ask.generalmills.com</a></li> <li>Consumer Care team interactions</li> </ul>	<ul style="list-style-type: none"> <li>Corporate and brand websites</li> <li>Social media</li> </ul>
<b>Customers</b>	<ul style="list-style-type: none"> <li>Industry partnerships</li> <li>Product innovation</li> </ul>	<ul style="list-style-type: none"> <li>Sustainability collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration to advance shared goals related to key priorities, including climate, regenerative agriculture, water stewardship, packaging, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Regular meetings and communications</li> <li>Topical events</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>Inclusion and belonging</li> <li>Training and development</li> </ul>	<ul style="list-style-type: none"> <li>Employee satisfaction</li> <li>Employee safety and well-being</li> </ul>	<ul style="list-style-type: none"> <li>Employee engagement surveys</li> <li>Employee networks</li> <li>Champions intranet and social media</li> </ul>	<ul style="list-style-type: none"> <li>Learning, development, training and feedback</li> <li>Team meetings</li> <li>Ethics Line</li> </ul>
<b>Investors</b>	<ul style="list-style-type: none"> <li>Financial performance</li> <li>Governance</li> </ul>	<ul style="list-style-type: none"> <li>Social and environmental issues</li> <li>Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Investor and analyst communications</li> <li>Investor-facing website</li> <li>Quarterly earnings calls and webcasts</li> </ul>	<ul style="list-style-type: none"> <li>U.S. Securities and Exchange Commission (SEC) filings</li> <li>Voluntary and regulatory reporting on priority ESG issues</li> </ul>
<b>Industry associations, NGOs, local governments, public policymakers and regulators</b>	<ul style="list-style-type: none"> <li>Animal welfare</li> <li>Biodiversity and nature</li> <li>Climate change</li> <li>Food access, recovery, distribution and waste prevention</li> <li>Food safety</li> <li>Human rights and responsible sourcing</li> <li>No deforestation</li> </ul>	<ul style="list-style-type: none"> <li>Nutrition</li> <li>Packaging</li> <li>Product labeling</li> <li>Public policy</li> <li>Regenerative agriculture</li> <li>Responsible marketing</li> <li>Soil health</li> <li>Water stewardship</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration with NGOs, trade associations, industry peers and governments to support programs that advance progress on key issues, including through targeted landscape-level, jurisdictional and local approaches</li> <li>Direct legislative advocacy and informational discussions with government officials</li> </ul>	<ul style="list-style-type: none"> <li>Industry association involvement, events and regular engagements across key topics, including targeted working groups</li> <li>Voluntary and regulatory reporting on priority ESG issues</li> </ul>
<b>Suppliers and farmers</b>	<ul style="list-style-type: none"> <li>Animal welfare</li> <li>Biodiversity and nature</li> <li>Climate change</li> <li>Food safety</li> <li>Human rights and responsible sourcing</li> </ul>	<ul style="list-style-type: none"> <li>No deforestation</li> <li>Regenerative agriculture</li> <li>Soil health</li> <li>Water stewardship</li> </ul>	<ul style="list-style-type: none"> <li>Supplier engagement, capacity-building, resources and training, including collaboration with farmers and other suppliers to advance progress through targeted programs</li> <li>Communication and expectations for compliance with Supplier Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>Ethics Line</li> <li>Supplier audits and corrective action plans</li> <li>Industry events</li> </ul>

\*See salient human rights issues on p. 66.



# Ethics and compliance

General Mills is committed to conducting business in an ethical manner that protects human rights, complies with regulations, demonstrates integrity, provides equal opportunity and supports fair labor practices. “Do the right thing, all the time” is a core value at General Mills that goes beyond compliance with company policies and legal requirements. It means truly having a culture that supports every employee in making the right decisions every day.

Our comprehensive [Code of Conduct](#) and [Ethics & Compliance](#) program\* promote ethical behavior in all aspects of our employees’ work. The Code of Conduct describes behaviors and principles that support our values and includes company policies and resources to aid in ethical decision making. The Code establishes General Mills’ standards and procedures to prevent and detect misconduct and communicates the company’s commitment to integrity and business ethics. Employees who fail to comply with the law, our Code of Conduct or company policies — or who fail to appropriately report instances of non-compliance — are subject to disciplinary action or penalties, including termination of employment.

The company has corporate-level policies that outline detailed compliance expectations. They cover topics such as food safety, workplace safety, appropriate advertising, business conduct standards, anti-corruption and ethical sourcing. Annually, 11,366 company leaders — from senior professionals upward — must attest to compliance with our Code of Conduct and business conduct policies (see more information about our policies on the next page).

**Training and resources:** Employees receive training on these policies and our Code of Conduct; new hires are trained in the full curriculum and all employees receive annual refreshed training, including targeted content for people managers. Our Ethics & Compliance program includes extensive online resources and assigned courses to raise policy awareness and sensitivity to compliance risks. The courses and ongoing employee

communications — including Ethics Line awareness campaigns, training reminders, policy updates and timely policy reminders — illustrate how our Code of Conduct and policies apply to our employees’ day-to-day responsibilities. Our Ethics & Compliance website provides access to program resources and employee policies are available in our employee Policy Center, which is fully searchable.

We communicate with leaders and employees regularly about our Ethics & Compliance expectations, training and resources, including through targeted newsletters, companywide emails, resource guides and talking points for leaders.

**Speaking up:** Employees are encouraged to speak up if something doesn’t seem right or if they have questions about doing the right thing. Our Ethics Line — which is easily accessible on our intranet and external website with translations available to support our global workforce — allows employees worldwide to ask questions or raise concerns confidentially and anonymously. To reinforce that it is safe for employees to speak up without fear of retaliation — and to demystify the process of raising a workplace ethics concern — our Code of Conduct includes an interactive tutorial letting employees know what to expect and reinforces our commitment to our Anti-Retaliation Policy.



The General Mills [Code of Conduct](#) includes an interactive feature that describes what happens from the time a workplace ethics report is received until it is resolved. The blue “click here” links in the document provide details about how we manage Ethics & Compliance investigations, including anti-corruption, conflicts of interest, fraud and other business policy concerns.

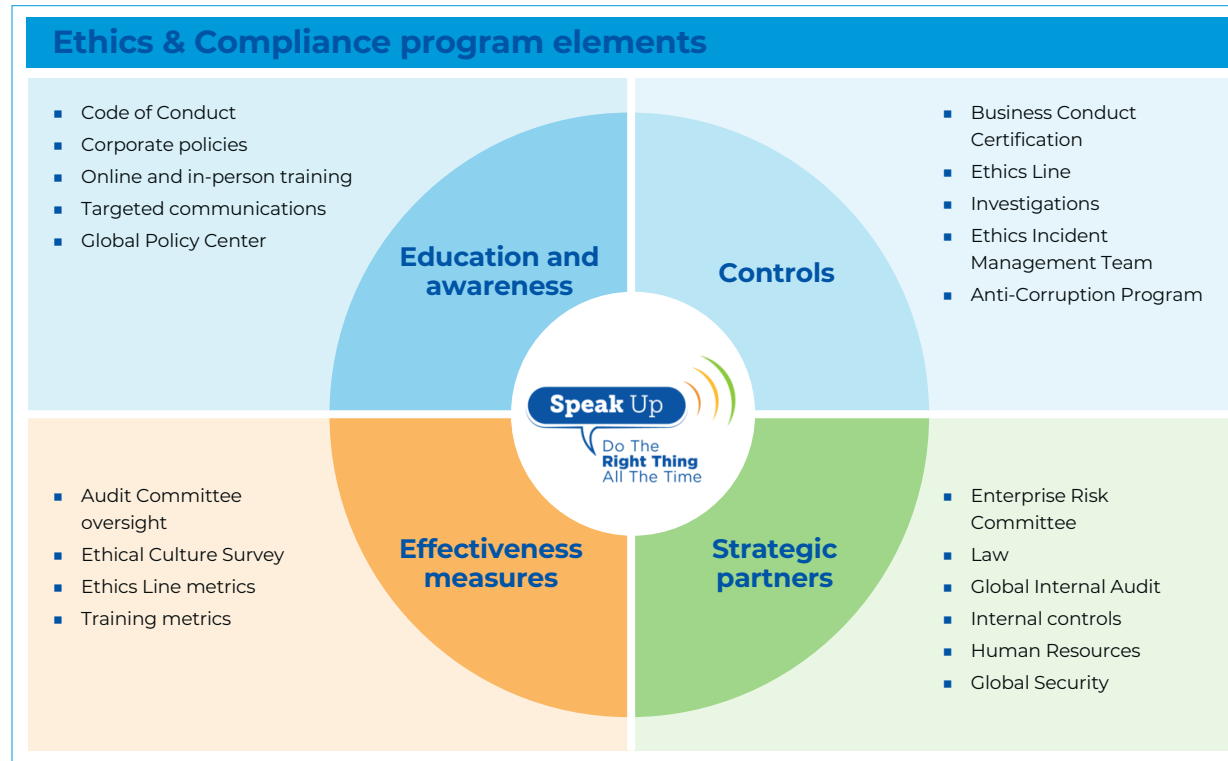
\*The General Mills Ethics & Compliance program is based on the U.S. Federal Sentencing Guidelines for Organizations, and several program elements of our control environment designed under the framework provided in Committee of Sponsoring Organizations (COSO) – Integrated Framework 2013 which includes reports of employee investigations led by Ethics & Compliance. As noted in our 10K filing, KPMG is our external auditor and issues a report on our effectiveness of internal controls over financial reporting.



**Anti-corruption:** Our anti-corruption program includes both online and in-person employee training on anti-corruption awareness, auditing of our anti-corruption controls, and a screening program that assesses corruption and sanctions risk from our third-party suppliers to ensure partners working on our behalf meet our anti-corruption expectations. All allegations of third-party corruption or employee misconduct are promptly and thoroughly investigated and shared in regular updates with the Audit Committee of the Board of Directors. Our [Supplier Code of Conduct](#) outlines our ethical — and anti-corruption — expectations and is included in our contracts with business partners.

**Leadership and governance:**

- The General Mills Board of Directors Audit Committee has oversight of the Ethics & Compliance program. The Ethics & Compliance group regularly updates the Audit Committee regarding program elements and effectiveness, including employee incident trends, Ethical Culture Survey results, training and communication.
- The Enterprise Risk Committee includes members of the Chief Executive Officer’s leadership team and provides support of Ethics & Compliance program elements.
- The Ethics Incident Management Team includes senior leaders from Ethics & Compliance, Employment Law, Global Internal Audit, Global Security and Human Resources and ensures fair and consistent investigations and outcomes regarding employee incidents related to business conduct policies.
- The Ethics & Compliance group is led by the General Counsel and Secretary, who reports to the Chairman and Chief Executive Officer.



**Employee training**

**100%**

**of all new hires are required to complete Code of Conduct and Harassment-Free Workplace training.**

Employees in professional roles are also required to complete training on:

- Conflicts of Interest
- Protecting General Mills Information
- Using Social Media Responsibly
- Recognizing and Preventing Fraud
- Anti-Corruption
- Insider Trading
- Competition Law and Robinson Patman (sales employees and Director and above)
- Advertising Law (marketing employees and Director and above)

**FISCAL 2025 PROGRESS**

**92%**

**Our training completion rate\* at the end of fiscal 2025 was 92%.**

\*For employees and courses specified above.





# Philanthropy and community engagement

We are deeply committed to the communities where we live and operate and from which we source our ingredients. Our community impact initiatives, including philanthropy and employee volunteerism, aim to help build strong, resilient communities.

**Our approach:** General Mills philanthropy ties closely to our company’s purpose, core business and food systems knowledge. We partner in innovative ways with nonprofits and other partners to grow our collective impact in targeted issue areas, while engaging our employees through volunteerism.

**Leadership and governance:** General Mills philanthropy and community engagement programs are led by the Head of Belonging and Community Impact with support from a team of experienced specialists who steward the company’s philanthropy. In addition, employee councils located across our key global operating communities — General Mills “hometowns” — help to inform our local grant-making by recommending nonprofits to be considered for grants.


General Mills philanthropy is governed by the [Global Impact Governance Committee](#), which includes the company’s Chairman and Chief Executive Officer and leaders from law, finance, R&D, supply chain, marketing, strategy and growth, communications and digital technology functions.

**Targeted impact:** To ensure General Mills philanthropy is well informed and effective, we use an outcomes-based approach to help strategically target and advance solutions in priority issue areas. Led by managers on our Global Impact Team and with input from other internal


and external subject matter experts, we leverage the evidence base to clearly define: the end outcomes (social and environmental) we are targeting; the key

activities and interventions that best support those outcomes; and the key measures we will use to assess our impact and progress along the way.


### Philanthropic global focus areas



**Alleviating hunger** — helping to feed people in need, promoting surplus food recovery and reducing disparities in food access. [Learn more.](#)



**Regenerating ecosystems** — empowering growers and regenerating ecosystems and natural resources. [Learn more.](#)



**Strengthening hometown communities** — making meaningful impact to people and families in the communities where our employees live and work. [Learn more.](#)

### Our people-centered approach to impact

To advance positive global impact, we engage to support system transformation initiatives centered on the people and communities closest to the issues.

We prioritize programs that recognize the wisdom and multi-layered understanding that comes from people’s lived experience, and that prioritize investments to help build the resources and capacity of individuals from those communities to be the guides and champions of better futures. In everything we do — from our farmer-focused

regenerative agriculture work around the globe in regions where we source key ingredients (see pages 35 and 48-53); to our support for food access (see pages 28-29); and our employee volunteerism with Partners in Food Solutions (see page 80) — we believe that a people-centered approach unlocks the deepest understanding of social and environmental issues and systems, and is in fact key to designing better, more regenerative solutions for both people and planet.

## OUR PHILANTHROPIC IMPACT 2025

# \$83.2 million

We gave \$83.2 million to charitable causes in fiscal 2025:



\$51 million in product donations



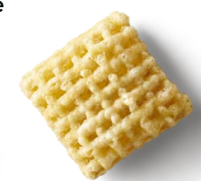
\$32.2 million in cash donations

# 27 million

Our product donations to food banks enabled 27 million meals around the world in fiscal 2025.

# 6 continents

Our strategic philanthropy and our community giving in General Mills hometown communities spanned six continents in fiscal 2025.



# Public policy

At General Mills, we actively engage in public policy issues that are important to our company and stakeholders. We are committed to conducting these activities in an accountable and transparent manner. We articulate our policy priorities for the greater good on our [website](#). They include:

- **Informing consumers and increasing awareness:**

We voluntarily provide extra information to our consumers about our products. For example, for over 10 years, General Mills has voluntarily used the “Facts Up Front” labeling system in the U.S. to put key nutrition information on the front of our packages. This system is on thousands of food products across the country and increases consumer awareness of product nutrition. See details on page 16.

## Removing certified colors from our foods

In March 2026, we [announced](#) that all our K-12 school foods are now made without certified colors, successfully achieving this milestone ahead of our summer 2026 [commitment](#) announced in June 2025. General Mills remains on track to remove certified colors from our U.S. cereal portfolio by summer 2026 and our full U.S. retail portfolio by the end of 2027. Currently, 85% of General Mills' U.S. retail product portfolio is made without certified colors.

- **Delivering nutrition:** We work to advance nutrition priorities, including support for strong Dietary Guidelines for Americans, strong U.S. school nutrition standards, and advocacy for nutrition standards aligned with scientific recommendations in the Supplemental Nutrition Program for Women, Infants and Children

(WIC): all breakfast cereals have whole grain as the first ingredient.

- **Ensuring safe food:** We strongly support the Food Safety Modernization Act (FSMA) and its goal of raising food safety standards across the food value chain. We have consistently called on Congress to continue adequate funding for FSMA implementation.

- **Increasing food security and strengthening communities:**

- At the federal level, we are a longtime supporter of [The Congressional Hunger Center](#), which works to develop the next generation of anti-hunger leaders in the U.S.
- At the state level, we work in broad partnerships to advocate for policies, including free school meals.

- **Compliance:** We comply with all lobbying regulations where applicable and file regular reports on our lobbying activity. General Mills is registered as a lobbying entity at the federal level for the U.S. House of Representatives and U.S. Senate and in Minnesota and California.

- **Protecting and preserving our planet:**

- **Soil health and regenerative agriculture:** General Mills is a leading voice on soil health and regenerative agriculture, investing to support farmers as they shift toward more sustainable practices. We encourage collaboration and investment by governments and the private sector, for example through our support for the [Foundation for Food and Agriculture Research \(FFAR\)](#), a critical facilitator of public-private partnerships. Policy is a critical tool to advance this work.

- **Combating climate change:** We have established industry-leading, science-based targets for carbon reduction and advocate for climate change policies that support our ability to make food for the next 160 years.
- **Supporting stronger organic standards:** We work to promote and protect the integrity of organic standards and advance their continuous improvement. Learn about our support for the [National Organic Standards Board \(NOSB\)](#) and the [Organic Agriculture Research and Extension Initiative \(OREI\)](#).
- **Advancing water stewardship:** We engage policymakers to drive more sustainable water practices in key watersheds, like California and Kansas.
- **Packaging recycling:** We promote policies to effectively and efficiently increase packaging recycling rates and reduce waste. In the U.S., we are a leader in [Circular Action Alliance](#), the new producer responsibility organization created to comply with state packaging and recycling mandates.

## Political contributions and memberships

Our civic policy describes our approval process for corporate political contributions. The [Public Responsibility Committee](#) of the Board of Directors oversees the company's political activities, including our policy, disclosure of corporate political contributions, membership in major trade associations and independent political expenditures (although the company has not made any). For details and historical information, see our [2005-2025 civic involvement reports](#).

The [General Mills Political Action Committee \(G-PAC\)](#) is run by employees and uses employee funds to make political contributions to federal and, in limited cases, state candidates. No corporate treasury funds are used for federal candidate contributions, but as allowed by law, the company pays G-PAC administration costs. All G-PAC transactions are publicly disclosed via reports available on the [Federal Election Commission](#) website.

General Mills also advances its mission by partnering with [trade associations and other independent organizations](#) that share our goals, including:

- International organizations, such as EuroGlaces and the [Brazilian Association of Food Industries](#).
- U.S. public-policy-focused organizations, such as the [Consumer Brands Association](#) and the [National Association of Manufacturers](#).
- State or provincial agencies, local chambers of commerce and manufacturing organizations, such as the [Minnesota Chamber of Commerce](#) and the [Ohio Manufacturers Association](#).

We report details about our largest U.S. trade association memberships biannually in our civic involvement reports. We do not belong to or make payments to any tax-exempt organizations in the U.S. that write and endorse model legislation.

**Accountability:** In 2025, the Center for Political Accountability rated General Mills as a “Trendsetter” in its [CPA-Zicklin Index of Corporate Political Disclosure and Accountability](#). In this ranking, which includes all companies in the Standard & Poor's 500 Index, we maintained our leading performance from past years.

# About this report

The General Mills Global Responsibility Report describes our commitments, goals, programs and performance across a broad range of issues. The company's Global Impact team has responsibility for the development of the report. Ultimate accountability lies with the Global Impact Governance Committee (see page 7).

## Report scope

- The report covers the company's global operations in fiscal 2025 (52 weeks ended May 25, 2025), except where noted otherwise.
- Data for fiscal 2025 Scope 1, 2 and 3 GHG emissions have been verified by Apex Companies, LLC. For details, see the [Climate change](#) information on page 83 in the Appendix.
- Unless otherwise noted, data in this report is not externally verified and may occasionally be restated due to improvements in data collection methodology.
- Actual results may vary significantly from expectations expressed or implied in this report. Undue reliance should not be placed on forward-looking statements, which speak only as of the date they are made. We do not undertake to update or revise any forward-looking statements, except as required by law.
- Dollar amounts (\$) indicate U.S. dollars, unless otherwise noted.

## Reporting standards

This report references:

- The [GRI Standards](#) — see the [GRI index](#) for details.
- The [Sustainability Accounting Standards Board \(SASB\) Processed Foods Standard](#) — see the [SASB index](#) for details.

## Environmental, social and governance issues

We regularly assess issues that impact our business in order to help guide our strategy and reporting, as well as to understand what issues stakeholders feel are important for our company. In this report, we provide details on environmental, social and governance topics relevant to our company, industry and stakeholders. Inclusion in this report does not imply materiality, financial or otherwise.

Over the last year, we have conducted topic-specific assessments that provide additional context and company-specific details that inform our ongoing approach and strategy. These include:

**Climate and nature:** In 2025, we conducted a climate and nature risk assessment. We will include details in future disclosures. Learn more in our [Climate Transition Action Plan](#).

**Water:** Every three years, we assess business risk and water impact for the company to prioritize watersheds in which to focus our efforts. This ensures that our prioritization reflects changes in sourcing locations, product mix, external context and improvements in risk assessment tools, and gives us a time-bound period in which to advance progress against

context-based goals. We updated this assessment in fiscal 2023 and our priority watersheds through fiscal 2026 are shown in the map and table on page 55. Prioritization for fiscal 2027–2029 is currently underway. Learn more in the [Water stewardship](#) content on page 55. In addition, a table showing our priority supply sheds and watersheds appears in the [Nature](#) content on page 37.

**Human rights:** We regularly assess our salient human rights issues. See details on page 66 about our 2024 assessment conducted in partnership with LRQA, a leading global assurance partner.

## Feedback

We welcome your comments about this report. Please send any feedback to [Corporate.Response@genmills.com](mailto:Corporate.Response@genmills.com).

## Key reports

In addition to this report, General Mills publishes other information resources about key topics, including:

- [2025 Annual Report](#)
- [2025 Proxy Statement](#)
- [Climate Transition Action Plan](#)
- Additional resources on [genmills.com](https://www.genmills.com), including downloads from this [page](#), and our [regenerative agriculture website](#)



# Food

## 100%

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

## 27 million

meals were enabled by donations of General Mills food worldwide during 2025.

## #1

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

\*Includes food for both humans and pets. Sources: SPINS Mulo+Natural Channel (Natural Products Industry) 52 weeks ending 5/25/2025 and NIQ Pet+ Channel, 52 weeks ending 5/24/2025.

### IN THIS SECTION

- ✓ Transparency
- ✓ Food safety
- ✓ Nutrition
- ✓ Evolving consumer needs
- ✓ Alleviating hunger
- ✓ Labeling and marketing





# Transparency

At General Mills, we make food the world loves, with a focus on value, taste, health and convenience. With more than 100 brands across 100 countries, we provide a wide variety of foods to nourish people and their pets — including innovative new offerings and established favorites that satisfy a range of consumer needs and preferences. We recognize that our customers, consumers, investors, employees, regulators and other stakeholders all seek information about our products and processes. We continue to increase transparency by providing information to key stakeholders when and where they need it, focusing on the ingredients we use and the nutritional benefits of our food:

**Food safety:** Ensuring the safety of the food we make is central to how we operate. Our longstanding food safety leadership includes annually publishing our safety metrics and sharing best practices with industry peers, suppliers and regulators to help raise standards industry-wide. See details on page 19.

**Nutrition:** We continuously innovate to meet evolving needs, preferences and standards, and we share updates across a variety of topics of importance to our stakeholders, including:

- Affordable, accessible nutrition with a wide variety of nutrient-dense foods
- Products reformulated to reduce sodium, deliver more fiber and whole grain, and remove certified colors
- Foods that meet updated nutrition standards, including regulation-ready solutions for school meals
- Global health reporting of products meeting our Nutrition-Forward criteria

Learn more beginning on page 20.

**Evolving consumer needs:** We share information about our products that allows consumers to meet their personalized nutrition preferences, including high protein, carb conscious, weight management, heart healthy, gluten free, plant based, natural and organic foods. See pages 25-27 for more details. In June 2025, we announced plans to remove certified colors from many of our foods; see details about our progress on page 13.

**Alleviating hunger:** We increase food access by donating food, helping food banks grow their capacity for food recovery and distribution, supporting vibrant community food systems, and strengthening the reach and impact of school meals. Learn more on pages 28-29.

**Labeling:** We provide fact-based information on packages and websites to help consumers make informed dietary choices. All of our product packages display accurate nutrition labeling and follow relevant nutrition and health claim requirements for the country of sale — see details on page 30.

**Product information:** We provide consumers with answers to questions about our food at

[ask.generalmills.com](http://ask.generalmills.com), and our Consumer Care team interacts with consumers around the world to provide information about our products, listen to feedback and answer consumer questions. In the U.S., we also provide product details through [SmartLabel](#). See page 17 for more details.

**Sustainable ingredients and certifications:** We focus on sustainable sourcing of the ingredients used in our products, and we share details with customers and consumers looking for sustainably-produced products and certified ingredients. Learn more on pages 17-18.

**Responsible marketing:** When marketing our products to consumers, we present the qualities and advantages of our products truthfully, responsibly and with appropriate taste. Learn more about our commitment to maintain the [highest standards](#) for responsible marketing on page 31.

**Public policy:** We actively support public policy efforts to inform consumers and increase their awareness about our products. These efforts are detailed on page 13 and on the [Public policy for the greater good](#) page of our website.



**Stakeholder engagement:** We engage with stakeholders to accelerate progress on a variety of key issues. Learn more on pages 8-9.

## Facts Up Front

General Mills has supported “Facts Up Front,” a voluntary, U.S. industry-led front-of-pack labeling program, for more than 10 years. Approximately 90% of our U.S. retail products include Facts Up Front on packages. Consumer [research](#) from the International Food Information Council (IFIC) shows Facts Up Front can be an effective tool for helping consumers find nutrition information on packages and selecting the “healthiest” product label.

**Learn more:** How [Facts Up Front](#) prioritizes consumer education, and [New research](#) [spotlights the importance of Facts Up Front](#). See details about our product labeling on page 30.



## Product information

We provide consumers with answers to questions about our food at [ask.generalmills.com](http://ask.generalmills.com). Topics range from food ingredients to gluten-free products and product labeling.

In addition, our Consumer Care team interacts with consumers around the world to provide information about our products, listen to feedback and answer consumer questions in the manner they prefer to connect — via phone, email, mail, text, online chat and more than 290 social media channels globally. In fiscal 2025, the Consumer Care team supported more than 756,000 consumer contacts.

In the U.S., we also provide product details through [SmartLabel](http://SmartLabel), an industry initiative that seeks to share digital product information with consumers.

## Sustainable ingredients and certifications

Many of our customers and consumers want assurance that the food they buy has been grown and harvested in a responsible and sustainable manner that respects people, animals and the environment. We focus on sustainable sourcing of the ingredients used in our products, and we regularly share information about our progress as we work to advance regenerative agriculture practices, eliminate

deforestation and protect human rights in our supply chains. Additional details about how our ingredients are sourced and how we engage with farmers are included in the [Planet](#) and [People](#) sections of this report. Examples of sustainably-sourced ingredients used in our products and related certifications include:

- **Certified organic:** One in 10 products\* in our North American portfolio is certified organic or made with organic ingredients, including our *Annie's Organic* and *Cascadian Farm* products.



- **Fair Trade Certified cocoa:** More than 60 products from our *Lärabar*, *Cascadian Farm* and *Annie's* brands contain Fair Trade Certified cocoa. Learn more about responsible sourcing of cocoa and chocolate on pages 47 and 68.



Our *Annie's* organic product packaging displays the "Organic is always non-GMO" logo, shown here, to help educate consumers.



- **RSPO certified palm oil:** 100% of the palm oil we use in our products has been Roundtable on Sustainable Palm Oil (RSPO) certified sustainable since 2015. We disclose information about our purchase of RSPO certified palm oil volumes on our [website](#) along with an updated list of all our [palm oil suppliers](#) down to the mill level to facilitate transparency and accountability in our extended supply chain. Learn more on page 46.
- **FSC certified fiber packaging:** More than 75% of the virgin fiber we use in our packaging is Forest Stewardship Council (FSC) certified, and the majority of our carton and corrugated packaging is recycled. Learn more on page 47.
- **ASC and MSC certified seafood:** Many varieties of our *Edgard & Cooper* pet food in Europe contain Aquaculture Stewardship Council (ASC) and Marine Stewardship Council (MSC) certified seafood.



- **NonGMO Project:** We enroll products — including some of our organic products — in the U.S. [Non-GMO Project](#), a nonprofit organization that provides information to consumers and third-party verification for non-GMO\*\* food and products.



### 2025 PROGRESS

407

topics covered on [ask.generalmills.com](http://ask.generalmills.com)

1,750

More than 1,750 products listed on [smartlabel.org](http://smartlabel.org)\*

450

Nearly 450 products enrolled in the U.S. Non-GMO Project\*\*

\*As of October 2025.  
\*\*As of September 2025.

\*As of September 2025.

\*\*Foods that do not contain bioengineered ingredients, also known as genetically modified organisms (GMOs).

In addition to ingredient certifications, we provide transparency about the way our ingredients are grown and raised by featuring details on product packaging, including the examples shown here:

- *Annie's Organic Bees, Bugs & Butterflies* fruit snacks packages highlight our work with the Xerces Society to increase biodiversity and protect pollinators. Learn more on pages 40 and 53.



- *Cascadian Farm 1% Kernza Initiative* cereals feature information on the back of each box explaining how perennial Kernza grains with deep roots store carbon in the ground and prevent soil erosion to keep water clean — see [Small grain, big impact](#) on page 26 for more details about how this initiative supports regenerative agriculture.



- Across our *EPIC* product portfolio, our packaging highlights the brand's protein sourcing standards, including grass-fed beef and venison, wild-caught salmon, free-range chicken, cage-free duck, gestation crate-free pork and no use of antibiotics or hormones, as well as product-specific attributes, such as organic, gluten-free, non-GMO and Whole30 Approved.



Our *EPIC Beef Barbacoa-inspired Bar* packaging highlights sourcing and product attributes, including the Land to Market Ecological Outcome Verified seal, 100% grass-fed beef and gluten-free.



## Customer sustainability programs

When shopping on Amazon, consumers can discover and select products with sustainability features by looking for the leaf icon. This icon lets shoppers know these products meet trusted third-party certification standards. General Mills has a number of products with one or more sustainability features, helping consumers shop with their values in mind. These products include:

- All certified USDA organic foods, including many *Annie's* and all *Cascadian Farm* products

- *Lärabar*, *Annie's*, and *Cascadian Farm* varieties containing **Fair Trade Certified cocoa**, which indicates compliance with environmental and human rights standards focused on prevention of deforestation and child labor as well as positive working conditions and farmer incomes
- More than 50 products from our *Cheerios*, *Chex*, *Lucky Charms*, *Motts* and *Nature Valley* brands comply with the GreenCircle Certified Environmental Facts standard, which verifies carbon footprint reduction during product manufacturing

We continue to explore opportunities to expand trusted third-party certifications across our General Mills portfolio. We aim to feature qualifying products through our customers' sustainability programs to demonstrate our positive impact on people and planet, and enable sustainability-minded consumers to make informed buying decisions.





# Food safety

## Our approach

Safety is a priority for our company and central to our culture. Leading with safety — both in the workplace and the food we make — is one of the key operating principles that guides our work.

**Systems:** Our global food safety systems focus on prevention, intervention and response.

- Processes – Food safety is integrated into all our processes, beginning with research and development (R&D) and extending across our supply chain.
- Risk mitigation – We conduct internal risk-based surveillance and food safety testing at all General Mills facilities to identify and prioritize specific areas of risk.
- Audits – Our Global Internal Audit team periodically audits the effectiveness and efficiency of food safety controls and operating procedures. Results are reported to the Board of Directors' Public Responsibility Committee.

**Governance:**

- Policies – Governance of General Mills food safety and regulatory matters begins with a corporate Food Safety and Regulatory Policy signed by our Chief Executive Officer. This corporate-wide policy is supported by 19 individual policies that apply to our human and pet food products globally. These policies and accompanying standards, procedures and guidelines cover a broad range of food safety areas, such as regulatory compliance; trace and recall; labeling; claims; physical, chemical and biological hazards; transportation; good manufacturing practices; and sanitation.
- Leadership – The Vice President of Food Safety and Quality has direct responsibility for food safety. Food

safety and quality results are regularly discussed with the Board of Directors' Public Responsibility Committee and General Mills senior management.

**Suppliers:**

- Audits – We conduct supplier and co-producer audits globally to help ensure the safety of our products during each step in our supply chain, from raw material supply to finished product manufacturing and distribution. In addition to performing direct virtual and physical onsite audits, we encourage third-party audits and/or certification as an additional preventive control measure.
- Training – We bring together our suppliers to share food safety knowledge and communicate expectations.

**Recalls:** When we learn about potential issues that may be linked to our products, we take immediate action. We collaborate with internal and external technical experts to investigate the situation, communicate with customers and consumers, and issue voluntary recalls to remove affected products from store shelves, when appropriate. We conducted one voluntary product recall globally in fiscal 2025.

## Longstanding food safety leadership

More than 60 years ago, we helped develop the Hazard Analysis and Critical Control Points (HACCP) approach for ensuring food safety. This approach identifies key stages in production where food safety risks can be minimized or eliminated. Today, HACCP has become the food industry's gold standard around the world, and we continue to share best practices with industry peers, suppliers and regulators to help raise food safety standards industry-wide.

## 2025 PROGRESS

### Our performance

**100%**

of company-owned production facilities Global Food Safety Initiative (GFSI) certified\*

**\$13.8 million**

invested into food safety, equal to 7% of total supply chain essential capital investment

**4,000**

people trained through global centers of excellence and online training academy\*\*

**875**

quality professionals trained in food safety\*\*\*

\*Fiscal 2025 data excludes two pet food facilities that were part of General Mills for only half of fiscal 2025 (part of the *Whitebridge* acquisition).

\*\*Individuals who attended multiple training sessions were counted more than once.

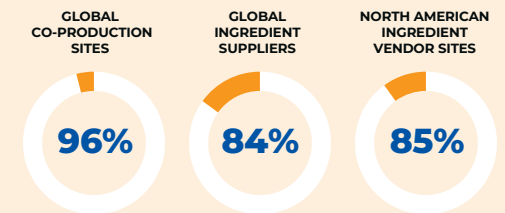
\*\*\*Includes corporate quality and supply chain professionals globally.

### Our suppliers

**639**

supplier and partner audits conducted, including 93 packaging supplier audits, 449 food ingredient audits\* and 97 co-producer audits.

**GFSI certification:\*\***



**569**

suppliers participated in food safety training sessions

\*Includes 388 supplier audits for human food ingredients and 61 supplier audits for pet food ingredients.

\*\*Includes human food co-production sites and suppliers. GFSI compliance numbers may fluctuate from year to year as new sites are added and other sites are removed based on changes in volume and ingredient requirements for new products, as well as delays in the issuing of certificates by certifying bodies, travel restrictions and other factors.





# Nutrition

## Our approach

**Our goal:** At General Mills, we view nutrition as a source of growth and a force for good. Our goal is to provide a diverse portfolio of products that contribute to the well-being of our consumers and meet a variety of their needs. To help fulfill our purpose of making food the world loves, we aim to improve the nutrient density, affordability and accessibility of our products.

**Our aspiration:** We recognize the importance of our foods in consumers' lives and understand the importance of sustainable food systems and the critical role the food industry can play in meeting the needs of people and the planet. We aspire to provide nutrient-dense foods that are made with ingredients grown using regenerative agricultural practices, that are affordable, easy to prepare and that the whole family loves. Learn more about our leadership in sustainable food systems, our sustainable sourcing practices and our work to reduce the environmental impacts of food packaging in the [Planet](#) section of this report.

**Investment in nutrition research:** We invest in research and development to improve the nutrient density of our products and help us improve our understanding of the impact of food on health and wellness. Through cross-sector dialogue and partnerships, we advance nutrition research in support of public health and collaborate with a range of scientists, universities, consortiums and organizations across the globe to advance nutrition science and help answer multifaceted nutrition problems. We discuss our policies and practices openly and transparently. In fiscal 2025, we published nutrition research in seven scientific publications and presented at more than 30 scientific conferences and events.

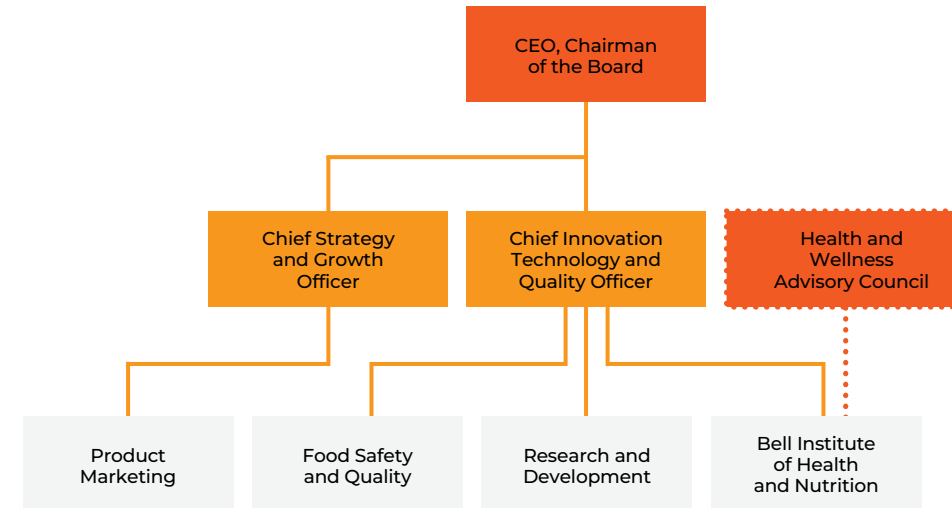
**Bell Institute of Health and Nutrition:** General Mills' global Bell Institute of Health and Nutrition is the company's trusted partner grounded in health and nutrition science to accelerate opportunity and growth for General Mills. The Bell Institute of Health and Nutrition is a team of scientists and registered dietitians who guide General Mills' product development through:

- Nutrition science research
- Insights on nutrition claims and regulatory matters
- Health communications to customers, nutrition professionals and consumers
- Nutrition recommendations for product innovation and reformulation
- Product nutrition guidelines for select brands, including category-specific limits for calories, saturated fat, sodium and added sugar, and nutrients and food groups to encourage, like whole grain and fiber

Learn more on the [Bell Institute website](#).



**Leadership and governance:** Responsibility for product development and marketing lies within the R&D and marketing organizations, respectively. Responsibility for marketing communications is held by the Chief Strategy and Growth Officer. The Chief Innovation, Technology and Quality Officer is responsible for the areas of product nutrition, safety and labeling. The Bell Institute of Health and Nutrition reports to the Chief Innovation, Technology



This graphic shows the governance and management of nutrition, product development, food safety, quality and product marketing at General Mills.

and Quality Officer who approves the overall health and wellness strategy and updates the Public Responsibility Committee of the Board of Directors.

**Health and Wellness Advisory Council:** Since 1989, our Health and Wellness Advisory Council of globally recognized external academic experts in health and nutrition meets regularly to provide feedback on our nutrition strategies and actions. [Learn more](#) about our nutrition and food safety partnerships and collaborations.

**Nutrition policy and engagement:** Globally, we engage transparently on nutrition policy topics through public engagement opportunities to provide science-based

positions that support public health concepts such as nutrient density, fortification, whole grain and healthy dietary patterns. For more information about where and how we collaborate on nutrition policy topics, please see the [Public policy](#) content in the report's Introduction section.



## Affordable nutrition

General Mills' priorities have long included providing nutritious foods and increasing food security to support the health and well-being of our consumers.

**Nutrient-dense foods:** Nutrient density is the per-calorie proportion of beneficial nutrients and food groups in a food, while balancing nutrients to limit. Nutrient-dense foods are important contributors of key nutrients and food

groups, including whole grain, dairy, fruits and vegetables, nuts and seeds, and vitamins and minerals, while balancing nutrients to limit, such as sodium, sugar and saturated fat. At General Mills, we provide a diverse portfolio of products, including many nutrient-dense foods like fortified whole grain cereals, granola bars, and frozen fruits and vegetables, that can help consumers meet dietary recommendations and build healthy eating patterns.

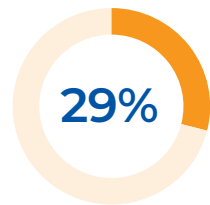
**Fortification:** We fortify key products in line with public health principles, including using evidence-based decision-making to help guide the use of nutrients in our foods. General Mills periodically assesses population nutrient intakes using nationally representative dietary surveys to ensure our products help meet consumer dietary needs.

**Affordable and accessible:** We believe in providing affordable, accessible nutrient-dense foods that people

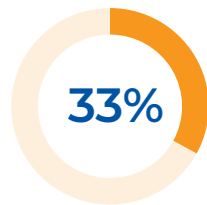
love, such as ready-to-eat cereal, canned soup and vegetables, and whole grain granola bars. Many of these products, in addition to being widely available in retail outlets and online, meet the nutrition standards for U.S. federal nutrition assistance programs. This helps ensure families participating in programs such as the School Breakfast Program or the Special Supplemental Nutrition Program for Women, Infants and Children have access to these nutrient-dense products (see related story on the next page for details).

### Providing key nutrients

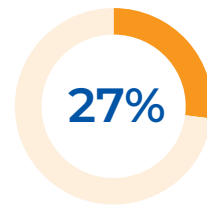
Many of our products meet or exceed U.S. regulatory criteria as good sources of key nutrients and food groups that are lacking in many people's diets. In fiscal 2025, our U.S. retail volume contained at least a good source of the following nutrients:



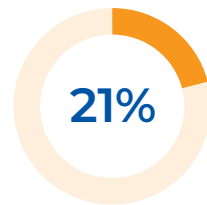
Vitamin D



Calcium



Iron



Dietary fiber

### Examples of product offerings

<\$1.00

At under \$1 per serving, *Big G* cereals served with milk deliver key nutrients, vitamins and minerals all in one bowl.\*



75¢

*Fiber One Chewy Bars* are an affordable, nutrient-dense snack. Each bar, on average, costs around 75 cents and delivers 9 grams of fiber.\*



\$3.25

*Progresso Protein Soups*, now with meat options, cost about \$3.25, on average, and have up to 24 grams of protein per can for a tasty, convenient way to get protein.\*\*



\*Nielsen Avg Serving Price Latest based on 52 weeks ending 9/20/2025.  
\*\*Nielsen Avg Unit Price Latest based on 52 weeks ending 9/20/2025.

## Plus up the nutrition of affordable, convenient family favorites



General Mills provides educational material and simple meal ideas on [bellinstitute.com](http://bellinstitute.com) focused on nutrient density, affordability and convenience for a variety of our products. Our "Plus it Up!" nutrition campaigns aim to educate consumers on how to boost the nutrition of our products by adding nutrient-dense additions and sides. For example, we worked with retailer Hy-Vee on a "Plus it Up!" back-to-school focused campaign to provide consumers with ideas to "plus up" a serving of *Cheerios Protein Cereal* as part of a well-rounded breakfast. We hope to reach more than 600,000 consumers through this nutrition education.



**Strawberry Cheerios Protein Cereal**  
(1 cup, 8 grams protein)



**Skim milk**  
(3/4 cup, 6 grams protein)



**Banana slices**  
(1 medium-sized banana, 1 gram protein)



**Nuts or seeds**  
(1 tablespoon, 2 grams protein)

## Supporting U.S. nutrition assistance programs

General Mills is a longstanding partner of U.S. Department of Agriculture (USDA) nutrition programs. We are leaders in providing great tasting, nutritious, menu solutions for child nutrition programs, including the School Breakfast Program (SBP), the National School Lunch Program (NSLP) and the Child and Adult Care Food Program (CACFP). We also have supported the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) since its inception and today have more than 115 WIC-eligible products across three WIC food categories: breakfast cereal, fruits and vegetables, and canned beans.

We recognize the significant nutrition benefits of these programs and advocate for strong nutrition standards, particularly the inclusion of whole grains, to help participants meet dietary recommendations. Our impact in the school meal program is evident in the grams of whole grains shipped: in school year 2024-2025, our North America Foodservice team shipped over 17 billion grams of whole grains for kids participating in the school meal program.

**Leading the way with regulation-ready products for school meals:** General Mills is dedicated to ensuring children are well-

fed and ready to learn, grow and succeed by providing schools with regulation-ready, nutrient-dense and appealing products. In anticipation of the 2025 updated Child Nutrition Program standards, which include added-sugar limits for breakfast cereals, our North America Foodservice K-12 team proactively reformulated several cereals to meet these new requirements. As a result, we offer over 30 cereals for K-12 that meet the product-based added sugars standards.

Looking ahead, we continue to innovate and adapt our entire K-12 portfolio to align with evolving nutritional guidelines while continuing to meet the unique needs of school foodservice operations. For example, we reformulated our *Pillsbury Individually Wrapped Mini Bagels* to easily comply with the weekly added-sugar limits going into effect in school year 2027-2028, providing a regulation-ready, easy-to-serve product. We also introduced *Pillsbury Breakfast Scramblers*, a whole grain-rich, savory breakfast option that helps operators meet the sodium standards and fulfills the grain and protein requirements in the program.

General Mills' support for USDA nutrition programs extends beyond simply providing products. We also equip program

operators with the resources they need to be successful and celebrate their achievements. This includes providing tools for implementing updated USDA nutrition standards, such as execution guides, culinary solutions and regulation-ready product lists. We recognize the dedication of school nutrition professionals through our #TrayBlazers initiative, which highlights their stories and achievements.

[Learn more](#) about General Mills' actions to alleviate hunger and expand access to school nutrition assistance programs.

***Pillsbury Strawberry Cream Cheese Mini Bagels:*** A student favorite, we proactively renovated this product to contain 10 grams of added sugars per 2 ounces, ensuring compliance with the upcoming USDA weekly added-sugar standards for School Year 2027-2028. This reformulation assists operators in meeting these standards in their menus in advance of the regulation. The product is also whole grain-rich and CACFP eligible.



***25% Less Sugar Golden Grahams, Apple Cinnamon Cheerios, 25% Less Sugar Nature Valley Cinnamon Granola and Frosted Corn Flakes:*** We expanded our portfolio of student-favorite cereals with new flavors, designed to meet the USDA product-based added-sugars standards for school meals. These cereals are whole grain-rich and CACFP eligible.



***Pillsbury Breakfast Scramblers:*** This new breakfast option is designed to meet school meal regulations and provide operators with an easy-to-serve savory breakfast solution. It is a low-labor and low-mess solution that is aligned with the sodium standards for school meals and fulfills the grain and protein requirements.



## Whole grain spotlight: A legacy of leadership

General Mills has a longstanding focus and dedication to improve nutrition through whole grain. In 2005, we led the industry by reformulating our *Big G* cereals to include whole grain, marking the biggest health-driven product improvement in our history. Why whole grain? It's a nutritional powerhouse, linked to reducing the risk of heart disease, diabetes and certain cancers, while also aiding in weight management.

Our leadership continues today. Experts recommend at least 48 grams of whole grain daily, yet only about 2% of Americans aged 1 and older are getting the recommended daily amount of whole grain.\* *Big G* cereals are an affordable and nutritious way to help people close that gap. Every *Big G* cereal provides at least 8 grams of whole grain per serving, with many offering even more. Through our *Big G* cereals, we deliver 39 million whole grain servings daily, helping make cereal the number one source of whole grain at breakfast for Americans.

\*Source: Scientific Report of the 2025 Dietary Guidelines Advisory Committee.



## Sodium spotlight

As part of our U.S. sodium reduction commitment, completed in 2019, General Mills made significant sodium reductions in hundreds of products across our key retail categories, including many of our top-selling products. For example, we have reduced sodium by at least 20% in the following consumer favorites:

- *Cheerios, Cinnamon Toast Crunch and Multigrain Cheerios*
- *Progresso Rich & Hearty Chicken & Homestyle Noodles, Traditional Chicken Noodle and Vegetable Classic Tomato Basil Soups*

We intentionally followed the same approach that the U.S. Food and Drug Administration (FDA) is using in their voluntary sodium targets, focusing on products that would make the greatest impact. In addition to making significant sodium reductions in top-selling products, we are continuing to explore sodium reduction technology. General Mills is also committed to sodium reduction globally, with standardized, stepwise voluntary targets for key categories of products. The full commitment, as originally communicated by the International Food and Beverage Alliance (IFBA) in 2021, can be viewed [here](#).

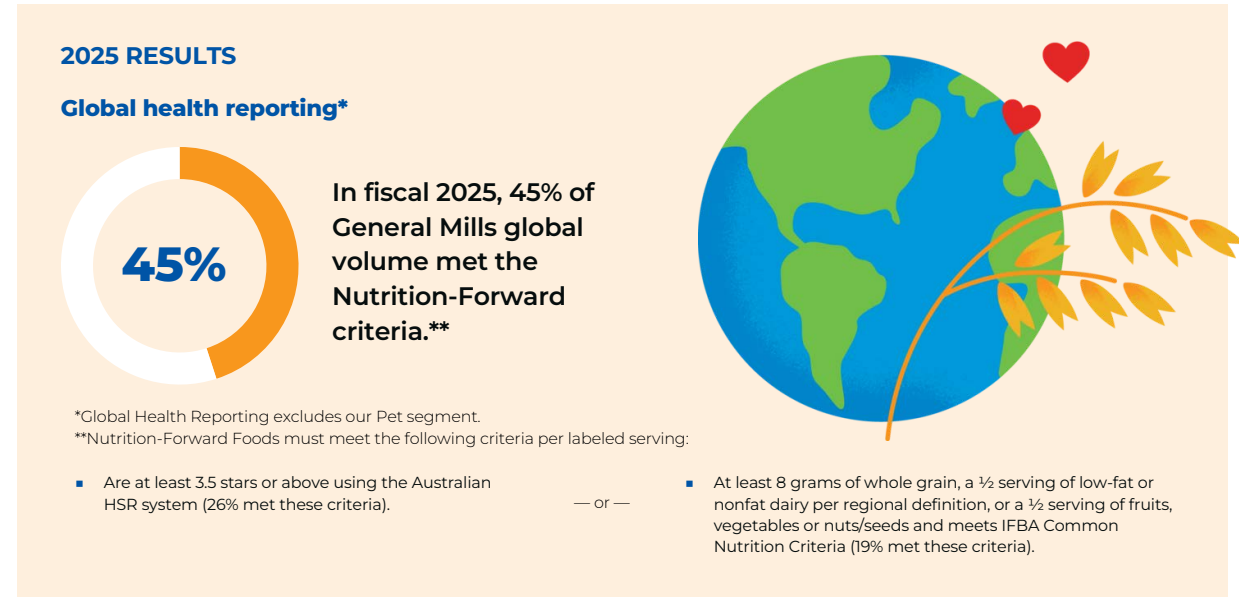


## Global health reporting

Over the years, we have made significant progress reformulating products by increasing positive nutrients, like whole grain, fiber and iron, and reducing limiter nutrients, like sodium and sugar. From fiscal 2005 to 2018, we tracked and shared our progress through our U.S. Health Metric reporting system, whereby we improved the nutrition of our U.S. retail sales volume by 81% primarily by increasing positive nutrients or decreasing nutrients to limit. In fiscal 2019, we updated and expanded our approach to a new global health reporting system that provides a transparent snapshot of the nutritional characteristics of our global portfolio (excluding our pet food segment). The process for determining which products qualify as Nutrition-Forward Foods is based on established nutrition criteria grounded in regulations, dietary guidance and nutrient density.

We continue to evaluate and update this global health reporting system to best reflect the external nutrition environment. In fiscal 2024, we strengthened our nutrition criteria by leveraging a global nutrition profile model and included nutrients to limit in our food group component.

**Results:** In fiscal 2025, 45% of General Mills global volume met our Nutrition-Forward criteria, including 19% that met the criteria by providing a meaningful amount of a food group and meeting International Food and Beverage Alliance's (IFBA) Common Nutrition Criteria, and 26% that are 3.5 stars or above using the Australian Health Star Rating (HSR) system. Our expansive and diverse portfolio offers a variety of nutrient-dense products from every food group to help support consumers in building healthy eating patterns.



### Examples of General Mills Nutrition-Forward Foods from key product categories\*

**PRODUCT CATEGORY**



**Whole grain cereals**



**Snack bars**



**Soups**



**Fruits and vegetables**

**GLOBAL IMPACT**

86% of our cereal portfolio provides at least 8 grams of whole grain per labeled serving and meets IFBA common nutrition criteria

64% of our snack bar portfolio provides at least 8 grams of whole grain OR ½ serving of nuts or seeds per labeled serving and meets IFBA common nutrition criteria

88% of our soup portfolio provides at least ½ serving of vegetables per labeled serving and meets IFBA common nutrition criteria OR meets the HSR criteria of 3.5 stars or above

60% of our vegetable portfolio provides at least ½ serving of vegetables per labeled serving and meets IFBA common nutrition criteria

**FEATURED PRODUCTS**

*Big G cereals like Original Cheerios, Kix, Fiber One, Chex and Wheaties*

*Nature Valley Crunchy Bars, Fiber One Chewy Bars Oats and Chocolate, and Annie's Peanut Butter Chocolate Chip Bars*

*Progresso soups like Reduced Sodium Hearty Minestrone and Light Vegetable Barley Soup*

*A variety of Cascadian Farm frozen fruits and vegetables and Progresso canned beans*

\*Yogurt and Muir Glen tomatoes were included in our Nutrition-Forward Foods data for fiscal 2025 (we completed the divestiture of our yogurt business in June 2025, see details [here](#) and [here](#), as well as our Muir Glen business in January 2026.)

## Cereal Partners Worldwide

Our Cereal Partners Worldwide (CPW) joint venture with Nestlé makes and markets cereals globally outside North America. CPW focuses on making breakfast better by providing nutritious, tasty and convenient breakfast cereals. For more than two decades, CPW has been improving the nutrient density of its global product portfolio to increase beneficial ingredients and nutrients that are important to a balanced diet — such as whole grain and fiber — and reduce ingredients like sugar and sodium.

**Actions:** Since 2003, CPW has increased the use of whole grains so that today all products carrying a green banner have a minimum of 8 grams of whole grain per 30-gram serving, and more than 95% of our ready-to-eat breakfast cereals for children and teenagers have whole grain as the main ingredient. Along with international health organizations, industry peers and other partners, CPW and General Mills participate in the [Whole Grain Initiative](#), a global effort to increase consumer awareness of the importance of whole grains and promote greater consumption of them. With the initiative, CPW and General Mills support the annual International Whole Grain Day to encourage consumption of whole grains worldwide.



Through voluntary reformulation efforts over the past 20 years, CPW has been increasing the amount of whole grain and fiber in cereals while reducing sugar, salt and fat. *Chocapic Cereal* is one example of this continuous journey to balance taste and nutrition across the CPW portfolio.

## Nutrition innovation

At General Mills, we are always looking to the future and investing in product innovation and renovation to stay consumer relevant in a dynamic environment. Nutrition research and innovation are key to how we will continue to meet evolving needs and consumer preferences, adapt to new scientific insights and feed the world's growing population.

**Sustainable nutrition:** We believe packaged foods contribute to sustainable diets by offering shelf-stable, nutrient-dense and convenient options that help meet consumer needs. We have a strong sustainability program dedicated to reducing the environmental impact of agriculture and packaging by supporting farms on their regenerative agriculture journey, as well as actively transitioning to recyclable-by-design materials (learn more in the [Planet](#) section of this report).

**Digital nutrition capabilities:** As consumers leverage emerging technologies, such as wellness apps and wearable devices, General Mills is advancing our nutrition leadership through the exploration of digital nutrition capabilities. We stay current on emerging technologies,

such as apps and wearable devices, utilize other tools to accelerate nutrition research and leverage partnerships to help expand our digital nutrition capabilities and knowledge.

**Emerging weight-loss science:** The field of weight-loss science is rapidly evolving, with new discoveries in obesity medication and personalized nutrition. As consumers seek out new solutions, we are actively partnering with leading researchers and clinicians to better understand, explore and help translate the latest evidence into practical food and nutrition solutions.



*Fiber One Oats and Chocolate Chewy Bars* contain 9 grams of fiber and are a good source of calcium — helpful for consumers on their weight management journey.

## Bridging the fiber gap

We remain committed to helping bridge the fiber gap in UK consumers' diets through a variety of actions across our diverse portfolio of brands. Since 2021, our actions have included improving the variety and nutrient density of our offerings through innovation so that they help deliver more fiber and whole grain. In August 2025, we launched *Fibre One Soft Baked Cookies* in Chocolate Chunk and Triple Chocolate flavors. These new product offerings contain 90 calories per serving and are a high-fiber option, with 21.3 grams and 22.2 grams of fiber per 100 grams, respectively. Additionally, we have continued to build on our “Going against the grain” campaign, which aims to raise consumer awareness on the benefits of fiber. Our renewed partnership with an external dietitian led to the publication of more than 80 additional articles on fiber in mainstream media in 2025 that summarize the latest scientific knowledge and communicate the multiple benefits of fiber. See our full commitment [here](#).



## Protein solutions

In response to the increasing global consumer demand for convenient and effective protein solutions, we continue to advance our strategic focus on this food segment. For example:

- In the U.S., we launched new *Progresso Protein* soups, *Nature Valley Creamy Protein* bars and *Cheerios Protein* cereal.
- In Australia, we launched *Latina Fresh's* new protein pasta range, addressing evolving dietary preferences with a high quality, accessible option.
- In France, our *Nature Valley* brand's protein nut bar is the leading protein bar in the retail market.

These initiatives underscore our dedication to fulfilling consumer expectations, providing nutritious and appealing products that support diverse health and wellness needs.





# Evolving consumer needs

## Our approach

At General Mills, consumers are at the center of our business. We include the voice of our consumers in every decision we make by understanding their needs, motivations, values and behaviors. Our consumer insights team conducts research and gathers input on key topics, such as how consumers indicate their preference for making sustainable choices as part of their buying decisions. We closely monitor key food trends and macro forces that can drive changes in the way people eat and interact with our brands.

We offer products to meet consumers' personal nutrition preferences, including new flavors, varieties and our leading natural, organic and pet food offerings. Highlighted here are a few examples of our varied product portfolio.



Examples of our products that help satisfy consumers' personalized nutrition needs.

offering a wide range of products catering to specific dietary goals, including:

- **Protein** – We introduced a new *Cheerios Protein* line of cereals, each providing 8 grams of protein per serving. *Progresso* offers a line of protein soups for a tasty and convenient way to get more protein. Our *Annie's Super! Mac* provides up to 15 grams of protein and 6 grams of fiber per serving (see page 26).
- **Carb-conscious** – *Old El Paso* launched a new Tortilla Rounds Taco Kit with 3 grams of net carbs and 20 grams of fiber per serving. *Carbe Diem* pasta contains 55% less carbs than traditional pasta and 24 grams of fiber per serving.
- **Weight management** – We offer a variety of portion-controlled products, including *Fiber One* bars, which

help weight managers and GLP-1 users increase their fiber and micronutrients. *Progresso Light* soups, available in 13 flavors, provide 230 calories or less per can.

- **Heart-healthy** – *Cheerios Original* and *Honey Nut Cheerios* are made with whole grain oats, which contain beta glucan, a soluble fiber that can help lower cholesterol as part of a heart-healthy diet.
- **Gluten-free** – More than one in four of our North American product SKUs — over 1,200 product SKUs — are labeled as gluten-free.\*\* Many of our brands offer gluten-free options, including *Cheerios*, *Chex* cereals, *Lärabar* and *Annie's*.
- **Plant-based** – Our portfolio has long been substantially plant-based, with flour, breakfast cereals, snack bars,

soups, and frozen fruits and vegetables. More than 1,000 of our products are vegan,\*\* including most *Lärabar* products, *Annie's* fruit snacks and *Annie's Organic Vegan Mac*. Several of our hearty *Progresso* soups bring plant-based, high-protein options to the soup aisle.

## Foods That Fit

Our Foods That Fit campaign offers educational materials through food retail partnerships to help educate consumers about how to make food choices that fit their personalized dietary needs.

**POWERED BY PROTEIN**

Protein is an essential nutrient made of building blocks called amino acids. It is part of every cell, tissue and organ in the body where it helps to build and maintain muscle and healthy tissue and aid in exercise recovery.

**IS YOUR PROTEIN ON PAR?**

Protein needs depend on several factors including age, activity level, weight and personal health goals. The Academy of Nutrition and Dietetics recommends 0.35 grams of protein per pound of body weight each day to support overall health.<sup>1</sup> This translates to adults generally needing about 5-7 ounces of protein foods on a daily basis.<sup>2</sup>

Eating a variety of foods high in protein can be beneficial:

- May help you feel full!
- May help sustain a healthy weight!
- Support recovery and healing from injury!
- May help grow, maintain and repair muscle mass!

**THE PROTEIN POWER PLAY**

Not all proteins are created equal, so it's important to include a variety of sources in your diet. Here are some options for an easy meal addition or snack to help power up your day.

- 25 CUP PROTEIN: 130, 181DV
- 1 OUNCE PROTEIN: 66, 121DV
- 1 BAR PROTEIN: 100, 151DV
- 2 EGGS PROTEIN: 120, 241DV
- 1 CUP PROTEIN: 110, 141DV
- 1 STRING PROTEIN: 70, 141DV
- 1 BAR PROTEIN: 120, 141DV

The % Daily Value (DV) tells you how much a nutrient in a serving of food contributes to a daily diet. The %DV listed above reflects protein content per serving, based on a recommended daily value of 50 g.

See the complete Foods that Fit toolkit at [bellinstitute.com](http://bellinstitute.com).



These *Nature Valley Lunch Box Chewy Granola Bars* are made in a peanut-free facility.\*

## Personal nutrition preferences

General Mills continues to innovate our product offerings to meet dynamic consumer needs in the evolving personalized nutrition landscape. We provide many food choices tailored for consumers with diverse preferences by

\*Not all *Nature Valley* products are made in peanut-free facilities.  
\*\*As of October 2025.

## Natural and organic

Since 2000, we have steadily expanded our natural and organic business to meet growing consumer demand and embed sustainability across our product portfolio. We offer a mix of certified organic cereals, frozen fruit and vegetables, snacks, meals and baking products. One in ten products in our North American portfolio is certified organic or made with organic ingredients.\*



In 2025, we expanded our *Annie's Super! Mac* product line. Made with real cheese and certified organic pasta, it contains a boost of protein and fiber, no artificial flavors or synthetic colors. The ingredients are sourced from trusted organic farmers who cultivate a healthier planet. Yellow peas, for example, not only provide a protein solution for mac lovers, the crop also builds soil fertility and therefore can help farmers

reduce the need for nitrogen fertilizer. Learn more about [how we make Annie's products](#) with nutritious, organic ingredients that are kind to the planet.

Our longstanding focus on organic foods sets General Mills apart. Organic farming can lead to positive outcomes for people and the planet, including soil health, on-farm biodiversity, farmer economic resilience and more. Organic

farming is also one of the ways we're advancing regenerative agriculture on 1 million acres of farmland. By sourcing from organic farmers and partnering with groups like [Xerces Society](#) and [Rodale Institute](#) that empower those farmers to further implement regenerative principles, two of our organic brands — *Annie's* and *Cascadian Farm* — contributed 113,000 acres toward our regenerative agriculture goal in 2025. Learn more about our approach to expanding regenerative agriculture in the [Planet](#) section of this report.

**Small grain, big impact:** In 2025, *Cascadian Farm* expanded support for regenerative agriculture by incorporating 1% Kernza into select cereals. A perennial grain with deep roots, Kernza can mitigate climate change, improve soil health, reduce water pollution and enhance wildlife habitat. This initiative quadrupled the brand's Kernza usage, demonstrating a significant step toward a more sustainable future while delivering the same great taste. This innovation provides a win-win for consumers and the environment. Learn more about our support for regenerative agriculture in the [Planet](#) section of this report.



*EPIC* continues to respond to the growth in meat snacking with new options, including protein-packed Wagyu beef strips and Birria-inspired meat snacks, launched in September 2025, featuring simple ingredients and bold flavors.



In September 2025, *Blue Buffalo* entered the fresh pet food market with the launch of *Love Made Fresh*. Aligned with *Blue Buffalo's* trusted nutritional philosophy and made with superior ingredients, the *Love Made Fresh* line focuses on the growing trend of pet parents looking for fresh pet food, combined with a preference for mixing fresh with kibble and other dog food formats. *Love Made Fresh* features a variety of flavorful recipes designed to be served as a standalone fresh solution or as a companion to our portfolio of dry dog food.

In 2025, *Blue Buffalo* expanded beyond dry and wet feeding by offering a new fresh line, *Love Made Fresh*, and introduced other pet product innovations, including:

- *BLUE's* new *Life Protection Formula Salmon and Brown Rice Recipe*, which is made with the finest natural ingredients, such as delicious salmon and antioxidant-rich fruits and vegetables, and formulated for the health and well-being of dogs. It includes proprietary *LifeSource Bits*, is enhanced with vitamins and minerals, and is chicken-free for dogs with sensitivities to chicken.



- *Tastefuls Mini Purées*, made with only five natural ingredients, are single-serve sachets that deliver perfect portioning, less mess and more opportunities to bond with cats.



- *Blue Buffalo's* new *Nudges Salmon Grillers* feature salmon as the #1 ingredient, providing a natural source of Omega 3 and six vitamins. These treats, made with only natural ingredients, offer a tender texture that dogs love.



## #1

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

## Natural pet food

*Blue Buffalo* is the most loved and trusted natural pet food brand in the U.S.\*\*\* and is built with the True Blue Promise to assure pet parents that meat is the first ingredient, with no poultry by-product meals, corn, wheat, soy, artificial flavors or preservatives. The promise to “Love, feed and treat all dogs and cats like family” guides everything *Blue Buffalo* does — from industry-leading standards for sourcing high-quality ingredients to state-of-the-art manufacturing facilities.

*Blue Buffalo's* *Life Protection Formula* dog food paved the way in the humanization of pet food when the brand first launched it 20 years ago. Today, it remains a leading product and features proprietary *LifeSource Bits*, which contain a precise blend of vitamins, minerals and antioxidants carefully selected by veterinarians and animal nutritionists to help pets thrive. Because every pet is unique, *Blue Buffalo* offers a range of distinctive product lines to meet pet needs and pet parent preferences. Each line features formula variations — like life stage, breed size and recipe.

### Our natural and organic brands



\*As of October 2025. Does not include pet food products.

\*\*Includes food for both humans and pets. Sources: SPINS Mulo+Natural Channel (Natural Products Industry) 52 weeks ending 5/25/2025 and NIQ Pet+ Channel, 52 weeks ending 5/24/2025.

\*\*\**Blue Buffalo* Brand Equity Tracker Survey L12M (June 2024 - May 2025); N=17K.

## Expanded pet portfolio

### Edgard & Cooper

Following our 2024 acquisition of *Edgard & Cooper*, one of Europe's leading independent premium pet food brands loved by over 1 million pets across Europe, we introduced this brand to U.S. consumers in July 2025. Launched exclusively with PetSmart, *Edgard & Cooper* can be found in the super premium aisle in stores across the U.S. *Edgard & Cooper* creates nutritious food using only the best ingredients, including fresh meat, whole fruits and vegetables, while also caring for the planet and donating 1% of sales to help cats and dogs in need. Together, we are building on our shared dedication to delivering premium, natural pet food with real ingredients that pets love and pet owners feel good about.



### Whitebridge

In fiscal 2025, we welcomed *Whitebridge Pet's* North American premium cat feeding and pet treating business to our growing pet portfolio with brands like *Tiki Cat*, *Dogswell* and *Buddy Biscuit*. Focused on providing exceptional care and nutrition for pet health and happiness, *Whitebridge Pet* brands deliver complete and balanced meals, offer targeted wellness support and enhance pet bonding with lifestyle treats.



## Investing in innovation that drives disruptive growth

**Our approach:** Today's fast-changing food landscape requires rapid innovation and a steady stream of new ideas. General Mills has been a leader in food innovations throughout our history, dating back to advancements in milling technology nearly 160 years ago. Our teams innovate outside of General Mills' core platforms — ensuring we maximize ways to partner with, learn from and grow with the external entrepreneurial marketplace while leveraging the company's expertise and scale to make the food system work for tomorrow's families starting today.

Together, we aim to solve big consumer problems in food through innovation — by unleashing our inner entrepreneur to identify opportunities, develop breakthrough solutions, and support brands using the scale and capabilities of General Mills to accelerate their growth. One of our existing high-growth brands is Carbe Diem, a pasta brand with fewer net carbohydrates, fewer calories and more dietary fiber than leading brand pastas.

We also focus on partnering with and scaling promising, early-stage companies. We continue to support our first acquisition, Fera Pets, a veterinarian-led maker of pet supplements, as part of the growing focus on pet health. We expanded our successful partnership with performance nutrition brand GHOST to launch a new high-protein bar, in addition to our existing line of high-protein cereal.

We also look to take emerging brands to the next level by fueling them with the resources and expertise of General Mills. Brand founders are partnered with experts in marketing, sales, operations and R&D who help brand teams meet evolving consumer needs more quickly. In 2025, we continued to grow our portfolio and partnership with entrepreneurial brands, including Evident, a high-quality, science-backed supplement brand focused on women's health and beauty. We also continued our

support of existing companies, including BeeHero, GrubMarket and others. All investments are part of the larger General Mills' story, filling in key areas our consumers are

paying close attention to, and setting the stage for meaningful growth and innovation.

### Partners\*



Calibrate



Evident



keychain

mealogic

NUMILK

pitpat

SMALLS



URBAN REMEDY

\*As of October 2025.



# Alleviating hunger

## Our approach

General Mills aims to advance food security for individuals, families and communities and to make more food available to those in need. Together with our nonprofit partners, we work to ensure all members of the community have reliable and equitable access to a wide range of affordable foods. We help to expand surplus food recovery and charitable redistribution of good food by supporting food bank networks on six continents and

other nonprofits focused on ensuring the world's food is used to nourish people and doesn't go to waste.

We collaborate with others to expand our collective impact by investing to scale solutions, catalyzing place-based approaches and sharing our expertise through our employees' skills-based volunteerism. We also advocate for long-term solutions to reduce hunger and food waste. [Learn more](#) about our public policy engagement to ensure people have access to nutritious and sufficient food.

## Increasing food access and food recovery capacity

**Our actions:** We donate General Mills food and work with partners to alleviate hunger, expand food access and build long-term community agency and resilience. We set a goal in 2019 to enable 30 billion meals by 2030, together with our nonprofit partners. We exceeded that goal in 2022 and as of 2025, we have nearly doubled our targeted 30 billion meals.

### 2025 PROGRESS

# 58.1 billion

meals enabled worldwide by our food donations and philanthropic partners since 2019 (including 7.9 billion meals during 2025), exceeding our goal to enable 30 billion meals for hungry people by 2030.

## How we are supporting food access



### Help food banks grow capacity for food recovery and redistribution

- Donate General Mills food to food banks
- Provide grants that strengthen food banks' capacity to recover and distribute more food
- Promote adoption of innovative food recovery solutions that make it easier for food makers, grocers, restaurants, distributors and others to donate food



### Support vibrant community food systems

- Partner with organizations centered on community groups with low food security
- Support culturally specific, locally driven food solutions
- Advocate for resources and policies to drive long-term systems-level solutions to end hunger



### Strengthen the reach and impact of school meals

- Support policies that enable universal school meals in order to increase food and nutrition security for all students across the U.S.
- Increase food access among lower income populations in the U.S. by promoting participation in food and nutrition assistance programs among those who are eligible

# 27 million meals

enabled by donations of more than 31.3 million pounds of General Mills surplus food worldwide during 2025.

# 74,960

retailers and food service operators worldwide empowered to participate in systemic food rescue through our global investments in food recovery technology.\*

# 6 continents

Food bank networks on six continents strengthened using support from General Mills grants.

\*Through MealConnect and FareShareGo.

To ensure no good food goes to waste and that the world's precious food is used to nourish people, we leverage our philanthropy as well as General Mills' deep food system expertise to expand surplus food recovery across the industry. Our efforts and investments have resulted in grocery stores, restaurants, food distributors and thousands of other businesses and food outlets around the globe gaining and adopting systematic food recovery solutions so that their good surplus food can be used to nourish hungry people and not end up in landfills.

Since food waste and loss occur from "farm-to-fork" and impact growers, families, communities, the environment and businesses, we engage with a wide variety of partners to advance positive change. We bring a systems lens and take a collective impact approach to the issue, working with nonprofit organizations around the globe. These activities include:

- Expanding global knowledge and insights about the most scalable, high-impact solutions to food waste and loss
- Strengthening the capacity, safety and efficiency of food banks worldwide
- Investing and engaging to catalyze innovative new surplus food recovery solutions

Food recovery also reduces greenhouse gas emissions by decreasing the amount of food sent to waste, while minimizing overall rates of food waste and loss can conserve precious natural resources like water and cropland. Learn more in the [Planet](#) section of this report.



## Addressing food security

General Mills supports organizations serving groups that are disproportionately impacted by food insecurity. We direct our philanthropy and align employee volunteerism to support food banks and anti-hunger organizations that are working to target and close disparities in food security.

We help to improve food access through partnerships with leading U.S. anti-hunger organizations, including [Feeding America](#), [Food Research & Action Center \(FRAC\)](#) and [No Kid Hungry](#). In our headquarters community — the Twin Cities of Minneapolis and St. Paul, Minnesota — we provide local support through community-driven, culturally-led and focused partnerships with a variety of organizations. See [Strengthening hometown communities](#) for details.

Recognizing that households with children are more likely to be food insecure\*, our food access strategy includes support for community outreach programs that help families at risk of hunger enroll in food and nutrition assistance programs, such as the U.S. [Supplemental Nutrition Assistance Program \(SNAP\)](#). Since schools are powerful levers for increasing food and nutrition security among children, we also work to expand access to and participation in school meal programs.

### Partnering with No Kid Hungry

Together with our brands, General Mills has provided more than \$10.3 million in funding since 2016 through our partnership with No Kid Hungry to help end childhood hunger, focused on supporting school meals and raising awareness of the fact that one in five kids in the U.S. are living with hunger.\*



\*Source: [USDA Report](#)

## Scaling up food recovery and distribution

MealConnect, created by Feeding America and funded by General Mills, is an innovative food recovery platform that makes it easy for food makers, grocers, restaurants, distributors, school cafeterias and trucking companies to efficiently donate surplus food. Since 2014, MealConnect has enabled billions of nourishing meals for food-insecure people, while helping food banks to expand from distributing primarily packaged food (retail store format) to also providing prepared meals from cafeterias, restaurants and other foodservice outlets:

- **69,400+** food businesses have donated their surplus food through MealConnect in the U.S.
- **60+** food transport companies have adopted the platform
- **8.6+ billion** pounds of food recovered, equal to 7.1+ billion meals



## Healthy school meals for all

General Mills supports the [Healthy School Meals for All](#) campaign to offer school breakfast and lunch in the U.S. at no charge to families, helping to ensure students get the nutrition they need to learn, grow and thrive.

### Impacts of providing healthy school meals for all students include:

 <p><b>Reduces childhood hunger and food insecurity</b></p>	 <p><b>Removes administrative burden so school staff can focus on education</b></p>	 <p><b>Reduces school meal debt and the lunch shaming that stems from it</b></p>
 <p><b>Reduces school-food stigma</b></p>	 <p><b>Speeds up meal lines so students have more time to eat healthier foods</b></p>	 <p><b>Enhances learning and academic achievement</b></p>

Through our partnerships with [Food Research and Action Center \(FRAC\)](#) and [The Food Group](#), we support and celebrate the progress of the Healthy School Meals for All campaign and [Hunger-Free Schools](#), which is dedicated to providing access to school meals for each student in Minnesota.



\*In 2024, more than 14 million children were living in food insecure households (1 in 5/14 million) and 1 in 7 individuals was at risk of hunger (14.4%/47 million). Source: [USDA Report](#)



# Labeling and marketing

## Our approach

At General Mills, we work to increase transparency about our food. We recognize that our customers, consumers, investors, employees, regulators and other stakeholders all seek information about our products and processes. We continue to increase transparency by providing information to key stakeholders when and where they need it. Learn more about how we [engage with stakeholders](#) to accelerate progress on social and environmental issues.

Consumers want to know what's in their food, where it comes from and how it is prepared. They also want assurance that food has been grown and harvested in a responsible and sustainable manner that respects people, animals and the environment. A growing number of consumers seek products that have a positive impact on the environment and society. To help consumers learn more about their food, we provide information in multiple ways — on packages, through our company and brand websites, on our brands' social media channels and on third-party sites, such as e-commerce and transparency platforms. In addition, we actively support public policy efforts to inform consumers and increase their awareness about our products — these efforts are detailed on the [Public policy for the greater good page](#) of our website.

See more details regarding how we communicate transparently with stakeholders about our food, as well as our focus on sustainable ingredients, certifications and other product information, beginning on page 16.



## Nutrition and labeling

**Our approach:** General Mills provides useful, fact-based information on packages and websites to help consumers make informed dietary choices. All of our product packages display accurate nutrition labeling and follow relevant nutrition and health claim requirements as prescribed by regulations in the country of sale.

**Our commitment:** General Mills has made a commitment to adopt a common global approach to nutrition information on packaging that includes, at minimum: labeling nutrition information on the side and/or back-of-pack per serving and/or per 100 grams for calories and key nutrients, and the labeling of calories on front-of-pack. In countries with front-of-pack labelling requirements, we adhere exclusively to the local regulation. We also commit not to place any regulated health or nutrition claim on a product unless it meets the criteria set forth by the regulations in the country of sale.

**Our progress:** Around the world, our product labeling meets local regulatory requirements while remaining consistent with our global approach. We are committed to ensuring our consumers have access to accurate product information in all markets where our products are sold, and in the evolving ways that consumers shop. Examples of our compliance with local and regional guidelines in key markets include:

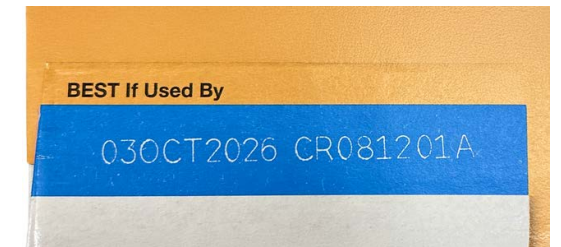
- Australia – 100% of our products display front-of-pack nutrition information, with a transition underway from the Australian Daily Intake Guide to declaring Health Star Rating (HSR), that provides an overall nutritional profile of packaged foods.

- Brazil – All General Mills package information complies with local regulations, and when required by the Brazil National Health Surveillance Agency (Anvisa), includes front-of-package nutrition information.
- China – All General Mills package information complies with local regulations and includes the energy icon on the front of packaging.
- Canada – All General Mills package information complies with local labeling regulations, with implementation underway to include front-of-pack nutrition information as directed by Health Canada and the Canadian Food Inspection Agency.
- Europe – All General Mills package information complies with European, UK and country-specific requirements.
- Mexico – All General Mills package information complies with local regulations and includes front-of-pack consumer information as directed by the Mexican Health Ministry.
- United States – Approximately 90% of our U.S. retail products feature front-of-package labeling through the Facts-up-Front program, displaying nutrition information from the Nutrition Facts Panel in a clear, simple and easy-to-use format on the front of packages to aid consumers in making informed choices when shopping. Learn more on page 16.

See more details regarding how we communicate transparently with stakeholders about our food, as well as our focus on sustainable ingredients, certifications and other product information, beginning on page 16.

## Date labeling

In the U.S., General Mills supports product labeling changes that help reduce food waste through clearer guidance for consumers about food shelf life. We have updated all of our U.S. retail product packaging to comply with this voluntary date-labeling initiative that uses standard nomenclature to reduce consumer confusion. Learn more about General Mills' food waste reduction efforts on page 29 and in the [Planet](#) section of this report.



# 100%

of our U.S. retail packaging contains updated date labeling to help reduce food waste.\*

\*As of October 2025.



## Responsible marketing

**Our approach:** When marketing our products, we present the qualities and advantages of our products truthfully, responsibly and with appropriate taste.

In all media, we design our marketing to comply with applicable law and we fully adhere to the requirements of the International Chamber of Commerce [Framework for Responsible Food and Beverage Marketing Communications](#). In addition, we ensure that our ads are consistent with our core values. Our advertising reflects generally accepted standards of social behavior, avoids stereotyping people and never insults or demeans any demographic groups.

**Policies:** [General Mills marketing policies](#) ensure that our commitment to responsible marketing underlies all our marketing activities.

**Governance:** General Mills marketing policies are reviewed and updated regularly by our company's Responsible Marketing Council and reviewed with the company's Chief Executive Officer and other senior leaders of our U.S. and international operating units. The Responsible Marketing Council is responsible for drafting and issuing marketing policies and ensuring full compliance with the policies through training and other initiatives.

**Global commitment:** In all markets around the world, General Mills has committed to not direct any marketing to children under age 13. In the United States, we make this commitment as a founding and longstanding participant in the [Children's Food and Beverage Advertising Initiative \(CFBAI\)](#), which is operated by the Better Business Bureau. CFBAI audits compliance with our commitment (our "CFBAI Pledge") annually, confirming

that none of our activities constitute marketing to children under 13 as defined by CFBAI's Core Principles. Outside the United States, we have made analogous pledges (to refrain from marketing to children under 13) via other self-regulatory programs, such as the EU Pledge Program in Europe. In any global market where such programs do not exist or where we are not a member, we nonetheless make the exact same commitment (applying our CFBAI Pledge as if CFBAI existed in that market).

Our compliance track record with these programs is extraordinarily strong. CFBAI, in particular, publishes a report annually that addresses the compliance of its participants. We are not aware of any instance of noncompliance by General Mills in the past several years, and CFBAI has confirmed this in its reports. In the unlikely event of any instance of noncompliance, a core function of our Responsible Marketing Council is to address such issues and determine appropriate corrective action.

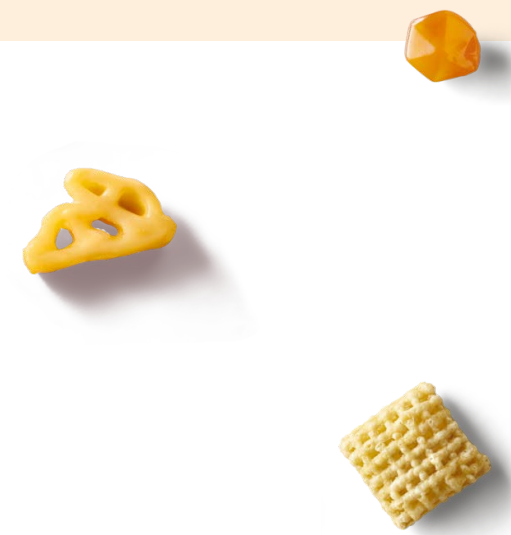
Beyond our commitments under the programs noted above, we have made additional responsible marketing commitments that exceed industry norms. For example, we have long committed to refrain from marketing food to youth of any age (including teens) within schools or at school events — and this commitment applies to all schools, even high schools. This commitment covers all forms of marketing (beyond the identification of the brand and product on menus and packaging). For example, we do not depict or display food brands, products or logos on posters, signs, scoreboards or school equipment, nor do we market foods by distributing product samples or branded merchandise in schools. There are no exceptions to this commitment. In the U.S., we operate the Box Tops for Education™ school fundraising program which, through sales of our products and those of many other companies (often nonfood companies), has provided nearly \$960 million to schools since the program's inception in 1996. Though schools are the beneficiaries of this program, we refrain from marketing the program to students (whether inside or outside the school environment).

## Data privacy

We collect and use consumer personal data for a variety of purposes, including to provide recipe-related publications to consumers who subscribe for these, to run sweepstakes, contests and loyalty programs, to ensure that our advertising is directed to relevant audiences, and to otherwise improve our product and service offerings. We are sensitive to the privacy concerns of our consumers and are fully committed to complying with regulations, including the [EU General Data Protection Regulation \(GDPR\)](#) and the [California Consumer Privacy Act](#) among many others.

In addition to meeting changing legal requirements in this area, General Mills is committed to acting responsibly and transparently to continue to earn and maintain the trust of our consumers with respect to our collection, retention and use of personal data. We also maintain safeguards to control against the loss of personal data or the unauthorized access, use, disclosure, destruction or modification of personal data. Learn more in our [data privacy policy](#).\*

\*Links to main U.S. policy as an example. General Mills has additional privacy policies specific to other parts of our business globally.



# Planet

**800,000+**

acres engaged in programs advancing regenerative agriculture.

**98%**

of electricity use for our global operations addressed.\*

**95%**

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

\*98% of electricity use for our global operations addressed through direct operational measures and application of renewable energy certificates (RECs).

## IN THIS SECTION

- ✓ Nature
- ✓ Climate change
- ✓ No deforestation
- ✓ Regenerative agriculture
- ✓ Water stewardship
- ✓ Packaging
- ✓ Sustainable operations
- ✓ Animal welfare



## Priorities and fiscal 2025 progress

As a global food company, General Mills depends on the health and well-being of the ecosystems and communities that produce key ingredients used in our products. We continue making progress on our 10 Global Impact priorities focused on driving resilience for people, our planet, our communities and our businesses.

 <h3>Greenhouse gas</h3> <p>Reduce value chain greenhouse gas emissions by 30% by 2030 (compared to 2020 baseline) and achieve net zero emissions by 2050.</p> <p><b>Fiscal 2025 progress:</b> 14% reduction across entire value chain; 55% reduction in owned operations (Scope 1 and 2)</p>	 <h3>Regenerative agriculture</h3> <p>Advance regenerative agriculture on 1 million acres of farmland by 2030.</p> <p><b>Fiscal 2025 progress:</b> 800,000+ acres engaged in programs designed to advance regenerative agriculture</p>	 <h3>Packaging</h3> <p>General Mills brands will design 100% of packaging to be recyclable or reusable by 2030 (by weight).</p> <p><b>Fiscal 2025 progress:</b>* 95% achieved</p> <p><small>*Excludes some international markets where data capabilities are being developed.</small></p>	 <h3>Water</h3> <p>Champion the regeneration of water resources in priority watersheds.</p> <p><b>Fiscal 2025 progress:</b> ongoing</p>	 <h3>Renewable electricity</h3> <p>Address 100% of electricity use for our global operations by 2030 through direct operational measures and application of renewable energy certificates (RECs).</p> <p><b>Fiscal 2025 progress:</b> 98% addressed</p>
 <h3>Food waste</h3> <p>Reduce food waste in our operations.</p> <p><b>Fiscal 2025 progress:</b> ongoing</p>	 <h3>Zero waste to landfill</h3> <p>Achieve zero waste to landfill at all owned production facilities by 2025.</p> <p><b>Fiscal 2025 progress:</b> 100% achieved</p>	 <h3>No deforestation</h3> <p>No deforestation in palm, cocoa and fiber supply chains by December 2025.</p> <p><b>Fiscal 2025 progress:</b> as of Dec. 31, 2024, 96.8% of palm volumes assessed as deforestation-free, 88% of cocoa and chocolate volumes assessed as deforestation-free, and 99.6% of fiber packaging volumes assessed as deforestation-free</p>	 <h3>Animal welfare</h3> <p>Work toward purchasing eggs, pork and poultry from more humane livestock systems.</p> <p><b>Fiscal 2025 progress:</b> ongoing</p>	 <h3>Human rights</h3> <p>Assess and address our human rights impacts in alignment with the United Nations Guiding Principles on Business and Human Rights.</p> <p><b>Fiscal 2025 progress:</b> ongoing</p>



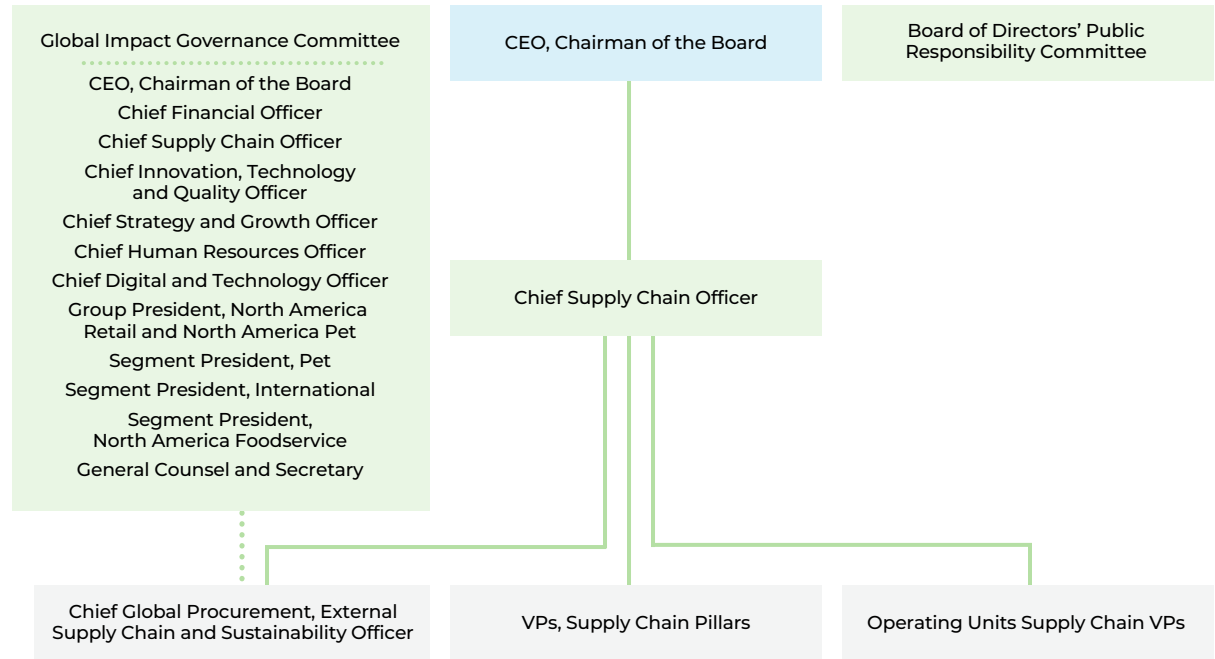
## Leadership and governance

The Global Impact Governance Committee (GIGC), led by our Chairman and CEO and overseen by the Board of Director's Public Responsibility Committee, is accountable for our sustainability program. The Chairman and CEO convenes the GIGC at least three times each year to establish, direct and oversee General Mills' positions on matters of significance to the company and its stakeholders concerning corporate social responsibility, environmental and sustainability issues, and philanthropy. These matters are included in our Chairman and CEO's annual performance objectives and impact his compensation. The GIGC, which was formalized in 2021 and further enhanced in 2023, is an evolution from the previous Sustainability Governance Committee and reflects the continued integration of sustainability into the company and the understanding that our ambitious targets will require alignment, operationalization and investment across the company. Two GIGC subcommittees — the Climate and Nature Subcommittee

and the Risk and Regulation Subcommittee — provide more frequent discussion and deeper engagement and oversight leading up to full GIGC review.

Further oversight of the company's sustainability work is provided by the Board's Public Responsibility Committee, which regularly reviews the company's sustainability objectives, strategies and performance. The Board's Audit Committee, whose members are separate from the Public Responsibility Committee membership, receives updates on sustainability actions related to regulations and audit requirements.

The company's Chief Global Procurement, External Supply Chain and Sustainability Officer stewards the company's sustainability work, reporting to the Chief Supply Chain Officer, and working closely with other key business leaders to develop, coordinate and execute programs to achieve company-wide targets.



## General Mills leadership in sustainability

General Mills has a long history of standing for good. From delivering our 2020 sustainable sourcing commitment to being the first company to establish a science-based climate target across Scopes 1, 2 and 3, we are focused on driving positive impact across our entire value chain. As a result of our commitment to people and planet, General Mills is consistently recognized as a leader in sustainability.



\*Science Based Targets initiative (SBTi) Forest Land and Agriculture (FLAG) guidance.

## Public policy

At General Mills, we are committed to using our voice to engage in public policy issues important to our company and stakeholders. We believe that advocating for policies

that provide proportionate, clear guidance on mitigation and adaptation of climate change effects is essential for large-scale progress. We focus our efforts in areas where General Mills' leadership can drive the largest impact toward positive

nature-related outcomes, including advancing regenerative agriculture and water stewardship, combating climate change and addressing packaging and food waste.

Learn more about our public policy engagement in the Introduction section of this report on page 13 and in the public policy details on our [website](#).

### Climate action



### Leading on regenerative agriculture



### Advancing water stewardship



### Addressing packaging and food waste



## Philanthropy

We leverage philanthropy to advance regenerative agriculture and support the conservation of natural resources and ecosystems around the world. Complementing our company's broader sustainability and regenerative commitments, we invest in NGO-led initiatives that grow local capacity, increase farmers' economic resilience and advance respect for human rights, improve soil and water health, protect and restore forests, and increase biodiversity through improved pollinator health and habitats.



### Philanthropy to support the planet

#### FOCUS AREAS

#### GOAL

#### PARTNERS



Improving the well-being of smallholder farming communities in key sourcing regions for General Mills ingredients.



Accelerate the preservation and restoration of forests in key sourcing regions.



Support broad adoption of regenerative agriculture principles and best practices, such as no-till farming and the use of cover crops, to improve soil health.



Invest in water stewardship funds and coalitions to protect and restore at-risk watersheds.



# Nature

As a global food company, our business depends on the resilience of ecosystems and communities that produce key ingredients used in our products. The changing climate threatens shared resources like air, soil and water. We understand the interdependency of climate and nature — where climate change is driving nature loss, and where nature loss is further exacerbating the effects of climate change. We also recognize that the biggest opportunities and risks exist upstream from our facilities.

Natural systems have the potential to help regulate the climate and improve outcomes for water, biodiversity and communities. For this reason, we are investing in nature-based solutions designed to protect and restore resources that we all depend on. Through our regenerative agriculture, water and forest-positive work, we contribute to collective efforts aimed at preventing further nature loss while repairing key energy, water and soil ecosystem processes to restore natural systems.\* Simultaneously, our work on renewable electricity, recyclable and reusable packaging, and zero waste at our plants aims to minimize negative impact to nature from our owned operations and products.

Our actions through 2025 have been guided by our water stewardship assessment, updated in 2023 with the World Wildlife Fund, along with an understanding of the locations where our ingredients are sourced, collaboration with key partners and insights from local stakeholders. Our ongoing focus on the regeneration of natural ecosystems includes work in key supply sheds and watersheds around the world, where we tailor our actions to meet the needs of each location. To support this work, in 2025 we conducted a climate and nature risk assessment. We will include details in future disclosures. [Learn more.](#)

\*Includes restoring function to agro-ecological and socio-cultural systems.

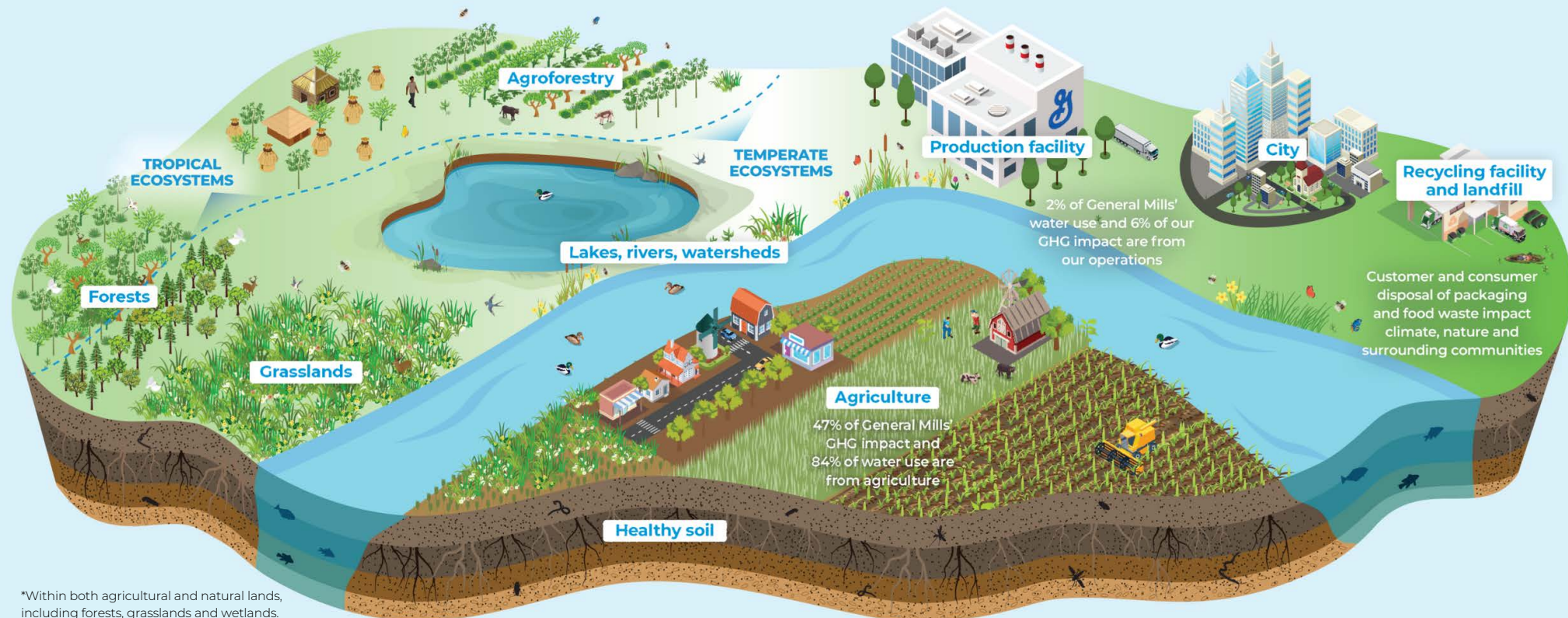
## Investing in resilience for nature, climate and communities

General Mills invests in and collaborates across landscapes and ecosystems to build resilience by regenerating nature\* — focusing on biodiversity, soil, forests and water — to reduce climate impacts and benefit people, including farmers, consumers and communities.

Our actions to **eliminate deforestation, restore forests and increase regenerative agriculture adoption in our supply sheds** benefit nature and people while helping to reduce climate change by preventing emissions, absorbing carbon and improving resilience to climate risks.

Our investments in **water stewardship, soil health, biodiversity and the restoration of ecosystems**, like grasslands, forests and wetlands, contribute to more resilient and plentiful resources for communities that depend upon nature.

**Regenerating natural resources** requires collaboration and participation by all stakeholders who share the landscape, including industry, agriculture, civil society, governments and communities.



\*Within both agricultural and natural lands, including forests, grasslands and wetlands.

## Taking action in key supply sheds and watersheds

Our actions are guided by our understanding of the locations where our ingredients are sourced, insights from local stakeholders and collaboration with key partners, including our water stewardship assessment (see details on page 55). Our ongoing focus on the regeneration of natural ecosystems includes work in key supply sheds and watersheds around the world, where we tailor our actions to meet the needs of each location. We are moving forward with nature-led strategies and actions to drive positive outcomes for communities, ecosystems and our supply chains in the places shown in this table.

Region	Location	Supply shed / watershed	Focus	Status	Key partners		
		(see details: <a href="#">No deforestation</a> , <a href="#">Regenerative agriculture</a> , <a href="#">Human rights</a> and <a href="#">Water stewardship</a> )	Forest positive	Regenerative agriculture	Water stewardship	<ul style="list-style-type: none"> <li>● Taking action</li> <li>● Planning</li> </ul>	In places where we are taking action:
Africa	Côte d'Ivoire and Ghana	Cocoa supply shed				●	CARE International, PUR
	SAVA, Madagascar	Vanilla supply shed				●	Duke Lemur Center's SAVA Conservation Program, PPI
Asia	Australia	Southeast Coast watershed: wheat, value-added ingredients, packaging				●	
	China	China Coast watershed: cane sugar, wheat				●	
	India	Ganges-Bramaputra watershed: wheat				●	BAIF Development Research Foundation
	Indonesia	Palm oil supply shed (Aceh, Sumatra)				●	Earthworm Foundation, Musim Mas
Europe	France	Dairy supply shed: regenerative agriculture Sheldt-Escault and France West Coast watersheds: dairy, fiber, packaging, sweet corn				●	Prospérité Fermière Ingredia, Bureau Technique de Promotion Laitière
	Spain	Ebro and South Spain Coast watersheds: wheat, fruit, vegetables, packaging				●	
North America	Northern Plains (U.S. and Canada)	Grains, oilseeds supply shed: regenerative agriculture Saskatchewan-Nelson watershed: oats, wheat, soy, canola, corn, potatoes, beet sugar Mississippi-Missouri watershed: wheat, oats, soy, corn, rice, cane sugar, beet sugar, meat, packaging				●	ALUS, Ecosystem Services Market Consortium, National Fish and Wildlife Foundation, Soil Health Academy, Soil Health Institute, Understanding Ag, Wilkin County, Walsh County and Kittson County Soil and Water Conservation Districts
	British Columbia	Fiber Packaging Supply Shed: Indigenous rights and forest stewardship (Northern British Columbia)				●	Tsay Keh Dene Nation and Earthworm Foundation
	Great Lakes (U.S.)	Dairy, grains, oilseeds supply shed Great Lakes watershed: dairy, soy, canola, corn, oats, wheat, fiber, beet, sugar, potatoes, packaging				●	National Fish and Wildlife Foundation
	Mountain West	Wheat, sugar beets supply shed: regenerative agriculture				●	Montana Organic Association, Montana Farmers Union, Quinn Institute, Montana State University
	Southern Plains	Grains, oilseeds supply shed: regenerative agriculture Mississippi-Missouri watershed				●	National Fish and Wildlife Foundation, Kansas Soil Health Alliance, Oklahoma Conservation Commission, Ducks Unlimited, Pheasants Forever, The Nature Conservancy
	California Central Valley	Almond supply shed: regenerative agriculture Sacramento and San Joaquin watersheds: almonds, rice, tomatoes, fruit, vegetables				●	California Water Action Collaborative, American Farmland Trust, Sustainable Conservation, UC Davis, Ecdysis, Point Blue Conservation, Earth Genome and Future H2O, Xerces Society
	New Mexico	Rio Grande – Bravo watershed: packaging				●	The Nature Conservancy, Rio Grande Water Fund
	Georgia and Florida	Gulf of Mexico and Atlantic Coast watersheds: cane sugar, fiber				●	
	Mexico	Rio Lerma watershed: strawberries				●	Plataforma Nuup and Cauce Bajío
	South America	Brazil	Grains supply shed: regenerative agriculture La Plata watershed: corn, cassava, cane sugar, fiber packaging Palm supply shed (Pará)				●

## Ecosystem impact

Examples of our investment and collaboration to improve the resilience of ecosystems and communities and reduce climate impacts include:

### Ogallala Aquifer

#### Returning the aquifer to sustainable levels in Kansas

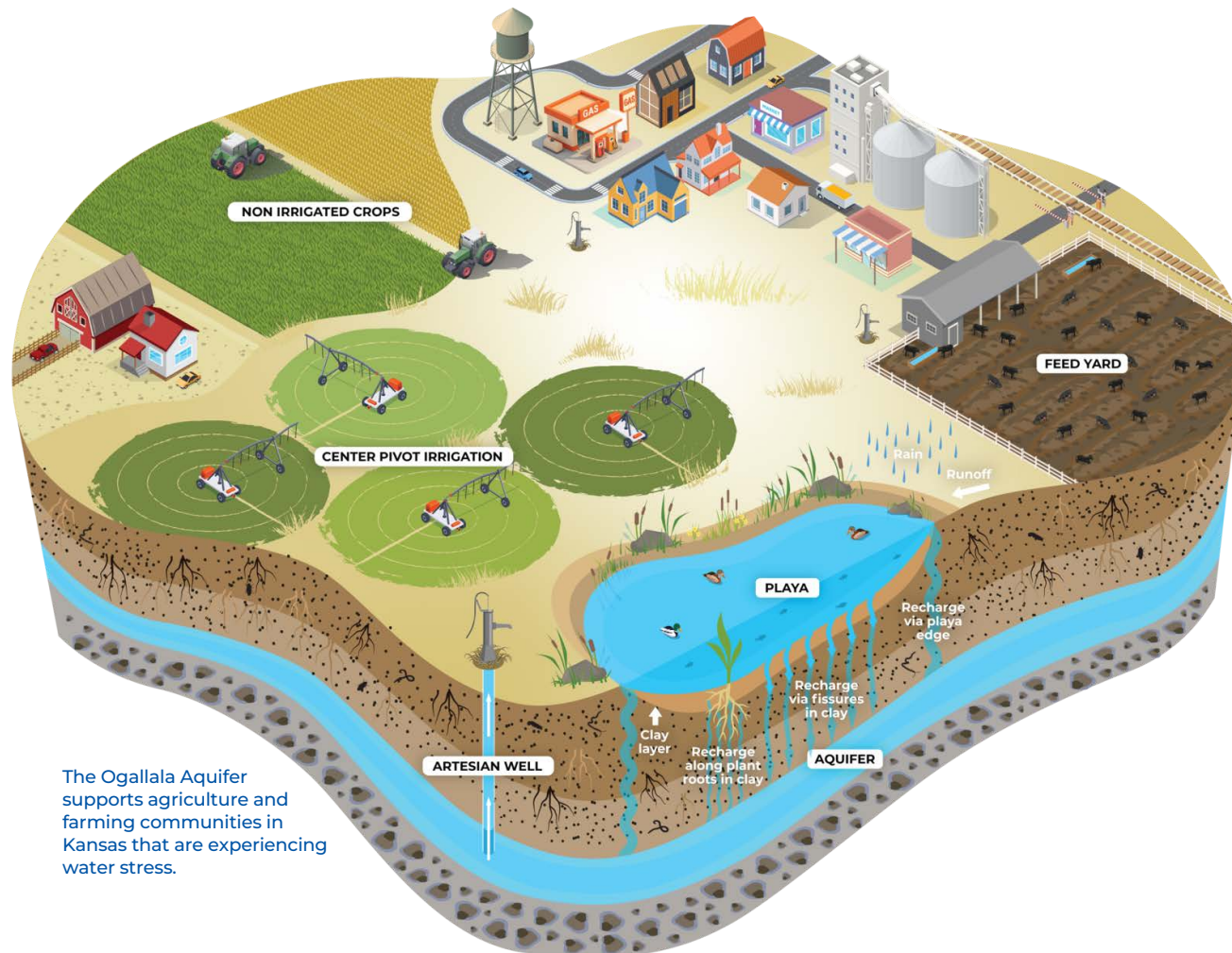
Western Kansas is a key General Mills supply shed for hard red winter wheat used in our baking products. Western

Kansas sits atop the Ogallala Aquifer, the world's largest aquifer that spans eight states from Texas to South Dakota, and a quarter of the irrigated land in the U.S. In addition to agricultural production, the aquifer supports a vast and diverse prairie ecosystem home to species such as bald eagles, pronghorn and prairie dogs. Many of the seasonal playa lakes — temporary wetlands that help to recharge the aquifer — have been removed due to farming, and groundwater is being extracted at an unsustainable rate, primarily for irrigation. Without

changes to current water practices, parts of western Kansas are expected to become nonviable for irrigated and value-added agriculture within 25 to 50 years. General Mills is taking action to advance solutions.

As part of our regenerative agriculture and water stewardship commitments, General Mills is playing a leading role in building the multi-sector Ogallala Aquifer Coalition to support farmers and industry water management in the region of Kansas with the most acute water risk to extend the life of the aquifer.

We also have commissioned an early assessment by the Pollination Group of the cost and financial structures needed to transition Western Kansas to stable management of the aquifer in order to accelerate shared outcomes.



The Ogallala Aquifer supports agriculture and farming communities in Kansas that are experiencing water stress.

Together, these actions will benefit:

- Climate – by advancing regenerative agriculture and diversifying crop rotations to improve soil health
- Nature – by stabilizing the aquifer and restoring playa lakes that provide habitat for birds, restoring grasslands and improving irrigation efficiency
- People – by supporting resilience of farming-dependent communities

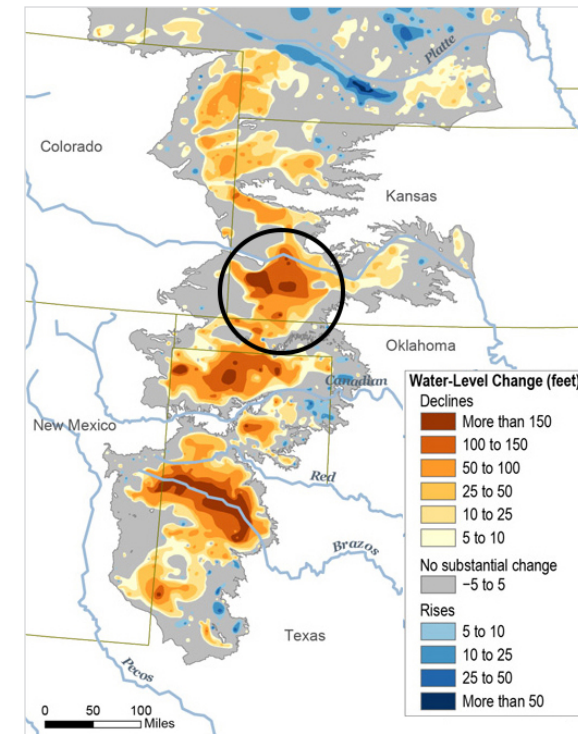
### Southern Great Plains

#### Agricultural practices benefiting soil health, water and wildlife in the Southern Great Plains region

The U.S. Southern Great Plains region includes portions of the states of Nebraska, Kansas, Oklahoma, Colorado, New Mexico, Iowa, Missouri and Arkansas. The productivity of the region's croplands depends on maintaining healthy soils and the efficient use of limited water resources. This landscape has some of the best remaining intact grasslands in North America. In addition to providing habitat for birds, pollinators and other wildlife, these grassland biomes support farming and ranching.

General Mills' investment of more than \$5.4 million in grant funding through our partnership with the National Fish and Wildlife Foundation (NFWF) since 2021 has helped support projects that benefit wildlife, water and soil resources by assisting agricultural producers in designing and implementing cover crops, conservation tillage, grazing management, irrigation improvements and invasive species control on more than 790,000 acres of cropland, rangeland and other habitat in the Southern Plains. Examples of these projects\* include:

- Soil health advising and mentorship in Kansas' Cheney Lake Watershed
- Wetland, grassland and cropland conservation in Kansas
- Conservation partnership program with the Iowa Tribe in Kansas and Nebraska to expand regenerative agriculture to impact soil health, water conservation, water quality, carbon storage and sequestration



The circle in the Ogallala Aquifer map above indicates the area in Kansas where General Mills and partners are currently taking action to advance solutions. Map source: [NOAA](#)

\*Partners include: Cheney Lake Watershed, Inc.; Colorado Department of Agriculture; Ducks Unlimited, Inc.; Iowa Tribe of Kansas and Nebraska; Pheasants Forever, Inc.; Kansas Department of Health and Environment; The Nature Conservancy.

- Conservation ranching program on private grasslands in Kansas and Oklahoma
- Regenerative agriculture technical assistance to protect and restore water quality, build soil health, enhance fish and wildlife habitat, and build resilient farms and communities in Kansas
- Technical assistance for regenerative agriculture and cover crops (with wildlife benefit) in Nebraska
- Technical assistance for grassland conservation in the Red Hills landscape of Kansas and Oklahoma
- Technical assistance for regenerative agriculture peer mentoring in Kansas
- Soil health technical assistance in the Republican River watershed in Colorado, including prevention of nutrient runoff and sustaining water supplies for the Ogallala Aquifer

We also work with NFWF across the Northern Great Plains, Great Lakes and Upper Mississippi River Basin regions. [Learn more](#) about our partnership with NFWF.

## West Africa

### Agroforestry practices to eliminate deforestation, support ecosystems and benefit communities

In Ghana and Côte d'Ivoire, key cocoa supply sheds for General Mills, we're investing in the health of important ecosystems that support smallholder farming communities. The funding we provide to our partners CARE International and PUR is reducing cocoa-expansion-influenced deforestation, restoring ecosystems and improving farmer livelihoods through tree planting, training in agroforestry and good agricultural practices, and income diversification programs like beekeeping, fish breeding and other programs. Learn more in the [No deforestation](#) content on page 47 and [Human rights](#) content on page 68.



With agroforestry training to help improve farm productivity, sustainability and resilience, this farmer in Ghana cultivates cocoa alongside her vegetables, plantains, oranges and coconuts. Through our partnership with CARE, she learned skills such as raising cocoa nurseries, pruning, farm sanitation and providing adequate shade for certain crops. Photo credit: CARE



Through our partnership with NFWF, we support projects to conserve wetlands and grasslands, benefiting wildlife, water and soil in key ecosystems, including cropland, rangeland and other habitat.

## Collaborating with The Nature Conservancy

General Mills works with The Nature Conservancy (TNC) across many of our supply sheds and initiatives to advance mutual goals for shared nature, climate and community resilience. In 2025, we collaborated on the following projects:

- **Sustainable Seafood** to assess and mitigate the impacts of wild caught fisheries and aquaculture on workers, local communities and the environment. See details in the human rights content on page 67.
- **Feed in Focus** to support dairy farms in integrating regenerative agriculture principles in feed crop systems. [Learn more](#).
- **Monitoring, evaluation and learning (MEL)** planning for key supply sheds to develop impact tracking and improve insights into the efficacy of our regenerative agriculture programs. See details in the regenerative agriculture content on page 52.
- **Landscape and jurisdictional approach planning** and advancement in our Northern and Southern Plains supply sheds. See pages 50-51 and our [regenerative agriculture website](#).
- **Water stewardship** projects in priority watersheds, including the Rio Grande Water Fund in New Mexico and water stewardship support for Arkansas rice farmers. Learn more in the water stewardship content on page 57.



Advancing sustainable seafood practices. Photo credit: TNC

## Biodiversity

Biodiversity is the foundation of resilient ecosystems. As nature and climate challenges intensify, protecting and restoring biodiversity is critical to addressing these threats and strengthening natural and agricultural systems. That's why we invest in nature-based solutions — using forest positive strategies, regenerative agriculture and water stewardship as our main levers for biodiversity impact.

## Forest ecosystems

Earth's biodiversity depends on preserving and protecting our planet's [forest ecosystems](#), which are home to over 80% of terrestrial species. In addition to being a critical lever for our climate target, our forest positive strategies strive to positively impact natural ecosystems as well as farmers and local communities. Some of the key initiatives where we support healthy forests and the biodiversity that resides within them include:

- **Aceh Landscape Initiative (partner – Earthworm Foundation):** [Aceh, Indonesia](#) is home to the highly biodiverse Leuser Ecosystem, the rainforest that is the

last place on earth where orangutans, tigers, elephants and rhinoceros are found to co-exist, as well as home to old-growth tropical forests and peat soils. Learn more about this initiative on page 68.

- **SAVA, Madagascar (partner – Duke Lemur Center):** Our partnership with the [Duke Lemur Center and their SAVA conservation initiative](#) helps protect and preserve the natural biodiversity of Madagascar, the only place on earth where lemurs as well numerous species of mammals, reptiles, amphibians and plants are found. See details about this partnership on page 46.



Photo credit: Duke Lemur Center

- **Northern British Columbia (partners – Tsay Keh Dene Nation and Earthworm Foundation):** The [Wədzih Yiné' \(Caribou Song\) Indigenous Protected and Conserved Area \(IPCA\)](#) is the territory of Tsay Keh Dene Nation and home to old-growth primary forests that are areas of high cultural significance and vital wildlife habitat for species including grizzly bears, wolves, moose, caribou and elk. See page 67 for details.

## Regenerative agriculture

Regenerative agriculture both supports and depends on biodiversity. Through regenerative agriculture, farmers and ranchers improve the health and function of agricultural ecosystems — providing richer habitats for birds, insects and wildlife. Examples include reduced tillage, which can preserve soil life and nesting sites for insects, and cover cropping, which can enhance habitat for beneficial species and helps prevent runoff that could harm aquatic ecosystems. In turn, biodiversity provides services such as pollination, pest control and weed suppression that are vital for agricultural production.

While regenerative agriculture begins with changes on individual farms, our approach recognizes that these farms are part of much larger, interconnected landscapes.

Partners like the National Fish and Wildlife Foundation help us support grasslands, wetlands and other critical habitats alongside croplands — using targeted strategies such as habitat restoration and invasive species control to deliver landscape-level outcomes for biodiversity and water quality. Recent projects show the connections between regenerative agriculture and biodiversity:

- **Reduced pesticide use:**
  - 69% of farmers in our Northern Plains regenerative agriculture project reported reduced pesticide use with improved profitability. [Learn more.](#)
  - In partnership with American Farmland Trust, we are supporting insights into how growers can reduce pesticide use via practices like cover crops and hedgerows. [Learn more.](#)
- **Increased pollinator habitat:** Pollinator habitat plantings with the Xerces Society support pollinators within orchard crop systems. See details in the highlight story below and on page 53.

Learn more about how we are taking action to improve the health and resilience of natural ecosystems and communities and reduce the effects of climate change throughout the remainder of the report's Planet section.

## Pollinator habitat impact

Through our partnership with the [Xerces Society for Invertebrate Conservation](#), we have been supporting expansion of pollinator habitat since 2016 through two projects:

- Xerces' Living Farms Team, funded by our natural and organic brands, support on-the-ground habitat restoration and monitoring on farms within *Annie's*, *Muir Glen* and *Cascadian Farm* supply chains.
- Natural Resources Conservation Service (NRCS) Partner Biologists Program based in U.S. Department of Agriculture (USDA) NRCS field and state offices across the United States

Xerces biodiversity specialists provide technical assistance, seeds, plants and materials to farmers in our supply chains to

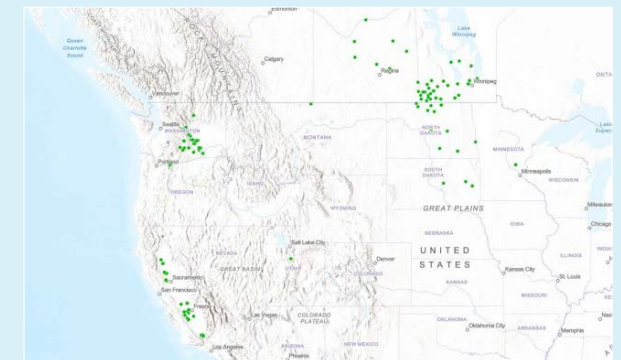
plant on-farm pollinator habitat, including hedgerows and prairie strips. As of December 2024, Xerces Society worked with growers in General Mills supply sheds across North America to plant:

- 75 hedgerows of pollinator habitat on 56 acres (31 miles)
- 7 cover crops on 2,146 acres
- 143 pollinator meadows on 3,854 acres

The pollinators that rely on this native habitat also forage on pollen and nectar in surrounding agricultural lands, further expanding the impact. Learn more on page 53. Working together, General Mills, the Xerces Society and USDA NRCS have supported the restoration, management and protection of biodiverse habitat across more than 2.1 million acres of farms, ranches and forests in North America.



[Learn more](#) about how General Mills and the Xerces Society are supporting pollinators to sustain large-scale biodiversity for our food system.



Through our partnership with the Xerces Society, General Mills has supported the planting of native pollinator habitat on farms in these locations across North America since 2016. Source: Xerces Society

# Climate change

## Our approach

General Mills is committed to reducing our impacts on climate change. More than half of the greenhouse gas (GHG) emissions and 98% of water use throughout our value chain occur upstream of our direct operations, in agriculture, packaging and shipping. This is where we can achieve the greatest reduction in our environmental footprint while ensuring the long-term availability of ingredients and improving the climate resilience of farming communities.

Globally addressing GHG emissions, mitigating climate change impacts and doing our part to tackle food security challenges requires an innovative, holistic, systems-oriented approach. Agriculture presents a complex challenge, given volatile externalities like weather, market demand and viable adaptation choices. Risks vary according to crops, growing regions and local markets. An effective approach requires continuous learning and adjustment, as well as balancing multiple interests such as environmental impacts, food security and people across our value chain.

## Reporting and transparency

General Mills's climate strategy is informed by the [Task Force on Climate-related Financial Disclosures](#) (TCFD) recommendations, and we aim to provide transparent information related to our climate change efforts. In addition to the content in this report, our efforts in transparency include the following:

- Our [Climate Policy](#) establishes the broad framework upon which our targets and actions are based.
- We report our targets, progress and strategies annually through our [CDP climate disclosure](#).
- We are committed to aligning with emissions accounting guidance according to the [Greenhouse Gas Protocol](#).
- Our Scope 1, 2 and 3 greenhouse gas emissions are [verified annually](#) by Apex Companies, LLC.
- Our 2030 and 2050 climate goals have been renewed in alignment with Forest Land and Agriculture (FLAG) guidance by the [Science Based Targets initiative](#) (SBTi).
- We transparently describe our structure for corporate governance in our annual [Proxy Statement](#).
- We publish our [Dairy Methane Action Plan](#) and related disclosure on our website.
- We provide details on our climate roadmap, key levers and actions in our [Climate Transition Action Plan](#).



**Principles for climate action:** We believe in rooting our climate work in four key principles.



**Nature is at our core**  
We believe in ecosystems that enable people, soil, plants and wildlife to flourish. Our commitment to regenerative agriculture remains central to our planetary priorities. We also understand the urgency in centering nature and biodiversity across our actions, from forests, to recyclability to food waste.



**Commitment to collaboration**  
As the majority of our greenhouse gas emissions occur outside our direct operations, making meaningful change requires collaboration. In order to achieve our goals in a way that helps to catalyze climate action, we are partnering across our value chain with public and private sectors.



**Integrating climate and human rights for a Just Transition**  
General Mills' efforts to positively impact all the people we depend upon reaches everything we do — including our [Climate Transition Action Plan](#). By integrating our climate strategy into our overarching human rights ambitions, we recognize the interconnectivity of climate mitigation efforts with the well-being of people and communities. See page 66 for details.



**Standing for Planet**  
We use our voice to advance actions that will drive climate progress and reduce greenhouse gas emissions. While we face significant systemic challenges in reaching our climate goals, we're committed to leading with transparency and finding industry driven solutions to advance progress across our value chain.

## Our goal

General Mills was the first company to publish a full value chain emissions reduction goal approved by the Science Based Targets initiative (SBTi) in 2015. In 2020, we published our climate commitment in alignment with 1.5 degrees Celsius guidance. That guidance was set by the scientific community to limit further planetary warming and minimize catastrophic outcomes, like crop failures, biodiversity loss and water scarcity. In 2024, we renewed our commitment with SBTi in alignment with Forest Land and Agriculture (FLAG) sector guidance for 2030 and 2050. Our emissions broken out by FLAG and non-FLAG are detailed in the report [Appendix](#), along with further details on the impact of FLAG scope changes to our SBTi footprint. Our commitment is to reduce absolute GHG emissions across our full value chain by 30% by 2030 (compared to 2020) and achieve net zero emissions by 2050. As only a small portion of our GHG footprint is from our owned operations, our goals go beyond our walls, addressing Scopes 1, 2 and 3.\*

## Fiscal 2025 progress

General Mills is focused on advancing work to reduce our climate impacts. Through fiscal 2025, General Mills reduced emissions by 14% across our entire value chain compared to

the 2020 baseline. Our largest reductions in fiscal 2025 came through Scope 3 emissions, with reductions driven by continued decline in purchased goods and services and a decline in outbound shipping, driven by our shift to more efficient modes, such as intermodal and rail delivery. While the reductions we saw in Scope 3 were significant, we remain focused on driving further declines in our GHG intensity across our value chain.

Within our owned operations, we saw an increase in Scope 1 and 2 emissions of 3% compared to last year and a decrease of 55% compared to our 2020 baseline. The increase in 2025 was driven by the addition of electricity usage at a fully acquired production facility. Through fiscal 2025, we have

addressed 98% of electricity use for our global operations through direct operational measures and application of renewable energy certificates (RECs); see details on pages 61 and 85. We also continue to prioritize finding further energy efficiencies within our manufacturing sites. See the [Sustainable operations](#) content for additional details.

There is significant work ahead in order to achieve our 2030 and 2050 GHG reduction goals across our full value chain. We outline both the actions and challenges of our climate roadmap and strategy in our [Climate Transition Action Plan](#).

See page 83 in the [Appendix](#) for additional details on our GHG emissions and calculation methodology.

## OUR CLIMATE COMMITMENT

**30%**  reduction in GHG emissions across our value chain by 2030

**NET ZERO**  GHG emissions by 2050

## OUR PROGRESS\*

**14%** reduction across entire value chain

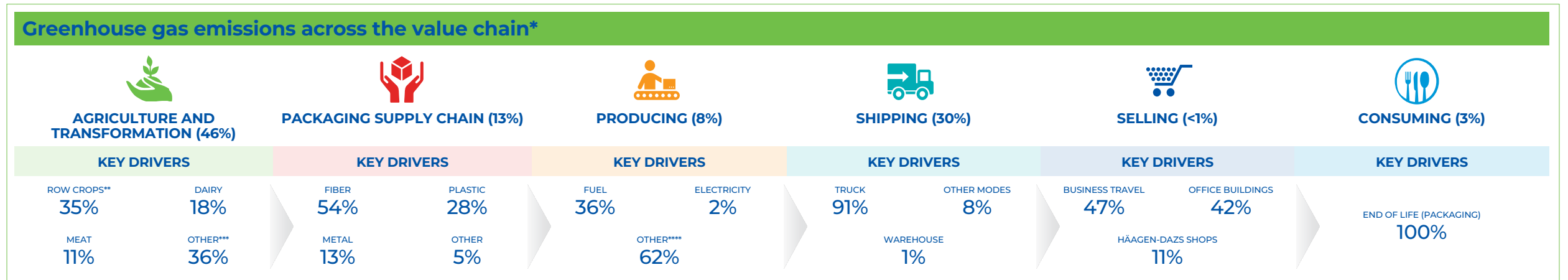
**55%** reduction in owned operations (Scope 1 and 2)

\*Compared to fiscal 2020 baseline.

GHG emissions: goal and progress						
	SBTi Target	2020 baseline*	2024 results*	2025 results*	% change vs 2024	% change vs baseline
<b>Total General Mills</b>	-30%	12.7	11.3	11.0	-3%	-14%
<b>Scope 1 + 2 (market based)**</b>	-42%	0.8	0.34	0.36	3%	-55%
<b>Scope 3 SBTi target boundary</b>	-30%	11.9	10.9	10.6	-3%	-11%

\*Emissions noted in million MT CO2e. Data for previous years has been restated to align with updated calculation methodologies and business changes Data may not add up due to rounding.

\*\*Market-based Scope 2 reporting considers any contractual instruments that may be used in competitive energy markets, such as green tariffs, renewable certificates, or power purchase agreements (PPAs).



\*Percentages next to each phase represent the portion of General Mills' fiscal 2025 value chain GHG emissions footprint (percentages may not total 100 due to rounding). Aligned with SBTi guidance.

\*\*Wheat, dry corn and oats.

\*\*\*Cocoa, soybean oil and sugarcane represent nearly half of Other.

\*\*\*\*Other represents Scope 3 Category 3 fuel and energy related activities.

## Our actions

Building on the groundwork from the past couple of years, in fiscal 2025 we focused on expanding our capabilities, specifically around data and technology, and deepening integration both within our organization and with our suppliers. Key actions in 2025 include:

**Accelerated our supplier GHG program:** We continued to expand our supplier climate program by enhancing GHG data collection, piloting supplier-level product carbon footprints, and partnering with suppliers on

decarbonization initiatives. This included continuing our partnership with the Supplier Leadership on Climate Transition (SLoCT) for supplier education and training as well as simplifying our data collection process.

**Continued expansion of data and technology climate enablers:** We advanced our enterprise carbon data systems to enable more accurate and timely corporate footprinting, unlock new scenario modeling capabilities, and create additional opportunities to integrate climate insights into business and operational decision-making.

**Increased supply chain decarbonization:** We continued energy efficiency and new technology deployment across our manufacturing network and advanced transportation initiatives, including mode shifting and electrification pilots for spotting and shuttling. These efforts are helping to reduce emissions across key logistics and operational touchpoints.

**GHG intervention focus in priority ingredients and agricultural sourcing:** We advanced progress toward our No Deforestation targets across palm, cocoa






and fiber supply chains (see page 45 for details); strengthened partnerships to improve upstream emissions data accuracy; upheld new workstreams to address fertilizer emissions at production and application; and expanded regenerative agriculture initiatives in priority supply sheds to support long-term climate, soil health and community outcomes.

## Our roadmap to net zero

Our climate roadmap outlines the actions we've committed to take in order to deliver on our goals.

### 2020 BASELINE

#### ACTIONS TO DATE

-  **800,000.00+ acres** engaged in regenerative agriculture programs
-  Delivered our 2020 **sustainable sourcing** commitment
-  Reduced Scope 1 and 2 emissions by **55%** and reduced total value chain emissions by **14%\***
-  **95%** of our packaging designed to be recyclable or reusable
-  **98%** of electricity use for our global operations addressed through direct operational measures and application of renewable energy certificates (RECs)






▼ **14%** through 2025\*

#### ACTIONS TO 2030

-  **1 million acres** engaged in regenerative agriculture programs
-  **No deforestation** in our palm, cocoa and fiber supply chains by December 2025
-  **100%** of our packaging designed to be recyclable or reusable
-  **100%** of electricity use for our global operations addressed through direct operational measures and application of renewable energy certificates (RECs)
-  Increase **renewable fuels and electrification** in transportation
-  Advance **whole-farm dairy principles** across supply sheds
-  Advance **supplier engagement** on GHG reductions

▼ **30%** by 2030

#### ACTIONS TO 2050

-  Scale **regenerative agriculture**
-  Switch to **renewable sources** within our facilities and scale in supplier partners
-  **Circular business models** for packaging
-  **Scale electrification** and renewable fuels in transportation
-  **Scale whole-farm dairy** model across supply sheds

**NET ZERO 2050**

\*Progress represents reduction in SBTi footprint.

## Supplier engagement

With suppliers accounting for over two-thirds of our enterprise emissions, partnership across our value chain is critical to achieving our 2030 and 2050 targets. Our suppliers are at the heart of many of our initiatives and we are committed to providing leadership, support and collaboration along the way. Our Supplier GHG Program is designed to set consistent expectations with suppliers in high-impact GHG categories, while customizing our approach based on where they are in their own climate journeys.

### Engagement strategies



**Accelerate** through clear expectations, customized support resources and partnering to remove barriers



**Measure and track** GHG progress, emissions and reduction opportunities



**Integrate** insights into sourcing process, category strategy, bid evaluation, risk and relationship management frameworks



**Collaborate** on new opportunities and considerations for our enterprise GHG reduction plan

## Key levers to achieving our climate commitment

Our GHG reduction targets for 2030 and 2050 are aggressive, but needed to deliver our share of reductions to achieve a stable climate. Collaboration across our value chain is required to drive the systemic changes needed to

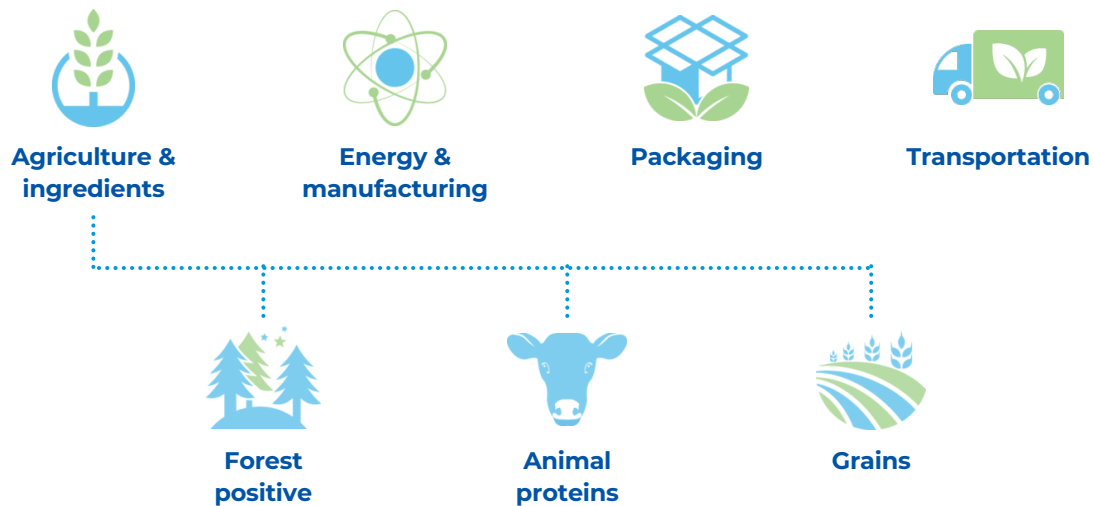
reach our climate targets. We have identified several key levers (see below) to help us achieve our climate commitment, and we are actively advancing strategies to drive progress in these areas.

More detail on each of these levers can be found throughout the Planet section and in our [Climate Transition Action Plan](#).

## Collaboration

Driving transformation across the entire food system requires leadership and collaboration with suppliers, farmers, ingredient and packaging producers, transportation providers, retailers and consumers. Combating climate change also requires collective action across industries, sectors and social systems. We participate in the following initiatives:

- [Science Based Targets initiative \(SBTi\)](#)
- [Business Ambition for 1.5°C](#)
- [We Mean Business](#)
- [UN Caring for Climate Declaration](#)
- [Business for Nature's Call to Action](#)
- [Project Drawdown](#)
- [Supplier Leadership on Climate Transition Program \(S-LoCT\)](#)
- [World Resources Institute Corporate Consultative Group](#)



## New analysis of GHG emissions linked to cashew production

Cashews are a key ingredient for some of our brands, including *Nature Valley* and *Lärabar*. General Mills' initial climate footprinting work indicated cashews as a highly emissions-intensive ingredient. To better understand and measure emissions drivers for cashews and ensure that our Climate Plan and Forest Positive strategy are grounded in the best available data, we engaged Proforest, Satelligence and Quantis in 2024 and 2025.

These partners provided a more precise measurement of emissions drivers for cashews, based on jurisdictional-level analysis of primary land use change data along with carbon stock data. Their findings resulted in a more precise and lower emissions factor for cashews.

We continue to monitor our impact as we focus on reducing our Scope 3 GHG emissions. Learn more about this research in our [Climate Transition Action Plan](#).



# No deforestation

## Our approach

At General Mills, we recognize that eliminating deforestation and preserving forest ecosystems are essential to meeting our climate commitment. To drive positive outcomes for both people and planet, we are focused on forest positive strategies for commodities linked to potential deforestation risk and where we can make a meaningful impact. These include palm oil, cocoa/chocolate and fiber packaging.\* As a result of our climate footprinting work, we know that collectively the production of these ingredients makes up approximately 22% of our ingredient- and packaging-derived GHG emissions, and most of those emissions come from land use change.

By addressing deforestation in these commodities, we are not only protecting the earth’s forests, but also the people who depend on them and rich biodiversity that live within them. Our approach includes taking action both within and beyond our supply chains.

## Our goal

We recognize that deforestation and land use change have significant impacts for climate change. That’s why we have looked to the SBTi [Forest, Land and Agriculture](#)

(FLAG) [Guidance](#), as well as where we can drive impact, to inform the scope of our No Deforestation commitment.

**Fiscal 2025 progress:** In 2024, General Mills announced our No Deforestation commitment for primary deforestation-linked commodities, in alignment with SBTi FLAG guidance.\*\* In fiscal 2025, we continued to advance and track progress toward our December 2025 target date. As of December 2024, in alignment with General Mills’ methodology and standards, progress includes:

- 96.8% of palm oil volumes were assessed as deforestation-free, using the No Deforestation, No Peat, No Exploitation Implementation Reporting Framework (NDPE IRF) — click to view [IRF profile](#) on our website.
- 88.0% of cocoa and chocolate volumes were assessed as deforestation-free\*\*\*
- 99.6% of fiber packaging volumes were assessed as deforestation-free

For more details on our approach to advancing our No Deforestation commitment, including commodity-specific methodology and cut-off dates, please refer to General Mills’ No Deforestation Statement on our [website](#). We will continue to report progress on our website as new data become available.

## OUR GOAL

**Eliminate deforestation across our primary deforestation-linked commodities — palm oil, cocoa and fiber (pulp and paper) packaging — with a target date of December 2025.**

## CALENDAR 2024 PROGRESS

**96.8%**

of palm oil volumes assessed as deforestation-free

**88.0%**

of cocoa and chocolate volumes assessed as deforestation-free

**99.6%**

of fiber packaging volumes assessed as deforestation-free\*\*\*\*

\*General Mills is not a material direct user of beef or soy from high-risk countries of origin.

\*\*Our No Deforestation commitment scope includes directly purchased volumes. See additional details in our [No Deforestation Statement](#).

\*\*\*Deforestation-free cocoa and chocolate volumes must at minimum demonstrate compliance with requirements for traceability from farm to first point of purchase; acceptable chain of custody models may vary depending on supply chain and relevant regional requirements, such as the EU Deforestation Regulation (EUDR).

\*\*\*\*Fiber packaging is specific to carton and corrugated fiber.

## Our priorities



### Advance our no deforestation commitment

We have committed to no deforestation in the supply chains of the palm, cocoa and fiber we source; these priority ingredients are among the highest risk for deforestation and where we can have the greatest impact for land use change emissions reductions and forest protection.



### Forest and ecosystem restoration

In addition to halting further degradation of forests, we partner to restore and regenerate degraded forests and protect existing natural landscapes in priority supply sheds.



### Improving livelihoods and empowering communities

Where forests are at risk, smallholder income diversification, strengthened land rights and improved livelihoods reduce the economic drivers of deforestation and improve resilience.

## How we define forest positive

- Removing deforestation, forest degradation and conversion from key commodity supply chains
- Supporting sustainable forest management, conservation of forests and natural ecosystems, and restoration
- Supporting the rights of workers and local communities
- Improving livelihoods

**Palm Oil:** We recognize that purchasing practices and cross-sectoral collaboration toward deforestation-free palm oil can positively impact ecosystems and people as well as drive progress toward our science-based target and reduce Scope 3 GHG emissions.

Since 2015, we have sourced 100% of our palm oil as Roundtable on Sustainable Palm Oil (RSPO) certified sustainable — see our [Palm Oil Statement](#) for more details.

Our Palm Oil Statement lays out the principles we expect of direct suppliers, to ensure that they are in line with industry best practices, and contains information on our palm oil metrics, traceability, supplier mill list and grievance process. Our approach, as well as the industry approach, to responsible palm oil is continually evolving and we are committed to working with our suppliers, peers, competitors and partners to support the development of a forest-positive, people-positive and climate-positive palm oil supply chain.

General Mills is actively engaging its suppliers in direct review of their palm oil production and sourcing practices, traceability to mill, and evolving where possible to traceability to production. We work closely with our suppliers and industry partners, like Proforest, to build sustainability performance and compliance with our policy commitments through active scorecarding, conversations and collaboration. As part of our effort to advance progress, General Mills uses the [No-deforestation, No-peat and No-exploitation Implementation Reporting Framework](#) (NDPE IRF) — a reporting tool designed to help companies understand and track progress in delivering NDPE commitments, including deforestation-free supply chains. [Click here](#) to view our 2024 NDPE IRF profile, updated in September 2025.

### Partner in palm supply sheds

Since 2020, General Mills has partnered with Musim Mas to support the Smallholder Hub program, which engages smallholder palm growers in Aceh Singkil, Indonesia, to reduce deforestation by building capacity and improving livelihoods. In addition, our partnership with Earthworm Foundation, highlighted in the [Human rights](#) content on page 68 of this report, includes forest protection as a targeted outcome.



### Forest- and farmer-friendly vanilla in Madagascar

Most of the world's vanilla comes from the SAVA region of Madagascar. Since 2020, General Mills has supported the Duke Lemur Center SAVA conservation program to advance regenerative agriculture and rural livelihoods among vanilla farmers. More than 2,500 farmers are part of a growing network who are adopting regenerative agriculture practices, restoring forest landscapes and enhancing resilience across 30 rural communities.

The program focuses on community project ownership, local stewardship and initiatives with grassroots leadership. Through these efforts, over 600 acres of tropical landscapes are being protected and restored, with more than 500,000 trees planted and over 10,000 people benefiting from outreach activities.

In addition, our partnership with PPI, highlighted in the [Human rights](#) content in the People section of this report, also helps support the livelihoods and well-being of smallholder vanilla farmers and their communities in Madagascar's SAVA region. See page 68 for details.



Projects are rooted in community ownership.



Trees and vanilla planted five years ago are now bearing fruit.

### General Mills achieved a top score on RSPO Scorecard

In 2025, General Mills received a top score of 10/10 on the Roundtable on Sustainable Palm Oil (RSPO) Shared Responsibility Scorecard, which includes scoring in the areas of transparency, social, environmental and resourcing. Our score improved from 8/10 in 2024. [Learn more](#) on the RSPO Shared Responsibility Scorecard website.



**Cocoa:** We work closely with NGOs and supplier partners' programs on the ground in key cocoa-growing regions to support sustainable sourcing programs and landscape initiatives with a focus on protecting and restoring natural ecosystems, strengthening smallholder farmer livelihoods, empowering women, preventing and remediating child labor, and advancing climate-smart agriculture.

For example, General Mills and CARE International launched the Cocoa Sustainability Initiative (CSI) in 2014 to improve smallholder cocoa farmers' livelihoods and well-being in Ghana and Côte d'Ivoire. The program holistically supports smallholder farmer communities, including through Good Agricultural Practices (GAP) training, improved access to inputs and strengthening of agricultural cooperatives. Learn more in the human rights content on page 68. General Mills also partners with PUR to support smallholder cocoa farmers with clean cookstoves for improved health, income diversification and stronger livelihoods, and ecological resilience through agroforestry programs in Ghana and Côte d'Ivoire.

In March 2017, we signed on to the World Cocoa Foundation's Cocoa and Forests Initiative (CFI) to protect forests in key cocoa growing regions. Through this initiative we have worked closely with suppliers, stakeholders and Proforest to identify strategic actions to protect and restore forests, increase sustainable production, and promote social and community engagement. In 2023, we affirmed our engagement in CFI with updated country-level action plans through 2025. Our CFI action plans and progress to date for Ghana and Côte d'Ivoire can be viewed on our [website](#).

For information about use of Fair Trade Certified cocoa and chocolate in some of our products, see page 17.

**Fiber packaging:** 99.6% of our carton and corrugated fiber packaging volumes have been assessed as deforestation-free as of December 2024. The majority of the carton and corrugated fiber packaging we source is recycled material. The virgin fiber we source is primarily Forest Stewardship Council (FSC) certified or equivalent,

and/or sourced from countries-of-origin that are not considered high risk for deforestation.\*

Beyond our own sourcing footprint, we also recognize our ability to contribute to continuous improvement across the industry through landscape initiatives. In 2025, we joined a collaboration with Earthworm Foundation, Tsay Keh Dene Nation and other consumer packaged goods companies to advance the Tsay Keh Dene Nation's vision for First Nations' rights and sustainable forest landscape management in their territory in Northern British Columbia, Canada — a key fiber and paper producing region (see page 67 for details).

**Looking ahead:** We continue to prioritize addressing land-use change in relevant ingredients as part of our Science Based Targets in alignment with SBTi FLAG guidance. This continued focus will be critical to meeting and maintaining our No Deforestation efforts and advancing Scope 3 GHG emissions reduction for our 2030 Climate target. We will also continue to collaborate

and actively engage in landscape initiatives that protect and restore forests, preserve biodiversity and positively impact people.

We are deepening the integration between our forest positive and human rights ambitions, recognizing that land rights and poverty alleviation can be powerful tools for forest protection. We have also formed a strategic partnership with our Regenerative Agriculture team to promote shared learnings on practices and approaches that protect ecosystems and biodiversity and regenerate natural resources.

We continue to evolve our strategy and approach as we learn more about how we can work holistically toward a more forest-positive future.

\*Countries considered high risk for pulp-and-paper packaging-driven deforestation are: Brazil, Bulgaria, Cambodia, China, Democratic Republic of Congo, Ecuador, Gabon, Honduras, Indonesia, Laos, Malaysia, Myanmar, Papua New Guinea and Russia.

## Agroforestry in West Africa cocoa supply shed

Since 2019, General Mills has provided support to PUR to drive long-term cocoa parcel productivity and environmental restoration through agroforestry, and improve farmer livelihoods in key General Mills cocoa-sourcing regions in West Africa. With a goal of addressing cocoa-expansion-influenced deforestation in these regions, our PUR partnership supports ecosystem restoration by engaging local communities through tree planting, agroforestry training, beekeeping, cookstove development and fish breeding. Impact through 2025 in Ghana and Côte d'Ivoire includes:

### KEY PERFORMANCE INDICATORS\* Progress in Ghana and Côte d'Ivoire

**193,684**

**Trees planted**  
(133,939 in Ghana and 59,745 in Côte d'Ivoire)

**1,523**

**Farmers empowered to build climate-resilient farms**  
(974 in Ghana and 549 in Côte d'Ivoire)

**36**

**Participant communities in agroforestry**  
(21 in Ghana and 15 in Côte d'Ivoire)

**1,350**

**Farmers participating in planting and maintenance training**  
(913 farmers in Ghana and 437 in Côte d'Ivoire)

**510**

**Beehives distributed and/or colonized**  
(370 distributed and 269 colonized in Ghana; 140 distributed and 109 colonized in Côte d'Ivoire)

**1,624**

**New improved cookstoves**  
(724 in Ghana and 900 in Côte d'Ivoire)

**1,470**

**Children participated in environmental school awareness activities in Côte d'Ivoire** (General Mills and Cargill co-funded for COOPADI)

\*Cumulative impact from 2019 to 2025.



Cocoa farmer demonstrating good agronomic practices.



# Regenerative agriculture

## Our approach

As a food company, our business is rooted in agriculture, and we connect to agriculture via regions where we source ingredients (supply sheds). By supporting regenerative agriculture in key supply sheds, we aim to promote widespread restoration of ecosystems for the benefit of the communities and food systems that depend on them. We also focus on purchasing organic ingredients as a way to advance regenerative agriculture serving our organic brands and consumers. We can't do it alone. That's why we advocate for a collaborative approach to regenerative agriculture to accelerate systems-level change. Learn more on our [website](#).

General Mills was one of the first companies to commit to accelerating this farmer-led movement. We are continually evolving our approach to regenerative agriculture and learning from leading organizations also advancing the regenerative agriculture movement, including [Rodale Institute](#), [Soil Health Academy](#) and the [Regenerative Agriculture Alliance](#). We view regenerative agriculture as a holistic, principles-based approach to farming and ranching that seeks to strengthen ecosystems and community resilience and to foster conditions for more life on the farm and beyond.

**Our methodology:** Annual acreage tracking is based on acres enrolled in programs for a given fiscal year only; acres

Regenerative agriculture treats the health of soil, water, plants, animals, people and planet as interconnected, and places life at the center of every action and decision. Through regenerative agriculture, farmers and ranchers produce good food for people in ways that protect, enhance and foster life, by harnessing powerful ecological processes and cycles rather than trying to bypass or overcome them.



reported are not cumulative. We aspire to fund programs oriented toward landscape-level outcomes and systemic changes. Partner programs must include the following criteria to qualify for being counted toward our acreage commitment:

- Designed with local stakeholder input
- Located within General Mills supply sheds
- Providing at least two types of resourcing to program participants for more than one year — these can include financial, cultural/social, and/or technical support; technology/equipment; outcome measurements such as soil sampling, biodiversity, greenhouse gas and/or water; and certification, such as USDA Organic

## OUR COMMITMENT

# 1 million acres

Advance regenerative agriculture on 1 million acres of farmland by 2030.\*

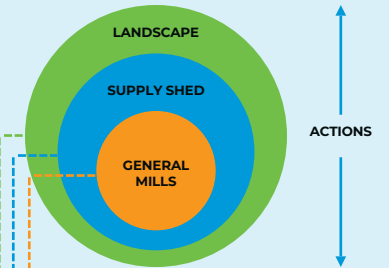
## FISCAL 2025 PROGRESS\*\*

# 800,000+

acres engaged in programming designed to advance regenerative agriculture.

\*One million acres represents around 30% of General Mills total estimated land print exposure (or the amount of land needed to grow volumes of the crops we buy or feed to animals for our ingredients) for producing key ingredients like grains and dairy. The volumes of crops we buy depends on a larger land print inclusive of rotational acres/crops. \*\*Not including acres from supply sheds where we no longer source ingredients due to business changes, such as the divestiture of our North American yogurt business.

## General Mills' approach



- Fund partnerships and advocate for public sector policies that catalyze systems change.
- Implement programs with partners and farmers focused on supply sheds.
- Experiment to design effective pathways for climate and nature resilience.
- Advance scientific understanding of outcomes and adoption of regenerative agriculture.
- Support organic agriculture and related brand activations.

### Landscape-level impact, coordination and governance

**Aim:** Resilient agricultural systems and communities, improved ecosystem health and function

**Approach:** Across large geographies and landscapes with many stakeholders, we seek to contribute to shared goals for nature, climate and farmers that represent local needs. By fostering coordination across public and private sectors, we help define and advance shared strategies, investments and collective monitoring of impact.

### Supply shed-level impact

**Aim:** Broad adoption of regenerative agriculture in regions where we source key ingredients, and enhanced health and function of agricultural ecosystems

**Approach:**

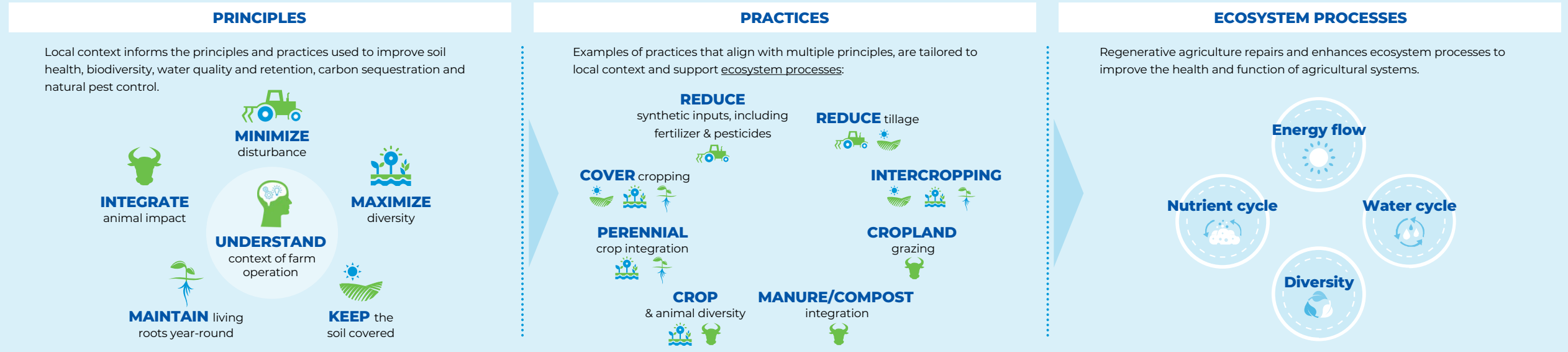
- **Prioritize supply shed-level impact:** Regenerative agriculture can help address issues like water quality in lakes and rivers, but only when implemented across whole farms and at scale by many farms in a landscape. That's why we focus on accelerating momentum across key sourcing regions (supply sheds) rather than emphasizing only the ingredients that we buy.
- **Farmer-centered:** Farmers face a variety of barriers to implementing regenerative agriculture, and these needs vary greatly by region and even farmer to farmer. We provide a range of resources that help farmers overcome the agronomic challenges of implementation, economic challenges of transitioning to a new system, and social and cultural challenges of breaking the status quo.
- **Enable local ownership and leadership of programs:** Because each supply shed is unique, we invest to build capacity of local organizations who understand the needs and opportunities for their community, and we support their programming that is designed and led at the local level.
- **Advance science:** As we work to advance adoption of regenerative agriculture, we also partner with researchers to understand the context-specific impacts of regenerative agriculture on outcomes like soil health, water, biodiversity, farm economics and climate.

### General Mills business integration

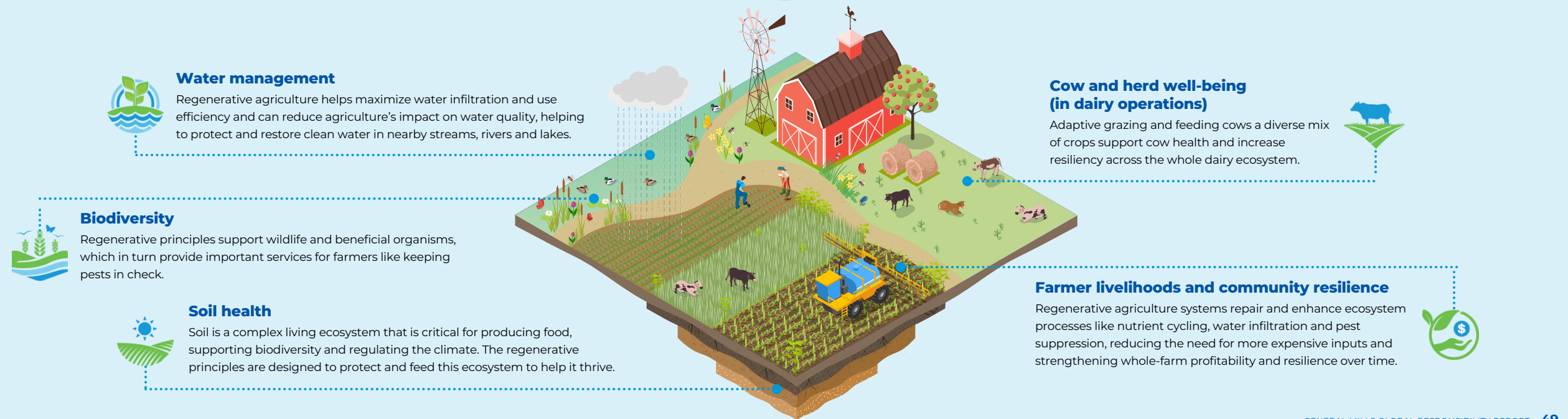
**Aim:** General Mills grows capacity for positive impact

**Approach:** By integrating our regenerative agriculture commitment across our internal operations, we activate the creativity and know-how of our employees to advance this work. This can take many forms, such as supply chain and brand activations.

## Regenerative agriculture: principles, processes and outcomes



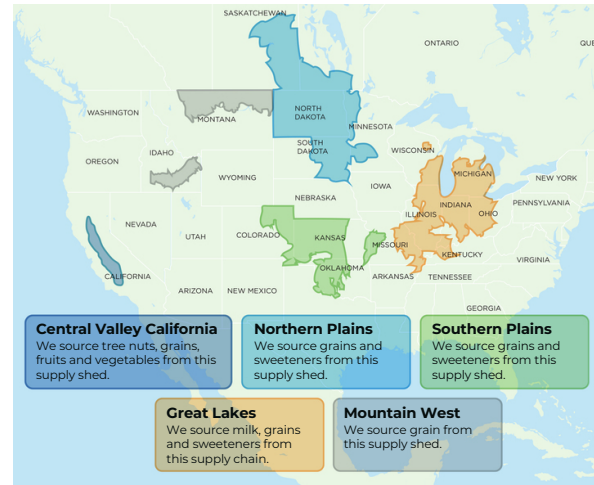
### TARGETED OUTCOMES



## Our actions

### Key supply shed partnerships

We have dozens of partnerships and programs advancing regenerative agriculture across our priority supply sheds — see details in this interactive map on our [website](#):



### NFWF partnership impact

Since 2021, the partnership between General Mills and NFWF has supported 42 projects\* that are advancing the integrated implementation of soil health and nutrient management practices, including cover crops, conservation tillage, on-farm riparian buffer and wetland enhancement, beneficial grazing practices and other grassland management techniques. This work is improving the condition of over 1,600,000 acres of cropland and rangeland, with multiple practices often implemented on the same acres to maximize benefits to soil health and ecosystem performance. The support provided by these grants has helped to achieve the following outcomes — learn more on our [website](#)\*\*

- 1,620,000 acres with conservation practices\*\*\*
- 506,000 acres with cover crops planted
- 590,000 acres with nutrient management
- 323,000 acres with no-till/reduced tillage
- 120,000 acres with restored wildlife habitat
- 135,000 acres with improved grazing
- 41,000 people reached with technical assistance
- 120 jobs directly supported with funding in local communities

\*42 projects in the Southern Great Plains, Northern Great Plains, Upper Mississippi River Basin, and Great Lakes Basin in North America.  
 \*\*Impact data provided by NFWF.  
 \*\*\*Represents a conservative estimate of the total acreage based on the outcomes proposed by grant recipients. The sum of acres across individual practices does not equal the total acreage with conservation practices. Some acres are counted for more than one practice, and the total acreage includes acres where details on practices to be implemented are not yet known.

Highlights from key partnerships over the past year include:

- **National Fish and Wildlife Foundation (NFWF):** General Mills works with NFWF to accelerate the adoption of regenerative agriculture in three U.S. landscapes, including the Southern Great Plains, Northern Great Plains and Great Lakes Basin. This partnership invests through a competitive grants process to build technical assistance staff capacity and fund locally-led regenerative agriculture programming. By supporting field conservation professionals who work directly with agricultural producers to develop and implement stewardship actions, these programs generate economic benefits for farmers alongside positive environmental outcomes. This investment is further amplified by our collaboration with Walmart and Sam’s Club (see details in the highlighted story below; initial projects are supported through grants administered by NFWF).
- **ALUS:** We expanded our Growing Roots program with ALUS in 2025, reaching 156 farmers and over 26,000 acres in Canada since 2022. The partnership supports locally designed regenerative agriculture

programming across three watersheds in Manitoba and Saskatchewan, and complements ALUS’s traditional programming for on-farm habitat restoration. Growing Roots promotes peer learning and networking in addition to funding for practice implementation, supporting long-term and widespread impact.

- **North Dakota Trusted Advisor Partnership (TAP):** Through this consortium of leading food and beverage companies, we are investing to scale up agronomic support for soil health in North Dakota and Minnesota. Our investment — combined with funding from the Walmart Foundation, \$20 million from the U.S. Department of Agriculture’s Regional Conservation Partnership Program (RCP) and investment from other food companies — supports soil health training and networking for independent agronomists in the region alongside financial incentives for their farmer clients to implement practices like cover crops, no-till and improved nutrient management. In 2024, TAP evolved into a multi-stakeholder landscape initiative, working in partnership with the Red River Basin Commission and other leading regional organizations. Together, we’re expanding beyond soil health and climate to address broader landscape outcomes, including water quality and resilience. TAP milestones as of spring 2025 included:

- TAP agronomists collectively consulted across nearly 2.5 million acres of row crops, including wheat, corn, sugar beets and other major crops
- More than 18,000 new acres under cover cropping, nutrient management and reduced tillage
- TAP partners estimated a reduction of 5,000 acre-feet of water runoff, 2,500 tons of soil erosion and 7,500 pounds of phosphorous runoff, contributing to improved water quality within the Red River Basin
- Demonstrated lower GHG emissions among farms participating in TAP relative to the regional average baseline

### Enhancing coordination through landscape approaches in North America

**Our focus:** Improving the health and resilience of agricultural landscapes requires a coordinated approach. Within our supply sheds, numerous other companies, nonprofits and public sector entities have goals and investments to engage farmers, mitigate climate change and restore ecosystems. Siloed approaches to meet individual goals can be duplicative and inefficient in achieving widespread impact. Landscape approaches enable multiple stakeholders to define shared goals and strategies to collaboratively address critical issues for nature, climate and communities.

As we adapt landscape approaches — established primarily in tropical countries — to unique contexts in North America and Europe, we believe these strategies will enable General Mills and our partners to more effectively

### Collaborating with Walmart to expand regenerative agriculture

In collaboration with Walmart and Sam’s Club, we made it our shared goal in 2023 to advance regenerative agriculture across 600,000 acres in the U.S. by 2030. Teaming up with NFWF, we selected grants that will support farmers in our shared wheat supply shed. As of November 2025, grants are in place that will make impact on over 400,000 acres over the next three years.



[Watch this video to learn more about the progress we’re making in communities across the U.S.](#)

achieve long-term sustainable outcomes for ecosystems, communities and the food systems that depend on them.

Across multiple North American landscape initiatives, we're exploring what makes these efforts successful: Is it a unifying issue, like declining water resources in the Ogallala Aquifer or California, that brings stakeholders together? Or can a landscape with multiple priorities still galvanize coordinated action? We're also learning how best to set up and evolve these approaches — for example, our North Dakota Trusted Advisor Partnership (see details on previous page) began with a clear soil health focus, but has since broadened to engage more stakeholders and tackle water and nature impacts. For details on some of these initiatives and the questions, opportunities and results emerging from our work so far, see content about the Ogallala Aquifer Initiative in Western Kansas on page 38 and the California Water Resilience Initiative on page 57.

## Advancing science and measurement

Measuring regenerative agriculture outcomes today is a significant undertaking, requiring time, manual field sampling and expensive data analysis. To address this

challenge, we invest in research to enable better protocols and technology for measuring impact.

We support collaborative research with the goal of advancing the science of regenerative agriculture. In partnership with numerous scientific organizations, we are conducting in-depth research on the impacts of regenerative management on soil health and carbon sequestration, water quality and conservation, insect and bird biodiversity, and farm economics. In addition to this farm and plot level research, we are implementing technologies that will allow us to quantify environmental impacts across entire regions where we source key ingredients. See research insights on the next page, and additional details in the regenerative agriculture [resource center](#) on our website.

### Testing approaches to account for climate impact

Regenerative agriculture can have beneficial climate impacts. However, approaches to account for the GHG impacts of regenerative agriculture projects within corporate inventories are nascent and the external guidance for corporate reporting continues to evolve. While our priority continues to be improving the accuracy of our

agricultural GHG inventory, which we achieve through improved data from suppliers and advanced tools like satellite imagery, we are also testing a variety of approaches to account for the GHG impacts of agricultural projects.

Listed here are a few examples of estimated climate impacts from our regenerative agriculture projects (these emissions reductions are not yet counted in the General Mills GHG footprint as we await clarity from evolving external accounting standards):

- Through the North Dakota Trusted Advisor Partnership, we supported adoption of nutrient management and soil health practices contributing to estimated reduction of 2,000 metric tons CO<sub>2</sub>e of wheat emissions in 2024 compared to the 2019-2023 average.
- Through a multi-stakeholder partnership with a key dairy supplier in Northern France, we supported 48 dairy farms in their efforts to implement regenerative agriculture and efficiency practices on over 13,000 acres, with preliminary results showing their estimated emissions 12% lower than the average emissions for the cooperative.
- Our partnership with the Ecosystem Services Market Consortium has led to more than 2,800 metric tons of

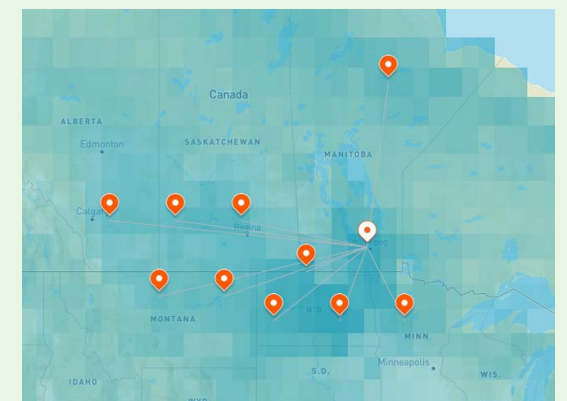
## Mountain West supply shed spotlight

In fiscal 2025, we expanded our regenerative agriculture efforts to a new supply shed: the Mountain West, a key General Mills sourcing region for wheat and sugar beets. This area, which includes Montana's Golden Triangle region and Idaho's Snake River Plain, is also home to our Great Falls Mill, located in Great Falls, Montana. This mill is situated in the heart of the Golden Triangle, a critically productive agricultural region, particularly for wheat. Our work in this supply shed focuses on enhancing soil health, reducing synthetic inputs and improving water resiliency, both at the regional level and within our organic supply chains. Highlights from our focus on this supply shed include:

- **'MillShed' framework and methodology:** We are using our Great Falls Mill as the pilot for advancing climate action and outcome reporting across the whole crop rotation within a defined sourcing region. Through the involvement of key value chain stakeholders in this pilot program, we are working to foster collaboration and co-investment. Our focus is on developing regionally-specific carbon footprint analysis to quantify wheat emissions — including conventional, organic, spring/winter and perennial wheat rotations — for application to GHG inventory and regenerative agriculture intervention identification. Conducting the pilot at the Great Falls Mill enables high levels of traceability from the point of aggregation (the mill) back to the field via direct grain merchandizing relationships and establishment of chain-of-custody adherence with the goal of integrating project-level emissions factors into ingredient inventory associated with the mill. This project represents an opportunity for future scaling within the General Mills mill network and supplier mill network.
- **Montana farmer listening sessions:** In collaboration with trusted community members and farmers, we convened a local cohort of 40 growers, offtakers and agronomic researchers in June 2025 to better understand innovative approaches to agriculture in the region, challenges like weed pressure and soil acidity, and compelling incentive structures for regenerative agriculture and organic transition.
- **Montana Farmers Union regenerative farming cohort:** We supported the establishment of a community of row crop growers in Montana focused on educational resource development and dissemination, peer-to-peer learnings, cultural and social support, and outreach on implementing regenerative agriculture transition for growers in Montana via in-person and virtual convenings.

## Climate analysis: Oats

Oats are an important ingredient for many of our iconic brands, such as *Cheerios* and *Nature Valley*. To better understand and prepare for potential impacts to our oat supply in the coming decades, we collaborated with ClimateAi on a pilot to understand yield predictions and long-term climate analysis. Insights around these long-term environmental shifts can help inform our oat breeding strategies. The analysis found that extreme heat is the key driver of climate-related yield risk across oat supply sheds in the U.S. and Canada. However, modeling indicated that the Northern Plains supply shed would likely be fairly stable to climate risk in the coming decades, and that current oat trialing locations across the supply shed provide robust coverage.



Source: ClimateAi

estimated CO<sub>2</sub>e reduction and removal on farms in key oat supply sheds.

- Our partnership with a major wheat supplier supports regenerative agriculture implementation on over 40,000 acres, wherein the GHG emissions of the wheat produced by farmers in the project is estimated to be 15% lower than that of the state average.
- General Mills joined the Low Carbon Fertilizer Alliance in 2025. By investing in emissions-reducing technologies within fertilizer manufacturing plants, the Alliance is estimated to reduce nitric acid plant emissions by 600,000 metric tons of CO<sub>2</sub>e in 2025.

## Research insights

To make our research more accessible and actionable, in 2025 we launched a dedicated [science page](#) within our regenerative agriculture website featuring published research from studies conducted in partnership with, or supported by, General Mills — demonstrating our contribution to open science and collaborative progress to help accelerate regeneration. Examples include:

- Soil health impacts: [Regenerative agriculture boosts soil biodiversity and carbon in Kansas](#)
- Water impacts: [A case study of evapotranspiration at five almond orchards on a spectrum of conventional to regenerative management](#)
- Agronomy: [Assessing the pros and cons of intercropping with peas](#)
- Biodiversity measurement: [Standardized biodiversity indicators for regenerative agriculture landscapes](#)
- Climate impacts: [Cover crop effects on greenhouse gas emissions](#)
- Economic impacts: [The Economics of Soil Health on Small Grain Farms](#)
- Soil carbon measurement: [Advances in direct soil carbon measurement for regenerative agriculture](#)
- Soil health measurement: [A framework for assessing soil health across diverse systems](#)

## Monitoring, evaluation and learning

We have begun embedding a monitoring, evaluation and learning (MEL) framework into our regenerative agriculture strategy to deepen our understanding of effectiveness and sharpen our research priorities. MEL provides a structured approach to clarifying what questions matter most, challenging our assumptions and aligning our learning efforts with the uncertainties at the heart of our theories of change.

To guide this integration, The Nature Conservancy is supporting our team in adapting their Conservation By Design framework — an established approach for linking vision, strategy, measurement and learning in complex systems. The MEL process involves defining clear learning questions, identifying what to monitor, analyzing results collaboratively and adjusting strategies based on what we learn.

By focusing our research and measurement on learning and improvement, MEL enables us to move beyond monitoring for its own sake. Instead of focusing solely on *what* is changing, it helps us uncover *why* changes are happening — a critical distinction in agriculture, where results are shaped by many factors outside anyone's direct control, like weather and landscape dynamics. This focus on understanding drivers, not

just outcomes, strengthens our ability to test assumptions, adapt strategies and drive more meaningful, lasting impact.

## Looking ahead

Since General Mills became the first large company to make a regenerative agriculture commitment in 2019, our ambition has always been to catalyze widespread adoption of regenerative agriculture. Our 1 million acre commitment was made in service of that ambition. We have seen amazing strides by the food and agriculture industry, by NGO partners, and of course by the innovative farmers and ranchers putting these principles into practice on the land. Yet great need remains.

Over the past six years, we have gleaned helpful insights into the needs and strategies that we believe can support transformation for food and agriculture. These insights are informing the way we work today, and our team's evolution into the next phase of our partnership with farmers:

- Collaboration with other stakeholders is vital to address challenges and geographies too big and complex to tackle alone.
- Systems and landscape level impact requires approaches rooted in local context.

- Integrating socioeconomic aspects of food and farming will support the communities we depend on.
- An enabling environment from the public sector will be key to systems transformation.
- Challenges are rooted in systemic issues and require long-term strategy and engagement.

As we look toward the future, we aim to maintain and grow our investments in successful farmer engagement programs and integration with other sustainability initiatives, such as [Climate](#) and [Water](#). We will continue to:

- Invest in research to better understand how regenerative agriculture comes to life in different farming contexts and the outcomes we can anticipate.
- Apply our test-and-learn approach to better understand climate impact potential for our regenerative agriculture programs.
- Participate in and build coalitions in our critical supply sheds for positive water impact and to better understand how landscape and jurisdictional approaches can meaningfully come to life in temperate row crops.

Like farmers, we are on a journey of continuous learning and experimentation in regenerative agriculture. To that end, we invite collaboration and feedback so the regenerative agriculture community can all learn together.

## Organic farming

As one of the largest producers of certified organic packaged food in the U.S., General Mills recognizes the environmental and social benefits of organic agriculture as a regenerative approach to farming. We value organic farming as a system managed to respond to site-specific conditions by integrating cultural, biological and mechanical practices that foster cycling of resources, promote ecological balance and conserve biodiversity. Research has shown that organic farming practices can lead to positive outcomes for soil health, water, on-farm biodiversity and farmer profitability. By creating a market for farmers to sell their certified organic crops, while also providing additional resources to farmers in the regions from which we source organic grains, fruits and

## GHG reduction in dairy supply chain

Dairy remains an important ingredient in General Mills' climate impact for our *Häagen-Dazs* brand. In fiscal 2025, we evolved and expanded our strategy from a regenerative agriculture pilot of nine farms in Northern France to support 48 farms in reducing on-farm GHG emissions. This represents about half of our cream sourcing volume equivalent, with plans to continue expansion. Collaborating with our supplier Ingredia, farmers are supported to apply regenerative agriculture principles and to improve manure and herd management via an individualized transition plan. Whole-farm GHG reduction principles work toward reducing all major GHGs from dairy, including carbon dioxide, nitrous oxide, and methane. [Learn more](#) about program design and expected outcomes.



vegetables, our *Annie's* and *Cascadian Farm* businesses contributed 113,000 acres toward our 1 million acre regenerative agriculture goal in 2025.

We understand that farmers face multiple challenges in regenerating the agricultural ecosystems they manage, and we support organizations that address these challenges for organic regenerative farmers, including:

- Organic Agronomy Training Service (OATS), a training program for agricultural professionals working with organic farmers and farmers who wish to transition to organic in the U.S. OATS focuses on intentional stewardship of soil resources as a foundational principle of organic agriculture and teaches organic practices that take a holistic approach to soil health.

- Organic Farming Research Foundation (OFRF), a nonprofit organization that works to foster the improvement and widespread adoption of organic farming systems. OFRF awards research grants to further understanding of practical topics for organic farmers, such as conservation tillage, cover cropping, ecological weed and pest management, and building organic matter in healthy soils. This research provides valuable information for all farmers — conventional and organic — in adopting more regenerative practices.

We also provide resources to growers in our supply chains through our partnerships with the [Xerces Society](#) and the [Rodale Institute](#).

### Partnering with the Rodale Institute

Rodale Institute has been working for decades to advance organic farming systems through research, farmer training and education. With General Mills' support, Rodale Institute's efforts extend further, promoting organic farming that regenerates the land and renews soil health while empowering farmers to meet growing consumer demand. Through our partnership with the Rodale Institute, farmers in our organic fruit, vegetable, wheat and oat supply chains receive personalized coaching from trained agronomists — including 83 farmers managing over 124,000 acres in the regions from which we source organic wheat and oats in 2025. Last year, General Mills' agronomic coaching partnership with the Rodale Institute has supported the transition of over 27,000 acres of farmland to certified organic. [Learn more](#) about the impact of this partnership.

### Xerces Society partnership

Biodiversity is important to General Mills' business as well as the health of the planet and its ecosystems (see pages 36-40 to learn more about how we are investing in nature-based solutions to protect and restore resources). In support of our focus on increasing biodiversity, our natural and organic brands have taken action, including through our partnership with the [Xerces Society for Invertebrate Conservation](#). Since the beginning of this partnership in 2016, we have supported thousands of agricultural producers, Natural Resources Conservation Service (NRCS) staff and other land managers. Xerces biodiversity specialists provide technical assistance, seeds, plants and materials to farmers in our supply chains to plant on-farm pollinator habitat, including hedgerows and prairie strips.

Our natural and organic brands, including *Annie's*, *Muir Glen* and *Cascadian Farm*, fund planting of pollinator habitat on farms in our supply chain (currently in year eight of this nine-year Xerces partnership). Through December 2024, Xerces had supported more than 4,000 acres of pollinator habitat plantings on farms growing fruits, tree nuts and vegetables used in our products.

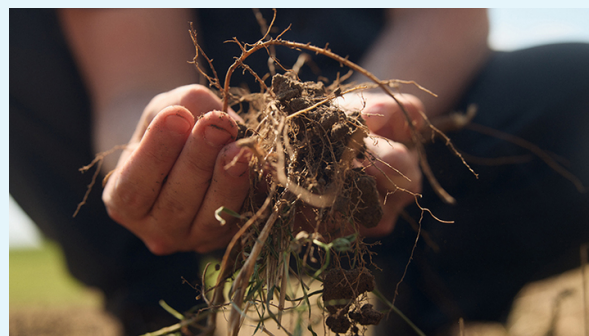
The habitat impact extends far beyond these acres, as pollinators that rely on this native habitat forage on pollen and nectar in surrounding agricultural lands. In 2025, Xerces Society biologists spatially modeled the foraging areas surrounding these habitat plantings based on location, shape and local pollinator species, covering 129,168 acres of pollinator habitat supported by this partnership. [Learn more](#) on page 40.



### Growing the market for Kernza to improve soil health and carbon sequestration

Our 1% Kernza™ initiative is expanding the amount of Kernza grains used in *Cascadian Farm Organic Cereals*, providing a market for farmers who grow this perennial crop. Kernza has climate and other environmental benefits: the plant's deep roots reduce soil disturbance, keep the soil covered and maintain living root year-round. In addition to improving soil health, Kernza can be integrated with livestock farming. [Learn more](#) about how we are accelerating the Kernza market for U.S. organic farmers by quadrupling use of the grain in our cereals.

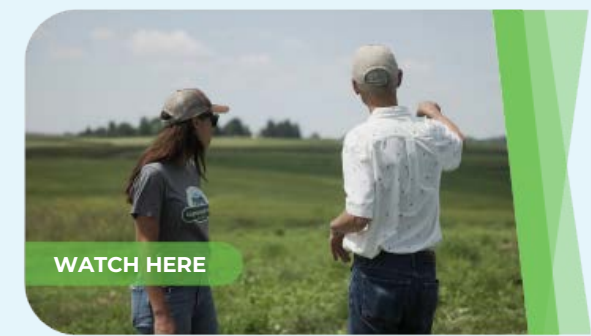
Since 2014, General Mills has worked alongside The Land Institute and the University of Minnesota to research Kernza, including providing funding for a lifecycle assessment and GHG emissions study for Kernza developed by Planet FWD and the University of Minnesota's Forever Green Initiative. The study was published in November 2025, providing insights about the carbon footprint of Kernza.



Kernza grows back each year without replanting and can have roots extending as much as 10 feet deep, helping improve soil health, sequester carbon, enhance water quality and other benefits.



*Cascadian Farm Organic Cereal* made with Kernza grains.



[Watch this video](#) to see how we are supporting farmers as they cultivate Kernza.



# Water stewardship

## Our approach

Water is essential for drinking and sanitation as well as to grow food, generate power, support commerce and nurture ecosystems.

Water and climate are inextricably linked, with 90% of climate change impact showing up as water impact.\* A holistic water strategy supports our climate strategy to address impact in the places and systems we depend on. Because agriculture accounts for 70% of global freshwater withdrawals,\*\* the food sector faces increasing impacts on water quality and availability due to the impact of climate change on global and local water cycles, as well as increasing

human demands, including non-food-related trends such as the growth of AI data centers. These combined factors underscore the leadership role General Mills and other food companies must take to address water stewardship issues.

We have seen that watershed context determines how water impact manifests. Each ecosystem and local water cycle have unique interactions. Therefore, water strategy must be adapted to the local context based on the needs of that place.

Ideally, water, soil health and climate can be connected in a virtuous cycle. For example, water is necessary for growing plants and healthy microbes, which is how healthy soil

sequesters carbon. And healthy soil makes farms more resilient to water stress, such as drought and flood.

General Mills has a track record of leadership in water stewardship. We focus on water use from watershed to production, identify opportunities to increase efficiency, conservation and local water cycle restoration, and continually work to improve performance and enhance resilience. Our vision is a healthy water cycle with clean, abundant water accessible to watershed stakeholders and ecosystems. The [General Mills Water Policy](#) provides a framework for improving the health of watersheds that are critical to our business,\*\* and we are signatories to the United Nations CEO Water Mandate.

## Our goal

**To champion the regeneration of water resources in priority watersheds**

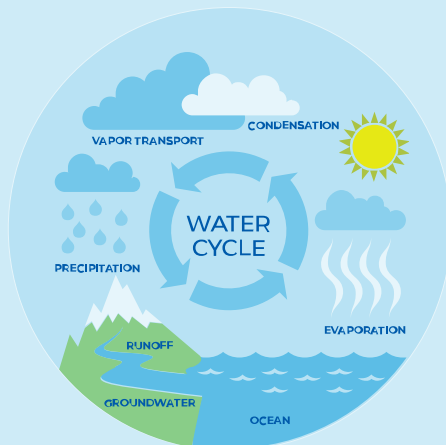


As a food company, we will always depend on clean, abundant water to grow our ingredients and manufacture our products. That is why we have set a perennial continuous improvement goal, rather than one that is time-bound. With most of the company's water use upstream of our direct operations, our goal is to champion the regeneration of water resources in priority watersheds.

\*Source: <https://www.un.org/sustainabledevelopment/blog/2015/11/un-report-finds-90-per-cent-of-disasters-are-weather-related/>  
 \*\*Source: <https://www.oecd.org/water/water-use-in-agriculture.htm>  
 \*\*\*Water use at General Mills production facilities represents about 2% of our water footprint; see details on page 61.

## ECOSYSTEMS RELY ON A HEALTHY GLOBAL AND LOCAL WATER CYCLE

All living creatures require water to survive. The water cycle moves water throughout the planet, providing water storage, cleaning and distribution. The water cycle sustains life and creates the ecosystems around us.



## Farms that grow our ingredients depend on water



Livestock need clean water to drink and water to grow their feed.



Plants require adequate rainfall or irrigation from ground water or surface water to grow.



Pollinators, birds and other local wildlife depend on access to water and healthy plants.



Water makes it possible for soil microbes to cycle nutrients and consume soil organic matter, key to healthy soil.



Farmers rely on water to run their businesses — and as living beings!



Farm communities need water for drinking, sanitation, recreation and more.

## As a food company, General Mills depends on water

### For ingredients — 84%

- Growing ingredients from both crops and livestock
- Ingredient transformation

### For packaging — 14%

- Growing (fiber) and extracting (metal, plastic) packaging feedstocks
- Feedstock transformation
- Packaging manufacture

### For manufacturing — 2%

- Plant sanitation
- As an ingredient
- Employee well-being

## Our priority watersheds

Every three years, we assess business risk and water impact for the company to prioritize watersheds in which to focus our efforts. This ensures that our prioritization reflects changes in sourcing locations, product mix, external context and improvements in risk assessment tools, and gives us a time-bound period in which to advance progress against context-based goals.

We updated this assessment in fiscal 2023 using Steps 1 and 2 of the Science-Based Target for Freshwater methodology (Assess and Prioritize), in partnership with World Wildlife Fund (WWF), and our priority watersheds through fiscal 2026\* are shown in the map and table

below. With the current assessment, we have leveraged the WRI Aqueduct, WWF Water Risk Filter, WWF Biodiversity Risk Filter and McDowell's Nutrient Loading Database to identify priority watersheds and evaluate water risk. In 2025, we continued to focus on these 15 priority watershed areas. In all our priority locations, we strive to work in coalitions that advance our positive water impact beyond the scale of General Mills' individual water footprint and invest in healthy watersheds for all stakeholders, including ecosystems.

Prioritization for fiscal 2027–2029 is currently underway, again supported by WWF. We plan to share updated insights in next year's Global Responsibility Report.



\*Watershed prioritization has been adjusted to align with business changes, such as the [divestiture](#) of our North American yogurt business.

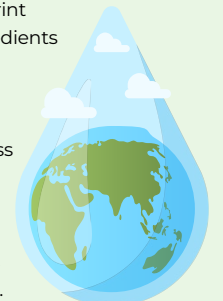
Priority watershed	Key materials grown/produced	Number of plants	Reason prioritized	Actions
Ganges-Brahmaputra (Madhya Pradesh, India)	Wheat		Seasonal drought & changing monsoon patterns	Regenerative agriculture ("Regen ag") pilot
California Central Valley (California, USA)	Almonds, rice, processing tomatoes, fruit, vegetables	1	Extreme annual precipitation variability; groundwater depletion	Research; regen ag farmer coaching
Rio Grande - Bravo (New Mexico, USA)	Packaging	1	Potential surface water contamination from wildfire	Upper watershed & forest management; AWS certification at plant
Scheldt (Northwestern France)	Dairy, fiber, packaging	1	Water quality contamination from agriculture	Regen ag farmer coaching
China Coast (Southeast China)	Cane sugar, wheat	2	Seasonal drought and changing weather patterns; surface water contamination from industry	Assessment
Great Lakes (Great Lakes, USA; Southern Quebec)	Wheat, oats, corn, soy, canola, beet sugar, dairy, potatoes, fiber, packaging	4	Surface water contamination from agriculture	Regen ag farmer coaching; local regen ag capacity building; research
Mississippi - Missouri (Central USA)	Wheat, oats, soy, corn, rice, cane sugar, beet sugar, meat, packaging	18	Increasing drought & flooding risk; surface water contamination from agriculture; large GMI footprint	Regen ag farmer coaching; local regen ag capacity building; research
Ebro (Spain)	Wheat, fruit, vegetables, packaging	1	Seasonal drought	Assessment
Gulf of Mexico & Atlantic Coast (Georgia & Florida, USA)	Cane sugar, fiber	1	Changing weather patterns; surface water contamination from agriculture	Assessment
Spain South & East Coasts	Fruit, vegetables, packaging		Seasonal drought	Assessment
France Southwest Coast	Fiber, packaging, sweet corn	1	Seasonal drought	Supplier irrigation efficiency
Australia East Coast (New South Wales)	Wheat, value-added ingredients, packaging	1	Seasonal drought and changing weather patterns	Assessment
Saskatchewan-Nelson (Prairie Provinces, Canada)	Oats, wheat, soy, canola, corn, potatoes, beet sugar	1	Large GMI footprint	Regen ag farmer coaching; local regen ag capacity building; research
Mid-Atlantic Coast (Chesapeake Bay, USA)	Dairy, meat, fiber, packaging		Surface water contamination from agriculture	Assessment
La Plata (Southeastern Brazil)	Corn, cassava, cane sugar, fiber, packaging	2	Large GMI footprint	Regen ag farmer coaching

80% of our manufacturing facilities are located in three of our priority watersheds.

## Our water footprint

WWF also supported measurement of blue and grey water intensity across key ingredients, which gives insight into our total water impact. The previous analysis process only allowed for updates every three years, but we are moving toward improved data approaches that enable more regular updates. At the time of our last analysis (fiscal 2023), our blue water footprint was 699,657 megaliters and our grey water footprint was 957,005 megaliters.

General Mills water footprint calculation includes ingredients (excluding pet food), packaging, and both owned and contracted manufacturing sites across our global value chain. We plan to include our pet business in future ingredient calculations as we improve data systems.



## Our actions

General Mills is more committed to water than ever, and we are working to develop a vision for how we can best use our influence for positive water impacts and outcomes, including:

**Fund and participate in local water stewardship activities and policy advocacy with NGO partners:** For example, in the Great Lakes region, from 2021 to 2025 we collaborated with the National Fish and Wildlife Foundation, a public-private partnership designed to sustain, restore and protect fish, wildlife and habitat in the basin by leveraging funding, building conservation capacity, and focusing partners and resources toward key ecological issues. We use regenerative agriculture to advance these goals.

**Maximize water efficiency in owned plants in priority watersheds:** We regularly measure and monitor water use in our manufacturing facilities in order to proactively manage our water footprint. Rather than having an

enterprise-wide goal, our plants employ a site-specific continuous improvement and holistic evaluation approach of water conservation opportunities. Our internal water management standard guides plants on how to promote water conservation and minimize the discharge of contaminants to water or soil that could cause harm to human health or the environment. For example, our *Häagen-Dazs* plant in Arras, France, has set a target for 10% water reduction by 2027. The plant is located in our priority watershed of the Schedt/Escault River. For details on our water usage, refer to our [CDP Water Security](#) disclosure.

**Advance regenerative agriculture:** As General Mills continues to help advance farmer adoption of regenerative agriculture practices in key supply sheds — the key regions where we source our ingredients — we see restoring local water cycles as an important outcome. Regenerative agriculture helps improve water infiltration and soil water holding capacity through improved soil

### Partnering with CARE to improve WASH practices

In our cocoa supply sheds in Ghana and Côte d'Ivoire, our partner CARE works to support communities to improve water access, sanitation and hygiene (WASH) practices. CARE's programs have promoted handwashing at 24 daily moments in which sanitation is critical and sensitized 2,026 community members on harmful sanitation practices, leading to widespread adoption of improved hygiene behaviors. Learn more about our work with CARE in cocoa-growing communities on page 68.

**Our partnership with CARE has supported two communities with increased access to potable water, helping to reduce diarrheal diseases and improve health outcomes. Pictured here are members of the water management committee after training and the official opening of a new borehole in Pourra, Côte d'Ivoire.**



## Regenerative agriculture and almonds

General Mills sources 100% of our almonds, an ingredient found in many of our products, from California. The state of California is facing extreme water stress, and due to its high-water dependency, almonds have the biggest water footprint of any California crop. Our actions include:

- General Mills funds research with UC Davis on water balance in almond orchards to understand whether regenerative orchards use less water than conventional orchards. Early results show growing almonds with regenerative agriculture principles improves soil health and increases water infiltration rates, which can lead to potential reductions in irrigation — and ultimately more water resilience to both drought and flood. [Learn more.](#)
- General Mills co-leads a working group on Regenerative Agriculture and Water (RAW) within the California Water Action Collaborative (CWAC). CWAC brings together companies and NGOs seeking to improve water outcomes in California. The RAW working group is working to co-design multi-stakeholder projects, including measurement and regenerative agriculture implementation in almond systems. Leading partners American Farmland Trust and Sustainable Conservation began measurements to kickstart two RAW Lab pilots to better understand links between soil health and groundwater recharge and improve soil fertility and water holding capacity through whole orchard recycling.
- General Mills funds programs in regenerative agriculture and water resilience through our local nonprofit partners American Farmland Trust, Sustainable Conservation and Point Blue Conservation. Projects include Flood Managed Aquifer Recharge (Flood-MAR), farmer coaching and technical assistance for 20 almond growers, innovations in contract grazing in orchards and other actions to advance a healthy watershed.
- [American Farmland Trust case studies](#) showed that three almond farms were able to improve profitability by implementing soil health principles on their farm. For example, cover crops enabled a reduction in pesticide application — good for pollinators and the bottom line. Additionally, Point Blue Conservation is experimenting with contract sheep grazing for almond orchards to gain insight into soil health and water benefits. Contract grazing provides a flexible option for farmers who want to try grazing without the significant start-up barriers of managing their own sheep herd.

General Mills continues to explore the ways regenerative agriculture can come to life in California's local context.



As part of a Point Blue pilot program studying the benefits of sheep grazing on soil health and water stewardship, these contracted sheep feed on cover crops in a California almond orchard surrounded by temporary fencing.

### A decade of impact

[California Water Action Collaborative](#) has brought together diverse stakeholders from more than 30 food and beverage companies, agricultural producers and environmental nonprofit organizations over 10 years to implement more than 50 water stewardship projects across the state.



health; this can make farms more resilient to both drought and flood. Regenerative agriculture also helps improve water quality by reducing chemical application and soil runoff, helping to protect and restore clean water in nearby streams, rivers and lakes. For example, in 2025 we continued investing in research through the University of California, Davis (UC Davis) to measure water balance on regenerative and conventional almond orchards in California to better understand the impact of regenerative approaches on water outcomes. See “Regenerative agriculture and almonds” on the previous page for more details.

**Drive industry advancement:** We work to move the industry forward in the understanding and advancement of water stewardship through supporting innovation to bring about practical tools for farmers, participating in NGO and industry roundtables, and leading in external collaborations like the [California Water Action Collaborative](#) and the Science Based Targets Network’s Freshwater pilot.

## Impact in local watersheds

### Protecting New Mexico’s watersheds from wildfire

Our cereal and bars plant in Albuquerque, New Mexico, depends on the Rio Grande River as its source of municipal water. Locally accelerating climate change has increased catastrophic wildfire risk, which threatens water quality downstream. General Mills works with [The Nature Conservancy’s \(TNC’s\) Rio Grande Water Fund \(RGWF\)](#) to contribute to shared goals of forest restoration and wildfire risk reduction. In 2024, RGWF achieved 7,007 acres of forest management to protect the watershed for all stakeholders, including water-dependent forest ecosystems and downstream communities. The scale of wildfire risk in the Rio Grande Watershed is too extensive for a single entity to mitigate it, but by coordinating collective action, RGWF is able to foster water resilience for all. Learn more about the breadth of our collaboration with TNC on page 39.



Photo credit: TNC/Fauna Creative

### Conserving water through sustainable rice sourcing in Arkansas

Arkansas produces 75% of the rice grown in the United States and is an important sourcing region for the rice used in our *Blue Buffalo* pet food. Rice production relies heavily on water: it takes 256 gallons of water to grow one pound of brown rice, and water is being pumped at an unsustainable rate to irrigate this crop. General Mills is working with TNC to reduce the amount of water used in Arkansas rice by installing irrigation timers that reduce water usage by 20%. Additionally, we source the rice for *Blue Buffalo* pet food from farmers using these irrigation timers. That represents 5.4 billion gallons of water saved in growing the rice we need, benefiting our supply shed and the surrounding ecosystem.

## Advancing collaboration in California

### California Water Resilience Initiative

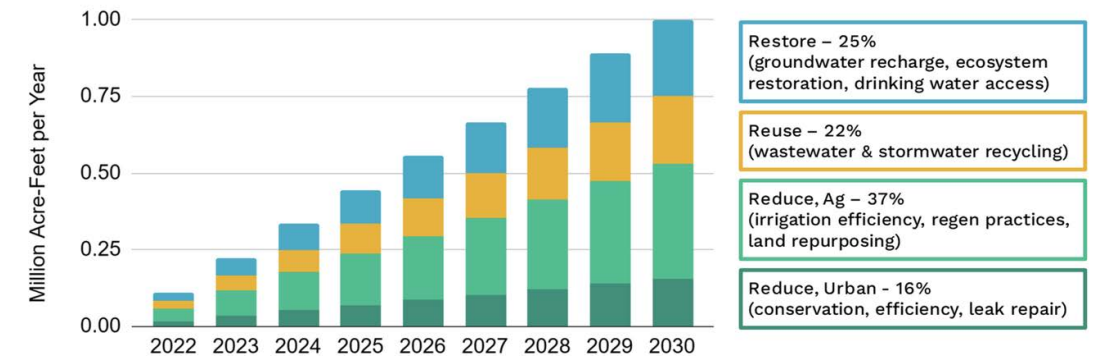
Since joining the California Water Resilience Initiative (CWRI) as a Basin Leader in 2024, General Mills has been working to advance industry collaboration and collective action on water stewardship in line with the state’s water resilience plan. California’s Mediterranean climate is characterized by dry summers and wet winters. Unpredictable and changing precipitation patterns, high demand on water resources and climate change all impact the resilience of water systems in the state. California’s Central Valley is an important supply shed for General Mills, with ingredients grown in California showing up throughout our product portfolio. In some cases, such as *Muir Glen* tomatoes sourced from the San Joaquin Valley, it is the primary ingredient in the product. Other ingredients are major flavor drivers or enable benefits important to our consumers, such as *Nature Valley Almond Butter Protein Bars*, with almonds sourced from California.

We believe that collaboration is the key to a resilient water system in California. The challenges are too big and too complex for General Mills to tackle alone. CWRI was launched in 2023 as a private-sector-led initiative to accelerate collective action to achieve a water-resilient future for California, in alignment with state government goals. Scientists predict a 10% water supply gap (6 to 9 million acre-feet per year) by 2040. CWRI aims to help close that gap through corporate water stewardship actions, with a shared target to reduce, reuse and restore 1 million acre-feet of water per year by 2030. This corporate contribution target is derived from the estimated corporate water footprint in California.

General Mills supports the Pacific Institute, the organization that leads CWRI, with funding to advance strategy and convene other participants, and we collaborate on the leadership team with Ecolab, the Basin Champion. We also contributed to the Ag Modernization Fund along with Gilead Science and Keurig Dr. Pepper, and led by Netafim and Blue Diamond, which supported five family farms to convert to drip irrigation, improving water efficiency. We will continue to explore opportunities to collaborate with peers and other stakeholders to support water resilience in this critical supply shed.

### Roadmap to 2030 target

#### Projected portfolio of interventions to achieve 1 million acre-feet per year



Roadmap developed based on Pacific Institute Untapped Potential research for urban and agricultural water savings, and California Department of Water Resources groundwater recharge data.

# Packaging

Packaging plays a critical role in preserving the safety, nutrition and quality of the food we make. It presents challenges both in terms of raw materials used in production as well as the waste generated when improper disposal occurs, and is a top sustainability issue with consumers.

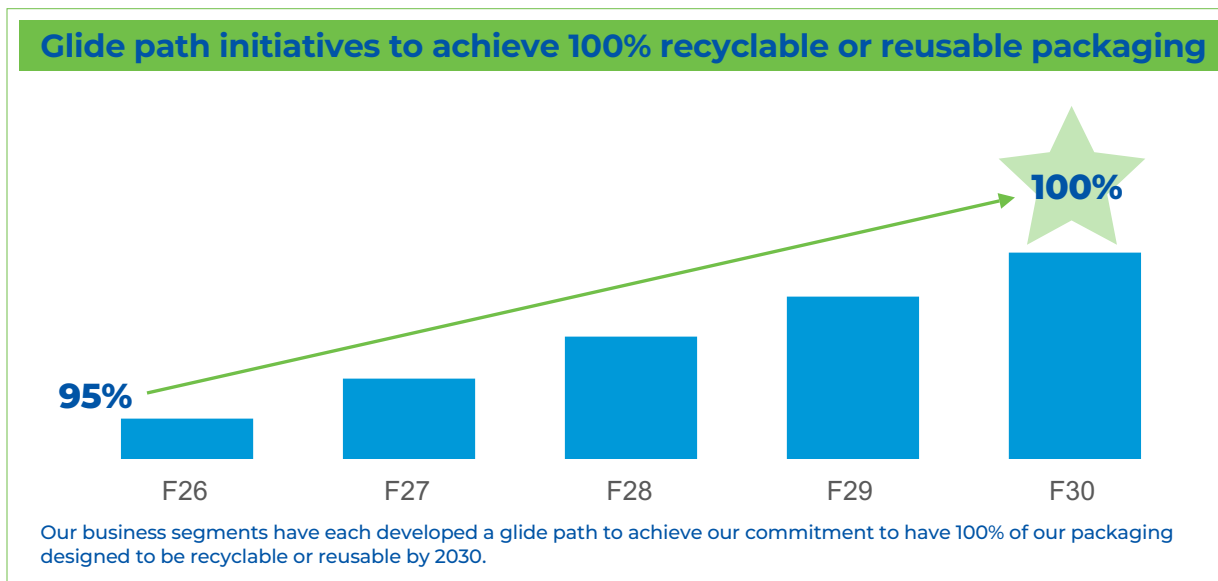
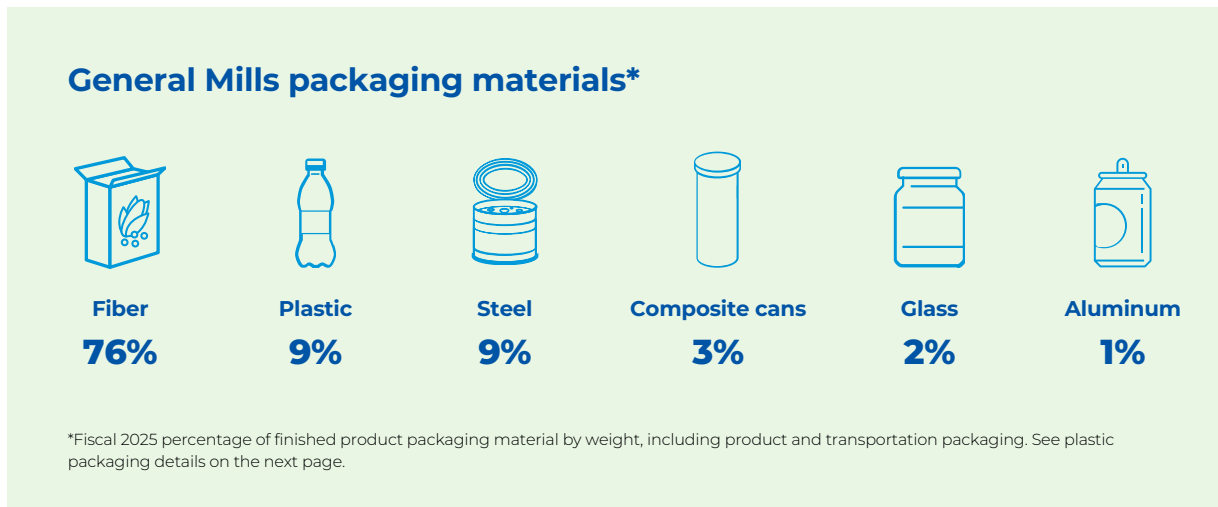
General Mills works to reduce the environmental impact of packaging by increasing use of recycled and recyclable materials, developing innovative packaging solutions and leading through external collaboration. We are focused on protecting the attributes and safety of our products while giving consumers a positive experience with our packaging, from shelf to proper disposal.

**Our ambition:** Our packaging ambition is that all General Mills brands will design 100% of packaging to be recyclable or reusable by 2030.

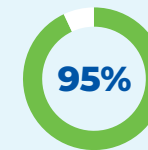
**Our progress:**\* Through fiscal 2025, 95% of General Mills packaging was designed to be recyclable or reusable (by weight). See details on our data and technology strategy in the progress box to the right.

**Our strategies:** It is critical that we meet this ambition through strategies that best fit our product portfolio while maintaining the safety, nutrition and quality of our products. Given the many different types of packaging in our products, innovation in this space requires significant time, investment and collaboration. We take a multi-pronged approach to packaging, including:

- **Reduce, reuse and recycle:** We consistently seek opportunities to improve the recyclability and reusability of our packaging, and reduce or eliminate materials. For example, we have worked for many years to reduce primary and secondary film through light weighting and removal. To continue to drive



## FISCAL 2025 PROGRESS\*



of packaging was designed to be recyclable or reusable (by weight).

\*Progress reflects approximately 96% of total General Mills packaging spend; excludes some international markets and new acquisitions, where data capabilities are being developed. See below for details. Fiscal 2025 data excludes Yoplait packaging due to divestiture of the business (see details [here](#) and [here](#)).

## DATA AND TECHNOLOGY

Understanding the importance of accurate, reliable and timely information, General Mills has invested in a cross-functional effort to improve and strengthen our packaging data. Through enhanced systems, reporting dashboards, and granular regional- and business-level data, these new capabilities will help our teams better understand the impacts of packaging decisions and identify opportunities for improvement.

As a result of these efforts, we are now able to report more accurate packaging progress. In fiscal 2022, we were able to leverage improved data for our North America Retail and North America Foodservice operating segments. In fiscal 2023, we expanded these capabilities to our Europe & Australia region and Pet segment, and in fiscal 2024, we added in our External Supply Chain packaging. We intend to include a global number in subsequent reporting. Over the next few years, we also expect to enhance our packaging data by building attributes to better track recycled content and packaging reductions.

\*Progress reflects approximately 96% of total General Mills packaging spend; excludes some international markets and new acquisitions.

progress, our business teams design new product packaging to be recyclable whenever possible.

- **Innovation:** We're continuing to innovate our packaging and to roll out these innovations at a pace and scale that enables us to maintain the safety and quality of our products. See examples on page 60.
- **Education:** We've invested in education around recyclability, including providing How2Recycle labels on 86% of our products across our entire U.S. portfolio.
- **Infrastructure:** We're working to improve recycling infrastructure by investing in the state-of-the-art plastics recycling plant owned by GDB Circular (MN), Inc. in our home state of Minnesota.

- **Looking ahead:** Achieving our packaging ambition requires both integration and ownership across the company. That's why each of our business segments — North America Retail, North America Foodservice, Pet and International — now has dedicated teams and assigned resources to achieve this commitment. Each segment has established a glide path for remaining packaging conversions necessary to reach 100% designed to be recyclable/reusable by 2030 and will be focused on executing these plans over the next few years.



Most of our packaging is made from fiber (76%), plastic (9%) or steel (9%). The majority of the carton and corrugated fiber packaging we source is recycled material. Learn more about our fiber sourcing in the [No deforestation](#) content.

## Our approach to plastic packaging

It is crucial that our approach to packaging enables us to maintain the safety and quality of our products. Currently, 9%, or 96 million pounds, of our packaging by weight is plastic with the vast majority being flexible plastic.

Our primary focus has been on transitioning to mono-PE, which can be recycled in the U.S. through the [store drop-off program](#). General Mills recognized early on that the only infrastructure with [widespread access](#) for recycling flexibles is through store drop-off bins placed at the front of many retail locations around the country. Retailers are able to provide this benefit to consumers by combining their back-of-house pallet wrap with mono-PE packaging and recycling it through responsible end markets — for example, a large portion of this material is used to make composite decking. Since beginning our transition, we've shifted 30 million pounds from non-recyclable multi-material to mono-PE.

We've learned that when consumers know this program exists, [they use it](#). We use the How2Recycle™ Store Drop-Off label on all our packaging that has made this transition in order to continue raising awareness and will continue to use the updated [How2Recycle Pro](#) label which complies with all applicable truth in labeling laws. We also label our multi-material packaging with the Do-Not-Recycle graphic to avoid consumer confusion.

Transitioning the flexible packaging stream away from multi-material components to packaging made from a single polymer will be a critical step to advancing curbside collection.

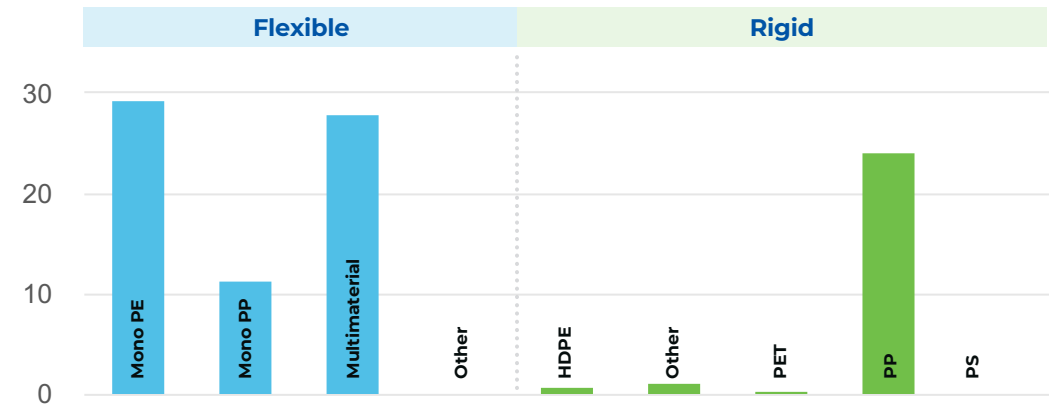
We also know that there is a lot of work to do to make it easier for consumers to recycle mono-PE flexibles. We were founding members of the recently launched US Flexible Film Initiative (USFFI), a nonprofit organization focused on increasing recycling of consumer films. We have also provided funding to the Association of Plastic Recyclers (APR) PE Film Design Guide.

Additionally, the majority of our plastic is direct food contact flexible packaging — which does not currently have a widely available and safe food-grade post-consumer recycled (PCR) plastic alternative. Infrastructure investment and continued efforts to grow our recyclable material portfolio are critical to increasing the demand for recycled plastics.



General Mills includes the [How2Recycle™ Store Drop-Off label](#) on any applicable packaging to raise awareness of this program.

## Plastic breakdown\* (in millions of pounds)



\*Fiscal 2025. Plastics: polyethylene (PE), polypropylene (PP), high-density polyethylene (HDPE), polyethylene terephthalate (PET), polystyrene (PS). The divestiture of our North American yogurt business in 2025 substantially reduced both flexible and rigid plastic pounds used.

## How General Mills is advancing our packaging ambition

Below are a few sustainable packaging successes as we work to reach our ambition of designing our packaging to be 100% recyclable or reusable:



**Betty Crocker pouches:** We continued advancing our Betty Crocker baking mixes in 2025 from multi-material non-recyclable technologies to mono-polyethylene with the transition of our Betty Crocker Baking Mix Stand Up Pouches.



**Häagen-Dazs stick-bars:** We launched Häagen-Dazs stick-bars in China in 2025. All of the packaging for the stick-bars is designed for recyclability, which won the team a 2025 Green China Packaging Innovation and Sustainable Award.



**Tasteful:** Blue Buffalo began transitioning the Tasteful product line to polyethylene in 2025 after years of testing and learning. This new packaging will start flowing through onto shelves in 2026.



**Pillsbury tub cookie dough:** We recognize consumers want to be able to recycle all packaging components, no matter how big or small. In fiscal 2025, we moved the seals on our cookie dough tubs from a non-recyclable flexible film to a mono-polyethylene structure.



**Recycled content:** In fiscal 2025, we continued to use PCR in our Annie's and Cascadian Farm branded cereal liners, offsetting 178,000 pounds of virgin plastic. In 2026, we plan to expand this beyond our natural and organic brands into mainstream brands.\*



**Pillsbury Pizza Pops:** As Canada moves to countrywide EPR, design for circularity becomes more important than ever for reducing the overall costs of the system. Our made-in-Canada Pizza Pops transitioned in 2025 to a recyclable polyethylene structure, making it easier for the PROs in Canada to find an end market for this packaging.\*\*



**Wanchai Ferry films:** In fiscal 2025, we advanced recyclable packaging for key Wanchai Ferry product lines in China. We optimized high-barrier films for light-sensitive products, substituted VMOPP with recyclable VMOPP film to meet recyclability standards, and transitioned eight shrimp dumpling and wonton SKUs from metallized film to recyclable composite structures, covering 90% of the brand's premium product line.\*\*\*

## Challenges

By understanding challenges, we are able to continue developing new strategies and utilizing our strong partnerships to accelerate sustainable packaging progress:



**Food safety and quality:** In order to make food the world loves, we must first and foremost make sure our food is safe. Packaging is a key component of food safety and quality. We are working with new supply sources like post-consumer recycled content, and we need to ensure our suppliers have robust protocols in place to meet our existing expectations and that the packaging performs to our high quality requirements.



**Film circularity:** We recognize that film is one of the most challenging package types to recycle and is a significant part of our plastic portfolio. We are proud to be founding members of US Flexible Film Initiative (USFFI), which focuses on incentivizing recycling facilities and end markets to take post consumer curbside film and recycling it responsibly. The data from this initiative will help accelerate the learnings the Producer Responsibility Organization will need to successfully achieve ambitions target recycling rates. Initially focused in California, the program will look to take learnings nationally. Beyond USFFI, we've joined forces externally, including: actively participating in the Film & Flexible Working Groups of the Canadian Plastic Pact and investing in the GDB Circular (MN) recycling facility.

**New approaches to innovation:** We have learned that strong partnerships with current and new suppliers across the full supply chain have been key to unlocking unique solutions. These new connections and breadth of relationships require us to get involved early in the innovation and plan further out than we typically do. We have also deployed modeling technologies allowing us to better understand new material performance through digital experimentation, bringing better reliability to production line testing. This may result in slower flow-ins and conservative labeling to allow for supply resiliency.

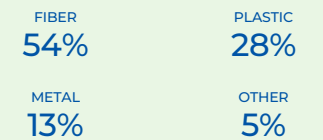
### Recyclability and greenhouse gas tradeoffs:

As we look to make significant advancement to our 2030 ambition, we recognize that shifting to more readily recyclable packages can come with a higher GHG Impact. We continue to evaluate packaging's impact on GHG emissions and will work with our suppliers to mitigate this impact long term as we iterate to optimize our packaging designs.



### PACKAGING SUPPLY CHAIN (13%)

#### KEY DRIVERS



\*Post-consumer recycled (PCR).

\*\*Extended producer responsibility (EPR), Producer responsibility organization (PRO).

\*\*\*Vacuum metallized polyester film (VMPPET), vacuum metallized oriented polypropylene film (VMOPP).



# Sustainable operations

## Our approach

At General Mills, our supply chain is at the heart of our company's belief in standing for people and planet. Our 37 owned plants around the world (as of the end of fiscal 2025) represent different opportunities for us to have a positive impact on the environment, people and communities. Our operations teams work continuously to drive sustainability and are focused on supporting General Mills' global commitments, specifically around climate, waste and renewable electricity.

This work is guided by our company's [Safety and Environmental Protection Policy](#), which ensures our facilities understand expectations regarding responsible environmental practices and underscores our commitment to a culture of continuous learning and improvement.

## Our progress\*

**Energy use:** We identify and implement improvements in energy usage at our plants through our Five-Step Energy Reduction Process. This process, which historically focused on facilities with significant energy use, has evolved to include all General Mills manufacturing facilities by focusing improvement efforts on common systems such as compressed air, lighting and steam/hot water.

## Five-Step Energy Reduction Process



\*Metrics reported in this section reflect data for General Mills' wholly owned manufacturing facilities only, unless otherwise specified. For additional data on energy, water and waste in our operations, see the [Key Manufacturing Metrics table in the Appendix](#).

\*\*Scope includes all globally owned General Mills facilities (Manufacturing, R&D, Offices, Warehouses, HD Shops and Cake Kitchens).

\*\*\*The majority of the renewable energy certificates we purchase are from virtual power purchase agreements.

Through our capital investments in fiscal 2025, we completed 18 energy efficiency projects across the company. In total, these projects saved 5.4 million kWh of electricity, 15,352 MMBTU of natural gas and avoided approximately 3,298 metric tons CO<sub>2</sub>e of GHG emissions.

During fiscal 2025, an external group of utilities engineering experts continued our multiyear, utilities efficiency improvement effort focused on our largest 16 facilities. Results are mentioned below and continued significant efficiency gains are expected in the next several years across these sites.

**Renewable electricity:** In addition to generating renewable energy (biogas, biomass and solar) at our own facilities around the world (see page 85), we also purchase renewable electricity. Our renewable energy ambition is to address 100% of electricity use for our global operations by 2030 through direct operational measures and the application of renewable energy certificates (RECs).\*\* We addressed 98% of this target through fiscal 2025.\*\*\* As we look ahead to our 2030 and 2050 greenhouse gas reduction targets, we will continue to evaluate how we evolve our approach to renewable electricity. Additional data on renewable electricity can be found on page 85 in the [Appendix](#).

**Water use:** Although this category only represents about 2% of our water footprint, every General Mills production facility has a continuous improvement goal to reduce water usage and implement water conservation efforts. In fiscal 2025, the overall usage rate of gallons per ton of finished product was higher compared to the prior year as efficiency improvements were offset by unfavorable product mix and volume changes. Through our Energy One partnership, we achieved a 31 million gallon reduction in annual water consumption and we are optimistic about the potential for additional water efficiency improvements in 2025 (see related story below).

## Partnering to drive efficiency

To supplement our plant teams and their energy reduction efforts, we continued our partnership in 2025 with Energy One to advance our efficiency and reliability program. We created data-driven targets for optimal consumption — managed with a utilities-based dashboard — based on production requirements for boilers, air compressors, refrigeration equipment and water usage.

The team completed 126 items across 16 different sites and continues working on targeted actions to deliver additional resource efficiency and savings. 2025 results:

- 9.2 million kWh reduction in annual electricity consumption
- 56,000 MMBTU reduction in annual natural gas consumption
- 31 million gallon reduction in annual water consumption
- \$4.2 million annual cost savings tied to efficiency gains

**Transportation:** Understanding the impact that fuel and transportation have on our GHG footprint, we work with our transportation suppliers and customers to reduce the environmental impact of shipping our products around the world. With transport representing over a quarter of our Scope 3 emissions, we are partnering with our transportation suppliers to reduce emissions throughout our value chain. Our strategies include:

- Collaborate with our strategic transportation suppliers to identify decarbonization opportunities within our shared networks
- Increase intermodal conversion and rail conversion for more fuel-efficient transport
- Advance our battery electric vehicle (BEV) and renewable fuel usage in partnership with our transportation suppliers
- Explore innovative solutions and emerging technologies to reduce our dependency on fossil fuels
- Leverage lane-level emissions data to incentivize and capture GHG reductions via fuel efficiency improvements
- Optimize our distribution network to reduce miles traveled by our transportation suppliers



**Waste reduction:** One of the ways we reduce our impact on the environment is by eliminating the waste we send to landfills. In 2025, we reached our goal of achieving Zero Waste to Landfill status at 100% of our owned manufacturing facilities. Worldwide, at the end of fiscal 2025, 37 General Mills production facilities (100% of the global total) met our zero waste-to-landfill criteria.\* We remain diligent in maintaining zero-waste-to-landfill status at our facilities around the world.

Production waste			
	2025	2024	2023
Disposal % production waste	2%	7%	6%
Energy recovery % production waste	8%	5%	19%
Recycled % production waste	90%	88%	76%

During fiscal 2025, 90% of our total production solid waste globally was recycled, 8% was processed for energy recovery and 2% was disposed.\*

\*These facilities sent no waste to landfill or incineration without energy recovery. Metrics reported in this section reflect data for General Mills' wholly owned manufacturing facilities only, unless otherwise specified. For additional data on energy, water and waste in our operations, see the [Key Manufacturing Metrics table](#) in the Appendix. Note: A few of our production facilities had some production waste sent to disposal earlier in fiscal 2025, but solutions were put in place and these facilities achieved and sustained zero-waste-to-landfill status during the remainder of the fiscal year, allowing us to meet our 2025 commitment.

## How we achieved our 100% zero-waste-to-landfill commitment

In 2016, we set a goal to ensure all waste from General Mills' wholly owned manufacturing facilities globally is recycled, reused or recovered for energy. Each facility conducted a comprehensive assessment and mapping of waste streams to understand where materials were going and determine priority areas for action. We identified recycling and reuse options and invested in infrastructure and technology. Employees from multiple functions, including manufacturing, health and safety, engineering, finance, sourcing and sustainability collaborated to ensure all aspects of waste management were considered and optimized. We tracked waste generation and diversion rates at each facility, using data to identify areas for improvement and measure progress.

In 2025, we achieved our goal through a variety of steps at our plants around the world, including these actions implemented across our operations over the last nine years:

- Elimination of solid waste to landfill/incineration without energy recovery
- Comprehensive waste stream management and improved resource efficiency
- Employee engagement, including training, resources and awareness, leading to a culture of sustainability
- Waste audits at receiving sites
- Sustained performance with verification and validation

Examples include:

- In Campo Novo, Brazil, a small-scale bio digester was installed onsite for the cafeteria organic waste, and old uniforms are sent to a local social group for repurposing.
- Our Nashik, India, facility constructed a new building for collecting and sorting materials to ensure clean and segregated waste streams.



## A multi-faceted approach to reducing food waste

As a global food company, General Mills recognizes that food loss and waste are major environmental and economic challenges that undermine food security, contribute to climate change, unnecessarily consume natural resources, like water, and add more costs to families, communities and businesses alike. In 2020, we announced a goal to reduce food waste\* in our operations by 50% by 2030 (compared to our 2020 baseline). As food waste currently represents less than 2% of the waste from our production facilities, we are moving away from a formal commitment and instead focusing our attention where General Mills can have the biggest impact. See fiscal 2025 food waste data in the Appendix on page 85.



**Operations**

We closely monitor and manage our production processes to keep surplus food out of the waste stream. Surplus food from our operations is first offered to food bank partners to feed hungry people; the remainder is repurposed for animal feed or anaerobic digestion.



**Industry**

We actively participate in industry, nonprofit and government groups focused on food loss and waste reduction as well as surplus food recovery, including AMERIPEN, the Food Waste Reduction Alliance, the Consumer Brands Association, ReFED, MBOLD, and the U.S. Food Waste and Loss 2030 Champions.



**Food retailers**

General Mills is committed to increasing surplus food recovery, especially among consumer-facing food businesses — grocery stores, restaurants and other food outlets. These organizations collectively account for 24.3% of all food waste, roughly 38 billion pounds (17.2 million metric tons) per year in the U.S. alone.\*\*



**Communities**

In addition to food donations, General Mills provides philanthropic support to leading nonprofits that makes it possible for food manufacturers, grocers, restaurants, distributors, trucking companies and other organizations to donate surplus food so it can be distributed to people in need. Learn more in the [Alleviating hunger](#) portion of the Food section.

\*General Mills follows the Food Loss & Waste Protocol Standard when defining "food waste."

\*\*Source: <https://refed.org/food-waste/the-problem/#overview>

# Animal welfare

Although General Mills is primarily a plant-forward food company, with large businesses such as *Cheerios* and *Nature Valley*, we use some animal-derived ingredients and have long worked to support the humane treatment of animals in agriculture. This helps to ensure a resilient supply chain and aligns with our ambition to stand for good. General Mills does not raise or handle livestock, but we aim to protect animals and work closely with our suppliers to do so. We regularly engage with stakeholders focused on animal health and welfare and leverage industry initiatives that advance sustainable livestock production. Our [Animal Welfare Policy](#) outlines our approach throughout the global supply chain for our retail food products, including:

**Cows:** General Mills encourages all suppliers in our dairy supply chain to support industry-wide efforts that promote the humane treatment of cattle. The majority of the dairy ingredients we source come from co-ops whose member farms participate in the National Milk Producers Federation animal care program (Farmers Assuring Responsible Management) in the U.S. and the Bovivell program in France. Our fluid milk footprint decreased significantly in 2025 with the global divestiture of our yogurt business.\*

**Eggs:** Eggs are an important ingredient in ice cream, baked goods and doughs, and we strive to ensure the hens laying them are treated humanely. We aim to purchase 100% cage-free or free-range eggs for our operations globally. While cost and availability constraints brought challenges, by the end of fiscal 2025, 84% of global egg purchases for our operations were cage-free or free-range. Challenges in supply and availability are ongoing; our progress is dependent on our suppliers' ability to source cage-free or free-range eggs.

**Chickens:** General Mills supports progress within the poultry industry toward a higher standard of welfare for broiler chickens. This means a stocking density of 6 pounds per square foot or less; enriched environments including litter, lighting and enrichment that meet Global Animal Partnership (GAP) standards; and controlled-atmosphere stunning verified by a third party.

We also support the greater availability of broiler chickens from breeds accepted by GAP or the Royal Society for the Prevention of Cruelty to Animals (RSPCA). At the end of fiscal 2025, 4% of our contracted U.S. volume met these standards, and an additional 2% met all but the controlled-atmosphere stunning standard.

Changes as broad and complicated as these require industry alignment and partnership to succeed. We will continue to assess supplier progress in this area.

**Pigs:** General Mills supports the development of pregnant sow housing alternatives and has been communicating this support to suppliers over the years. In fiscal 2025, 100% of the pork we purchased for our U.S. operations came via supply chains in which pregnant sows do not experience prolonged use of gestation crates (over nine days per pregnancy cycle). We reached 100% in 2023 and have maintained it since.

**Looking ahead:** We see potential for regenerative agriculture to provide a paradigm shift in agriculture's approach to farm animal well-being. A regenerative approach embraces animals' natural roles in the ecosystem. While our footprint in dairy has decreased, we continue to explore research and opportunities in this area.

## Our approach

We apply and work to achieve the "five freedoms" for all animals in our supply chain:

- Freedom from hunger, thirst and malnutrition
- Freedom from discomfort
- Freedom from pain, injury and disease
- Freedom from fear and distress
- Freedom to engage in normal patterns of animal behavior

We support the humane treatment of animals in agriculture through three main strategies:

- Sourcing
- Encouraging supplier progress
- Investing in research and regenerative agriculture

## Supporting progress in poultry welfare

The volume of our broiler chicken purchases represents less than 0.05% of the market. This means as a company, we do not move the market; nevertheless, General Mills has supported progress toward higher welfare in the broiler industry in the U.S. through governance, sourcing, and quality measures.

We are also exploring how our regenerative agriculture ambition could advance farm animal well-being.

For example, in 2025:

- We provided funding to the Regenerative Agricultural Alliance, which seeks to codify the benefits of having chickens acting in their natural roles within ecosystems.

- We partnered with North Carolina State University to commission a study comparing pastured and conventional poultry production systems. The literature review and study intend to understand outcomes across the domains of animal welfare and management, microbiology and food safety, and meat quality. [Published results](#) help inform stakeholders of the observed relationships between outcomes, living systems and genetic strains.

Learnings from this work will help inform our approach moving forward.



Comparison of chicken breeds in the North Carolina State University study.

\*January 2025 and June 2025 announcements.

# People

## 86%

of our employees say that General Mills is a great place to work.\*

## \$83.2 million

in charitable giving contributed by General Mills worldwide in fiscal 2025.\*\*

## 46

Invested in 46 General Mills hometown (operating) communities around the globe in fiscal 2025.

\*Global survey of salaried employees, October 2025.

\*\*Including \$51 million in donated food and \$32.2 million in philanthropic funding.

### IN THIS SECTION

- ✓ Human rights
- ✓ Responsible sourcing
- ✓ Workplace safety
- ✓ Champion belonging
- ✓ Employee development and well-being
- ✓ Strengthening hometown communities





# Human rights

## Our approach

As one of the world's leading food companies, we have the responsibility to respect human rights throughout our business and value chain, and we consider human rights abuses of any kind unacceptable. Respect for human rights is fundamental to our purpose of making food the world loves, and our commitment to ethical business conduct and putting people first. To stand for good, General Mills is accelerating action to respect human rights and positively impact all the people we depend upon — and who depend upon us.

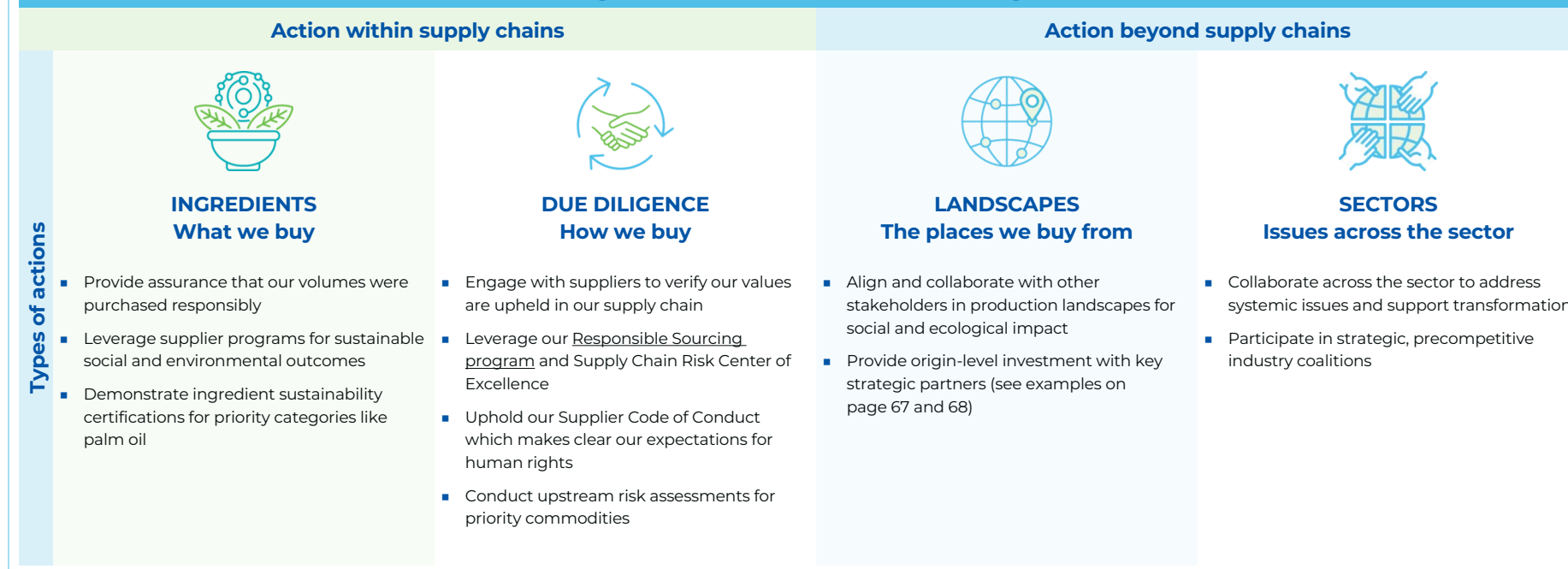
As a global food company rooted in agriculture, we recognize that we have an impact on human rights beyond just our four walls. While philanthropic programs can play a necessary role in mitigating human rights risks, programs alone do not offset the potential impact within our value chain, which is why our strategy is grounded in a comprehensive approach and a learning mindset.

To better understand our human rights risks and guide our work, we are following a strategic framework (see right) — which directly aligns with the [United Nations Guiding Principles on Business and Human Rights](#)

([UNGPs](#)) — to continuously strengthen our ability to assess, address and prevent potential impacts across our value chain; and we are taking a thoughtful approach in each step of our journey. Protection of human rights is embedded as a priority within our Global Responsible Sourcing program. [Learn more.](#)

**Our goal:** General Mills is committed to respecting the rights of all workers and communities across our value chain. Our goal is to assess and address our human rights impacts in alignment with the UNGPs.

### Taking action to advance human rights\*



\*Based on the [Agricultural Commodity Responsible Sourcing \(ACRES\) framework](#) developed by Proforest.

## Human rights strategic framework



### ASSESS

Identify greatest human rights risks across our value chain and prioritize known salient issues



### INTEGRATE

Integrate human rights expectations into policies and business practices



### ACT AND TRACK

Effectively mitigate risks and remedy harm through stakeholder engagement, taking action and tracking progress



### COMMUNICATE

Utilize the UNGP reporting framework to publicly disclose how we assess and address human rights impacts

**Our policies and commitments:** Our [Human Rights Policy](#), [Workplace Standards and Ethical Sourcing Policy](#), [Employee Code of Conduct](#), [Supplier Code of Conduct](#) and [Slavery and Human Trafficking Statement](#) set standards for our company, suppliers and partners regarding the protection of human rights. We last updated our Supplier Code of Conduct in fiscal 2022 to include expanded protections for human rights with requirements across nine key areas: forced labor, child labor, freedom of association and collective bargaining, anti-discrimination and fair treatment, wages and benefits, work hours and overtime, labor agencies and recruitment fees, freedom of movement and land rights. Our [Responsible Sourcing program](#) regularly audits for compliance with our Code.

We respect and acknowledge internationally recognized human rights principles. We are working diligently to implement the [UNGPs](#) throughout our business.

**Leadership and governance:** The [Global Impact Governance Committee \(GIGC\)](#), which consists of officers of the company and is led by our Chairman and CEO, has ultimate accountability for the company's global responsibility programs, including human rights. The [Public Responsibility Committee](#) of the General Mills Board of Directors receives regular updates and provides oversight, including annual approval of [General Mills' Slavery and Human Trafficking Statement](#).

At General Mills, we have dedicated resources appointed to advance our human rights strategy. The Human Rights Core Team is comprised of key internal stakeholders responsible for operationalizing General Mills activities in alignment with the UNGPs. The Senior Director of Sustainability, who reports to the Chief Procurement and Global Sustainability Officer, has accountability for advancing our human rights strategy. The [Global Responsible Sourcing program](#) also reports to the Chief Procurement and Global Sustainability Officer and is focused on integrating key capabilities into sourcing processes, including those related to protecting human rights, for General Mills globally.

## Our actions

**Risk assessment:** Our approach to human rights is informed by an assessment, conducted by an independent third party, of context across our business operations and supply chain according to the UNGPs in combination with our ongoing Global Responsible Sourcing risk assessments, grounded in external dynamics and context. In 2024, General Mills partnered with LRQA, a leading global assurance partner, to re-assess our salient human rights issues. This analysis served to update our earlier analysis last completed in fiscal year 2021. LRQA also included in their assessment General Mills' Climate Transition Action Plan (see related Just Transition content on this page).

We have defined our focus as the most salient issues in our value chain — those issues where our potential impact to people is greatest — by examining the relative severity and likelihood of each issue. While we seek to address all potential impacts, this salient-issues lens informs our strategy.

**Due diligence:** We have put in place a range of due diligence measures for our own operations and supply



chains. These measures include audits conducted as part of our Global Responsible Sourcing program, which use the four-pillar [Sedex Members Ethical Trade Audit \(SMETA\) protocol](#) or mutually recognized audits to assess our supply chain on social and environmental practices. Learn more about our audit process, corrective action plan process and audit findings in the [Responsible sourcing](#) portion of this report. As we continue to educate our sourcing teams and other internal audiences about human rights topics and our updated Supplier Code of Conduct, they apply those insights when conducting supplier audits. In 2025, 100% of employees in procurement roles were assigned the Supplier Code of Conduct training, which is an annual requirement for employees in relevant roles.

While our Global Responsible Sourcing program is one of the key ways we address human rights risks, we also apply our human rights focus to other business processes, such as integrating newly acquired businesses and as a cross-cutting issue within our environmental initiatives. We recognize our policies and programs may not prevent all adverse impacts in our value chain. Our aim is to provide effective responses where we find impacts directly linked to our business operations. We have in place a variety of mechanisms to allow employees, stakeholders and other potentially affected individuals to raise concerns such as our [Ethics Line](#), which allows individuals to remain anonymous (where allowed by law). We encourage all leaders to foster an environment where employees feel comfortable raising concerns and will not retaliate — or permit retaliation — against any employee for good faith reporting of ethical or legal concerns about human rights or cooperating in a company investigation.

**Collaboration:** We recognize that we are part of a broader community wherever we operate and believe engaging stakeholders is fundamental to our respect for human rights. We are committed to engaging with relevant parties in an effort to understand, assess and address areas of concern. We are also committed to collaborating with our suppliers, business partners and in pre-competitive coalitions with peers to advance respect for human rights.

## Just Transition

General Mills' efforts to positively impact all the people we depend on reach everything we do — including our [Climate Transition Action Plan](#) and strategic priorities to reduce our GHG emissions by 30% by 2030. By integrating our climate strategy into our human rights ambitions, we recognize the inter-connectivity of climate mitigation with the well-being of people and communities. This is the foundation of our Just Transition strategy, which enables us to understand potential challenges to people and the opportunities for positive social impact within our Climate Transition Action Plan.

We will continue to advance our Just Transition strategy with a learning mindset and continuous improvement lens to drive forward these key ambitions for both people and planet.

We have engaged collaboratively with numerous groups on human rights issues, including:

- [AIM-Progress](#), a forum of consumer goods manufacturers focused on responsible sourcing and human rights
- [BSR Human Rights Working Group](#), a coalition of companies across all sectors sharing best practices and experiences implementing the UNGPs
- The [World Cocoa Foundation Cocoa & Forests Initiative](#), a coalition of 36 leading cocoa and chocolate companies advancing forest protection and social outcomes for cocoa-growing communities (learn more on page 47)
- [Sugar Collaboration Group \(SCG\)](#), a multi-stakeholder initiative that aims to support the transformation of the sugarcane sector by raising the social and environmental sustainability baseline

**Ingredient sourcing:** Some of the raw materials and ingredients General Mills sources for use in our products are recognized as posing a higher likelihood of negative human rights impact due to their growing regions and production methods. We are conscious of this impact —

such as for cocoa, vanilla, palm oil, seafood and sugarcane, among others. We engage with key strategic partners to help us enable social and environmental progress in these value chains. See examples of our actions with partners on this page and the next page, and learn more beginning on page 46 about our efforts to strengthen our approach to addressing supply chain risks.

We continue working with our partners at Proforest, building on the human rights assessment they conducted in 2021, to help us proactively identify and respond to potential or emerging risk areas related to our cocoa, sugarcane and palm oil supply chains. For example, Proforest supports our annual supplier scorecard for palm oil suppliers, which enables us to evaluate human rights due diligence processes, identify potential risks and take steps for continuous improvement as needed. Proforest also supports us with the management of our internal Grievance Handling Process and our public [Palm Oil Grievance Tracker](#). Our internal palm oil grievance management system encompasses grievances related to human rights as well as environmental issues. We have quarterly grievance committee meetings with Proforest to discuss and monitor grievance reports, agree on actions where there is verified non-compliance with our policy,

and thereby ensure remediation and future compliance. See page 46-47 for more details on our approach to palm and cocoa.

**Looking ahead:** Our journey to advance human rights is one of continuous improvement. As we continue to grow and develop our program, we plan to continue our efforts in line with the UNGP strategic framework. Our ongoing areas of focus include:

- Continuing to build due diligence capabilities to proactively identify where potential impacts to people are most severe across our value chain and take appropriate action in response
- Deepened strategic integration of human rights considerations into our environmental strategies and Climate Transition Action Plan
- Increasing employee awareness of our human rights strategy
- Continuing to integrate expectations into standard business processes
- Continue leveraging external partnerships and pre-competitive coalitions for heightened impact

## Sustainable seafood



In September 2025, we launched a new initiative focused on sustainable seafood with The Nature Conservancy (TNC). The initiative includes assessing and mitigating the impacts of wild catch fisheries and aquaculture on workers, local communities, and the environment. Learn more about our partnership with TNC in the [Nature](#) content on page 39. Photo credit: TNC

## Upholding Indigenous rights and preserving forests in British Columbia

In 2025, General Mills joined a collaboration with Earthworm Foundation (EF), Tsay Keh Dene Nation and other CPG companies to advance the Tsay Keh Dene Nation's vision for First Nation's rights and sustainable forest landscape management in their territory in Northern British Columbia, Canada. This landscape initiative funds research and community-led management plans focusing on the 110,535-hectare [Wędzih Yiné' \(Caribou Song\) Indigenous Protected and Conserved Area \(IPCA\)](#). Support for this area and the broader landscape helps protect primary forest, vital wildlife habitats, and areas of high cultural significance.

By preserving forests and upholding Indigenous rights, the initiative advances ethical sourcing for fiber packaging, aligned with General Mills' No Deforestation and Human

Rights initiatives. The principle of free, prior and informed consent (FPIC) is central to the way the initiative partners work together. The Tsay Keh Dene Nation leads all stages of the initiative, and its consent is critical for project planning and implementation. The partnership facilitates knowledge-sharing, engaging supply chain actors and supporting stewardship projects.

Through joint action, members and Indigenous leaders are safeguarding and developing forest stewardship plans that find complementarity between local wisdom with global standards. General Mills' partnership with the Tsay Keh Dene Nation and EF demonstrates how Indigenous rights and stewardship initiatives can align to deliver lasting impact for people and planet.



In August 2025, initiative participants (including from General Mills) attended the Tsay Keh Dene Nation's annual Land Gathering held on their traditional territory to hear from Tsay Key Dene community members and elders, supporting reconciliation and active listening to the concerns and hopes of Indigenous Peoples. [Learn more](#). Photo credit: Tsay Keh Dene Nation

## Partnering with Proforest in sugarcane growing regions

While General Mills primarily sources its sugar from sugar beets, cane sugar is also an important ingredient — and a priority supply chain for human rights and social impact.

General Mills has partnered with [Proforest](#) to develop our sustainability strategy for tropical commodities, including for our sugarcane supply chain. Proforest focuses on sustainable agricultural and forestry commodity production, emphasizing benefits for the environment, workers and communities. Their expertise in managing both environmental and social risks spans forest protection, conserving biodiversity and advancing human rights. Our strategic focus for sugarcane has been informed by Proforest's expertise — including a human rights risk assessment specific to sugarcane production completed in 2022, which identified salient human rights risks at a global level.

We support several initiatives in key sugarcane regions as one of a number of partners Proforest is working with. One example is the [Human Rights Spotlight](#) initiative, which includes a human rights due diligence toolkit for sugar mills in Brazil, collective action, and addressing working conditions and well-being in production (see page 68 for more details).

Looking ahead, General Mills will explore how we can support Proforest's global sugarcane initiatives, including potential collaborative efforts in other sugar producing regions beyond Brazil. We look forward to sharing more details in future reports.



## Partnering to improve human rights and social outcomes in our ingredient supply sheds

General Mills is proud to engage leading NGOs working with communities at origin in the places we source from as a key pillar of our approach. These organizations not only drive positive social impact, but they also enable us to ensure our strategy is informed by communities' voices in the key supply sheds we depend on. We rely on the deep expertise of our partners in these communities to elevate the environmental and social priorities expressed by local peoples. These insights help guide our actions and priorities. Below are some examples of our partners, actions and impact. See additional examples in the [Planet](#) section on pages 46-47.

### Earthworm Foundation

PALM OIL



In 2025, General Mills continued our philanthropic partnership with Earthworm Foundation (EF) to support holistic initiatives to strengthen local communities' land rights and land tenure in key palm oil supply sheds in Brazil, Indonesia and Guatemala. Stopping deforestation and ensuring respect for human rights, including the legal and customary rights of communities over the land and natural resources that sustain them, are principal objectives of EF's work in global supply chains.

For example, in EF's Aceh, Indonesia landscape-scale collective action, through General Mills' and other partners' support, key achievements in 2025 included:

- **26,880** hectares of forest protected by village regulations
- **12** communities improved their land tenure status
- More than **2,300** farmers trained on Good Agricultural Practices.



EF supports diversifying livelihoods for Aceh-area community residents. Initiatives, such as establishing nurseries for seedling production and replanting, help boost yields, incomes and sustainable livelihoods. Photo credit: Earthworm Foundation

### Proforest, Imaflora and Bonsucro

SUGARCANE



We partnered to support an origin-level program in Brazil via the [Bonsucro Impact Fund](#) in 2025 to develop and implement a human rights due diligence toolkit for the sugarcane supply chain in Brazil. Co-led by NGOs Proforest and Imaflora, this coalition of private sector partners is developing and implementing a systematic approach to embed human rights due diligence in sugarcane mills' own operations, as well as those of their suppliers and service providers. [Learn more](#) about the toolkit and see further details on the previous page about our work with Proforest focused on sugarcane.



### PPI - People Power Inclusion

VANILLA



Since 2016 we have supported the livelihoods and well-being of smallholder vanilla farmers and their communities in the SAVA region of Madagascar through our partnership with PPI. PPI's programs seek to empower communities and mitigate potential circumstances of child labor through a holistic approach that includes strengthening farmers' economic resilience, increasing social inclusion for women and children, and improving sustainable production practices. In 2025, the impact of this program includes:

- **54** Integrated Rural Action Collectives (CARI) groups supported with access to Village Savings and Loan Associations (VSLAs), including five CARI groups specifically supporting women farmers
- **400** people trained in climate-resilient farming techniques
- **105** farmers supported to launch new income-generating activities
- **87 teachers and 224 community leaders** trained on child protection and combating child labor; village action plans were developed to establish local child protection committees



PPI's programs support teachers in raising awareness among children, parents, and communities about children's rights and child protection. Photo credit: PPI



PPI relies on a participatory, community-based approach to maximize impact. Photo credit: PPI

### CARE

COCOA



In 2025, we continued our philanthropic partnership with CARE to support cocoa-growing communities in Ghana and Côte d'Ivoire with financial inclusion, women's empowerment and child protection programs, marking 10 years of ongoing partnership to improve social and environmental outcomes since we began supporting CARE's West Africa programs in 2014 with the Cocoa Sustainability Initiative. To date, our partnership has supported nearly 42,000 cocoa farmers and 100,000 community members\* in 50 communities in Ghana and Côte d'Ivoire. The impact of this program includes:

- **10,357** community members trained on combating child labor
- **267** Village Savings and Loan Associations (VSLAs) established
- Nearly U.S. **\$2.5 million** saved by community members in VSLAs
- **100%** of farmers who applied one or more "good agricultural practices" after trainings

Our next phase of partnership will continue to support these communities through 2027.

\*"Community members" includes both direct and indirect beneficiaries.



CARE provides students with free kits containing learning materials to support their education. Photo credit: CARE



# Responsible sourcing

## Our approach

At General Mills, we are responsible for maintaining high standards not only in our own operations, but also across our value chain. Our supplier base is large, complex and global, with thousands of suppliers in more than 40 countries. Through our Global Responsible Sourcing program, we uphold our [Supplier Code of Conduct](#) and drive ongoing supplier progress in the areas of health and safety, human rights, business integrity and the environment. This increases our influence to protect and respect the people who supply, transform and manufacture the goods and services we use to make our products. We were an early adopter of creating a formal responsible sourcing program, and have continued to strengthen our program and policies each year.



**Governance and integration:** The Global Responsible Sourcing program has a dedicated team that collaborates with the Global Sourcing organization, which is led by the Chief Global Procurement, External Supply Chain and Sustainability Officer, with accountability to our Chief Supply Chain Officer.

Our program is focused on integrating key capabilities into sourcing processes for General Mills globally. Responsible sourcing is integrated into our Source to Pay process, the workflow utilized by the Global Sourcing organization.

**Collaboration:** General Mills participates in many forums and partnerships, both within and outside our industry, to stay on top of best practices, learn about new capabilities and ensure our Responsible Sourcing program is strong and up to date. We are members of several leading organizations, including:

- **Sedex:** Sedex is one of the world's leading ethical trade membership organizations, collaborating with businesses to improve working conditions in global supply chains. Sedex provides General Mills with an online platform to connect with our suppliers, access Sedex Members Ethical Trade Audit (SMETA) audits (see Audits section) and help manage our social compliance risk.
- **AIM-Progress:** General Mills is part of the [AIM-Progress](#) forum of leading Fast-Moving Consumer Goods (FMCG) manufacturers and common suppliers, assembled to enable and promote responsible sourcing practices and sustainable supply chains. It is a global initiative supported and sponsored by [AIM — the European Brands Association](#). The key objective is to build capability so that member organizations and their

suppliers have the knowledge, confidence and ability to develop and execute robust responsible sourcing programs.

**Audits:** We expect all suppliers to uphold our Supplier Code of Conduct, and we use responsible sourcing audits to assess and understand business practices in our own operations and those of our co-packers and suppliers.\*\* These audits follow the SMETA protocol. The SMETA framework is globally recognized by companies across many sectors, which enables suppliers to share audit results with multiple customers to improve efficiency and reduce audit burden. APSCA (Association of Professional Social Compliance Auditors) certified auditors perform these audits.

Sedex houses the audit reports and provides suppliers with a platform to create corrective action plans for identified non-compliances within a specified timeframe (see process on the next page). Auditors are able to review and validate the corrective action plan and the closing of non-compliances.

We operate under one comprehensive integrated program to ensure consistency in approach and to uphold the highest standards in all parts of our supply chain. All (100%) of our suppliers are risk assessed. Those considered high risk are in scope for an audit as part of our Responsible Sourcing program. We audit about a third of them each year, and compliant audits are good for three years.

See fiscal 2025 audit results on the next page, including progress of closing significant incidents involving corrective action plans.

## Global Responsible Sourcing program: Verifying that General Mills' core values are upheld across our supply chain

**1** We hold ourselves and our suppliers to defined standards.

General Mills Supplier Code of Conduct

**2** We audit against those standards.

SMETA 4-Pillar Audit or equivalent

**3** We work to resolve any issues.

Corrective Action

**4** We publicly disclose our progress.

External reporting

\*See the Appendix page 86 for more information about priority topics covered within each of these pillars, aligned with the SMETA protocol.

\*\*Direct Tier 1 suppliers identified as high risk through a third-party risk assessment looking at ESG and category risks.

## Scope



General Mills owned facilities



External supply chain locations (co-packers)



Direct suppliers\*



Licensing and premiums



Indirect suppliers (warehouses)

\*Direct Tier 1 suppliers identified as high risk through a third-party risk assessment looking at ESG and category risks.

## Corrective action plan process

When an audit identifies significant incidents, we guide suppliers through a corrective action plan (CAP) process, including:

- Immediate corrective actions
- Root cause analysis
- Preventative actions
- Responsibilities and implementation timeline
- Verification (follow-up audit)
- Ongoing audit requirements

See fiscal 2025 audit results (metrics in the right column), including progress of closing significant incidents involving CAPs.

**Actions:** We made significant advancements in our Global Responsible Sourcing program in fiscal 2025, including:

- Further integration of responsible sourcing into the company's sourcing processes including supplier management.
- Annual heat map refresh identifying areas of highest risk within responsible sourcing.
- Increased resources to support ongoing expansion of the responsible sourcing audit program.
- Launched enhanced tools to support internal data visibility to Responsible Sourcing program metrics.
- Updated and translated program documentation and communications materials as part of our ongoing dialogue with suppliers in their local language to

ensure they understand Responsible Sourcing program requirements.

- Strengthened the escalation process through integration into the sourcing platform that manages process and risk escalation.
- Continued responsible sourcing program scope expansion within the warehouse network.

**Looking ahead:** Building on the enhancements to our Responsible Sourcing program over the last several years, we continue to work on increasing coverage of our audits, especially to our indirect supplier base, and executing our roadmap to further integrate responsible sourcing criteria into the source-to-pay processes. We look forward to communicating more about this progress in future year reporting.



## Expanding our responsible sourcing program

Building on the success of our 2023 pilot program, we continued to expand our Responsible Sourcing program in 2024 and 2025 to include more of our warehouse network. We engage with suppliers via a standardized self-assessment questionnaire (SAQ) and the results are used to develop a risk-based approach to pursuing a SMETA audit at some locations. We appreciate the ongoing partnership of our warehousing network as we build out our capabilities and expand our coverage.

## Supplier capacity building

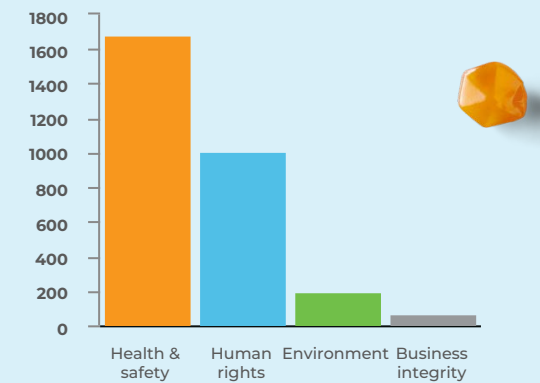
General Mills supports our Tier 1 suppliers with guidance and documentation so they — and their suppliers — understand our expectations and are prepared to comply with our Responsible Sourcing program requirements in our Supplier Code of Conduct.



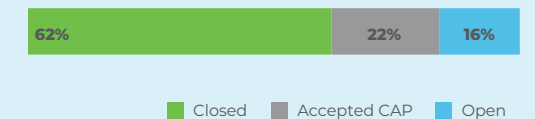
## FISCAL 2025 AUDIT RESULTS

**673** Sites audited in 44 countries  
**103** audits with no findings  
**109** audits with significant incidents

## Total number of findings by pillar



## Progress of closing significant incidents\*



Note: To address findings appropriately, additional time may be required for capital investment, process changes, and collaborative action.\*

Significant incidents require the supplier to go through a root cause analysis and submit a corrective action plan (CAP). In addition, a documented review by the audit company validating the finding has been closed properly is required.

\*As of February 2026.



# Workplace safety

## Our approach

At General Mills, we continually reinforce a culture that proactively protects our employees and the environment. Working safely and in an environmentally conscious manner is not simply a matter of personal accountability or choice. As a corporation, we relentlessly seek to learn from our work and improve controls to prevent and mitigate significant safety and environmental events.

**Systems:** We communicate safety and environmental information and measure progress with the following systems:

- We use a single, standardized Environmental and Safety Management System (ESMS) at General Mills-owned locations and ensure uniform implementation of standards globally through functional auditing and a regional support structure.
- Through our Global Safety Tracking and Environmental Management System (GSTEMS), we track safety data, document actions to reduce future risks and communicate progress.

### Leadership and responsibility:

- Our Global Safety Governance Board, composed of regional operating vice presidents, oversees safety leadership, structure, processes and actions.
- Senior-level responsibility for workplace safety lies with the Director of Global Health, Safety and Environment, who reports into the Supply Chain leadership team.
- Our Corporate Safety Council is led by our Chairman and Chief Executive Officer, who is responsible for General Mills policy and safety culture. The council, which includes key members of the company's executive leadership team, reviews safety progress and key initiatives. The

Council's focus is on growing safety culture in both manufacturing and non-manufacturing locations.

At General Mills, we continuously innovate to improve workplace safety and environmental protection. Our leaders strive to create a psychologically safe environment for open conversations about safety and the environment where learning is the primary outcome. Through this collaborative approach, we gain a better understanding of how work is done and what additional controls are needed to keep our people and the environment safe.

## Our progress

General Mills has a history of strong safety performance and culture. Our enterprise safety and environmental strategy prioritizes the elimination of conditions that lead to fatalities and serious safety or environmental events with the greatest potential to significantly harm our people and the environment. Our approach is aligned with the [National Safety Council's serious incident and fatality \(SIF\) prevention model](#), and our strategy and practices are frequently benchmarked by other organizations. In 2025, we continued to advance in our capability to operationally learn and address critical risk as practitioners of Human and Organizational Performance (HOP) principles.\* Applying HOP leadership principles creates psychological safety — removing concerns about repercussions for reporting incidents — and allows our organization to better learn from the workforce what is needed to be safer and more productive. In fiscal 2025, we experienced (includes employees and contractors):\*\*

- Five serious (irreversible) injuries: three were related to contact with moving machinery and two involved exposure to a corrosive chemical. Improved controls were identified and implemented.

## Safety 2.0 approach

- 1 Focus on what failed (the system), conditions focused
- 2 Accountability to learn how work is done and what controls we can improve
- 3 Safety is the presence of capacity (controls)

- Zero fatalities.
- No serious environmental events requiring extended clean-up and/or monitoring, irreversible onsite or offsite environmental damage or community impact.
- Reporting of incidents with serious injury and fatality potential (PSIFs) was up 12%, an indicator that our new approach is continuing to drive transparent reporting of safety data. As a result, leaders took action to improve capacity (controls) related to 2,046 PSIF incidents.

As part of the evolution to our Safety 2.0 approach, in fiscal 2025 we continued integrating new safety leadership concepts and ways of working, transformed our systems to gain differential safety and environmental data to reinforce our safety and environmental programs:

- Standards – We accelerated operational learning through our Incident Analysis and Safety Engagement processes. Increased transparency in incident reporting and understanding of how work is done is enabling improved controls around our critical risks.
- Measurement – We further enhanced our GSTEMS system to capture new, differential data related to our most critical safety and environmental risks. We have elevated PSIF reporting and corrective actions as

leading key performance indicators and have begun capturing data related to our capacity to fail safely when events occur.

- Mitigation – We continued to prioritize capital toward improving workplace conditions and controls.
- Learning and culture – Our Safety 2.0 approach has been deployed at all our manufacturing locations and we are now facilitating advanced methods for operational learning at several of these sites globally. Questions to assess psychological safety within our workforce are now also integrated into our company's annual survey process.

## Innovation award

The U.S. National Safety Council (NSC) recognized General Mills in June 2025 with an Innovation Award for our leadership in changing the safety conversation externally. We believe safety isn't just an internal priority — it's a shared responsibility. By openly sharing our Safety 2.0 strategy and serious incident and fatality prevention journey, we aim to promote a more proactive approach to safety across all industry. [Learn more and see details on the NSC website.](#)



\*HOP performance principles: Human error is a normal condition; blame fixes nothing; learning and improving is vital; context (systems) influences behavior; how you respond to failure matters.

\*\*Global incident data includes 131 tracked locations, all General Mills owned/operated facilities, including Yoki, Häagen-Dazs shops, Blue Buffalo, TNT and global offices; 43 of the locations are production facilities and Innovation, Technology and Quality centers. Includes both employees and contractors. See additional details in the [Appendix](#).

# Champion belonging

## Our approach

At General Mills, Champion Belonging is one of our core values. We believe that creating a culture of belonging is the right thing to do for our employees and for our business. We recognize that standing for good and Championing Belonging go hand-in-hand.

Our goal is to foster a culture of belonging for all. We acknowledge, respect and value the many dimensions of diversity that make our company strong. Leveraging our value of Champion Belonging, we drive progress toward greater inclusion in our workforce, our communities and with our consumers.

**Leadership:** Leadership support is critical to our culture of belonging. Our management team supports our inclusion efforts as sponsors of our employee networks and through response to employee engagement surveys and other

feedback mechanisms. Our management team also does regular organization and talent reviews which are, in turn, reviewed with our Board of Directors.

## Fostering a culture of belonging

We help bring belonging to life at General Mills through initiatives, such as Courageous Conversations, through our employee networks, and through the actions of our leaders to model inclusion.

**Modeling inclusion:** Modeling inclusion is a key leadership behavior that brings to life our value of Champion Belonging. The behavior



**Champion belonging**

.....  
**RESPECT AND INCLUDE  
 ALL VOICES, IDEAS  
 AND PERSPECTIVES.**

emphasizes embracing employees' uniqueness, creating a culture that invites and welcomes everyone's contributions and modeling authenticity and vulnerability.

**Driving inclusion through dialogue:** We believe sharing personal stories, experiences and perspectives is a critical component of creating an inclusive culture that deepens empathy and engagement. Since 2016, we've held over 40 Courageous Conversations tackling challenging topics with openness and authenticity. Around the world, our employees come together to participate in these voluntary discussions about important issues. In 2025, we hosted conversations with keynote speakers followed by dialogue on a range of topics, including expanding understanding of and appreciation for neurodiversity, with actionable ways to be more neuro-inclusive, and a conversation about the power of language focused on the way words can

impact people's sense of belonging, with insights, real examples and practical guidelines.

On a daily basis in meetings across the company, employees utilize a library of more than 300 inclusion topics to foster discussion, build empathy and increase understanding.

**82%**

**of employees say they feel like they belong at General Mills.\***



\*Global survey of salaried employees, October 2025.



**Employee networks:** Our employee networks, which are opt-in and open to all employees, are foundational building blocks for our culture of belonging and have broad participation across all segments of our employee population. From the creation of our first employee networks over 25 years ago to the launch of our most recent network in 2021, networks help create a more inclusive, vibrant and innovative culture. Our seven corporate employee networks focus on celebration, connection and cultivating growth:

- Women’s Leadership Network
- Betty’s Family Pride Network (LGBTQ+)
- Asian Leader Network
- Black Champions Network



Betty’s Family Pride Network celebrated Pride month, including these parade participants in Minnesota in June 2025.



Employees came together virtually and in person to celebrate Black History Month.

- The Familia Network (Hispanic)
- Veterans Network
- Disability Network

Throughout the year, employee network participants gather in person and virtually around the world, including hosting events open to all employees and coming together for the 2025 events highlighted on this page.

**Belonging Councils:** In addition to our employee networks, our Belonging Councils are finding ways to further support belonging across our business segments and functions. These councils focus on celebrating moments and people, fostering connections that create interaction and engagement, and supporting enrichment and belonging for employees across the company.



Members of the Asian Leader Network hosted Diwali celebrations around the world.



Employees participated in Disability Network Days activities with the theme “Embrace and Empower.”

## Women’s Leadership Network

In March 2025, the General Mills Women’s Leadership Network hosted its annual International Women’s Day (IWD) event with the theme #AccelerateAction. More than 5,000 people participated, representing employees across 17 countries and including over 50 group gatherings globally. The two-day event reinforced our focus on inclusion and belonging with a mix of external and internal speakers to inspire and energize action.



General Mills employees from around the world gathered virtually and in person for International Women’s Day.

## 2025 IMPACT

**88%**

of employee network participants feel a stronger sense of belonging at General Mills.

**89%**

of Women’s Leadership Network members said participation increased their sense of belonging.



# Employee development and well-being

## Our approach

Guided by our belief that the “G” in General Mills stands for good, we stand for people, and we put our people first in everything we do. We create a work environment that encourages innovation, collaboration and a learning mindset, provides flexibility and helps every employee bring their unique self to work every day. We know that when our employees are at their best, General Mills is at its best, so we provide resources to support the learning, development and well-being of our employees — as well as the well-being of their families. Our goal is to be the best place for our employees to grow their careers.

**Leadership and governance:** Employee development and well-being are critical focus areas for General Mills. We have dedicated teams of specialists responsible for creating programs, policies and supporting resources in the areas of Talent, Total Rewards and Belonging. We have dedicated leaders in each of these areas that report directly to the Chief Human Resources Officer, underscoring our commitment to providing a strong employee experience. The Compensation and Talent Committee of the Board of Directors periodically reviews the company’s talent management strategies, including practices related to engagement and belonging.

## Talent

**Our approach:** General Mills invests in attracting, developing and retaining a diverse mix of top talent:

- **Talent attraction:** At General Mills, we are proud to be recognized as one of the best places to work and grow a career. Our approach to recruiting and talent is built on a commitment to an inclusive and equitable candidate-centric experience, grounded in our values,

culture of learning and belonging, and world-class operational excellence. We seek to prepare talent and teams for the future by attracting, engaging and retaining the best talent to fulfill the company’s purpose of making food the world loves.

- **Talent development and retention:** Whether employees are based in an office, a warehouse or a manufacturing plant, each setting is a place where people come first. Supporting career development is an essential part of our commitment to employees, and we empower and accelerate employee development through a culture of learning, growing and belonging. We invest in building personalized careers through strong employee-manager partnerships that build cycles of success. Through rigorous development programs, stretch assignments, a talent marketplace and enhanced skill levels, we invite employees to explore their fullest potential.

## Work with Heart

Work with Heart is how we work at General Mills. We introduced Work with Heart in 2021 as a set of guiding principles, which recognize ongoing change and its impact on how we connect, create, collaborate and celebrate. Work with Heart offers flexibility and also requires partnership to ensure employees regularly come together in person for moments that help drive the business forward. We expect most employees to be together in person at least half of the time. To Win Together, and to be an employer of choice, we need to be together, physically and virtually. No matter where an employee is located, we are committed to fostering a culture of learning, growing and belonging.

## FISCAL 2025 PROGRESS\*

**60%**

of talent movement globally — including lateral moves and promotions — was from internal candidates.

**7%**

voluntary employee turnover globally during fiscal 2025.

\*Progress metrics represent global employees at the Support level and above.

**93%**

of employees said their manager allows them flexibility to be most effective in how they work.\*

\*Annual survey of global salaried employees October 2025.



## Supporting employee well-being

We take a holistic approach to supporting our employees, focusing on whole-person well-being.



PHYSICAL



EMOTIONAL



CAREER



SOCIAL COMMUNITY

## Learning and development

**Our approach:** Development of all employees is a core value at General Mills. A recent employee engagement survey revealed that 80% of employees feel they have the opportunity to grow and develop at General Mills.\* Learning is a key ingredient of our approach, including formal and informal learning experiences and resources, employee network connections, and a range of development opportunities at all stages of employees' careers:

- Structured learning — offered both in person and online — including onboarding for new employees, professional development for all and differential leadership development
- Social learning through voluntary learning groups, such as digital and analytics
- Best practice sharing and learning through intensive events, such as global employee summits, expos and forums
- Targeted learning through functional academies and investments
- Guidance from others, including feedback from managers, mentors and peers
- Our performance management process, in which 14,027 salaried employees — 54% of our employees globally — participated in fiscal 2025

**Our progress:** Based on employee feedback on our Engaging Leader focus during 2024, we maintained our focus in 2025 on Explicit Understanding of How to Work, Develop All Players and Foster Agility. In fiscal 2026, we are shifting our focus to Foster Agility for Growth, including three key levers to enable employees: Digital Mindset, Streamlined Processes and High-Performing Teams.

Our increased focus on digital and business critical learning has supported how leaders and employees adapt to fast-paced changes resulting from evolving business dynamics and digital technologies. We have invested

\*Annual global survey of salaried employees, October 2025.

## Flexibility and development for our production team members

In 2025, we continued on our multi-year journey to increase flexibility and improve learning for our front-line employees, including:

- Advancing our exploration of technology-enabled scheduling that allows production employees who work onsite in our manufacturing facilities more everyday flexibility
- Enhancing onboarding, improving the learning experience and modernizing the way we develop and grow our production teams with the support of technology implementation
- Investing in our front-line leaders with training in change management and digital literacy
- Enhanced career opportunities for production leaders and teams



Participants in one of our front-line leader trainings.

heavily in learning to support brand building, data and analytics, and digital transformation. We also doubled down on our efforts to support managers of people through an AI-based leadership coaching platform, differential professional development at critical levels of management and executive learning to support our Accelerate Strategy.

## Digital learning

We have accelerated our enterprise focus on digital upskilling. Examples include:\*

- Incremental Officer and Director AI development, impacting 4,000+ leaders
- Required learning on our internal AI tools for all 14,000 non-production employees
- Enterprise-wide Engaging Leader Forum on Digital Mindset, featuring a globally recognized expert on practical AI adoption, with 2,000+ employee participants
- Hands-on learning via our internal chatbot, MillsChat, available to all employees with usage growing steadily
- AI Academy featuring live and on-demand learning, used by 4,000+ employees

\*Employee participation as of October 2025.

## 2025 PROGRESS

# 325,000+

hours of training completed by our employees, equaling 12.5 average hours per employee, with \$482 spent on average per employee for training and development.\*

# 100%

of employees receive skills development training.\*\*

\*Includes more than 26,000 salaried and wage employees annually.

\*\*All wage and salaried employees receive learning related to strategic capabilities, leader development, job-related skills, compliance, and more.

## Engaging people in a culture of learning, growing and belonging



In 2025, we focused on these key Engaging Leader behaviors and actions globally:



Explicit Understanding of How to Work

Drive greater clarity of roles, decision rights and project scopes across the company.



Foster agility

Optimize team agility, manage ambiguity and encourage experimentation.



Develop All Players

Ensure all employees have the opportunity to learn and grow through feedback, coaching and formal learning opportunities.

## Employee benefits and well-being\*

Guided by our focus on whole-person well-being, we provide a comprehensive network of resources and robust, competitive benefits to support the well-being of our employees and their families, including:

- **Health benefits:** We offer employees and eligible dependents medical, dental and vision plans starting on the first day of employment. Our health benefits are comprehensive and competitive — we pay, on average, 80% of health plan premiums. The company also provides a health savings account contribution for qualifying plans.
- **Spring Health:** A confidential resource that provides six free therapy and six free lifestyle coaching sessions in addition to unlimited mental health care navigation to employees and each of their eligible dependents each year.
- **My Wellbeing program:** An incentive-based program to encourage employees to set healthy eating habits, get physically active, engage in preventive healthcare activities, improve financial well-being and more.
- **Chronic condition management:** Whether high blood pressure, diabetes, pain management, tobacco cessation or other chronic conditions, our benefits package offers solutions to meet employees wherever they are along their well-being journey.
- **Virtual healthcare:** With no appointments and no waiting, employees and their families have quick and convenient access to virtual healthcare by text or video chat.
- **Caregiving support:** We provide a complete caregiving solution that offers employees access to dedicated Care Coaches that can help them navigate resources and solutions for all their caregiving needs, including childcare, education, elder care, pet care and more.
- **Time off:** We provide vacation, holidays, sick time, bereavement and leave benefits for all life stages. Leave benefits include caregiver leave, which provides up to two weeks of paid time off to care for immediate family members with a serious health condition, and parental bonding leave that provides up to 12 weeks of paid leave for new parents, including birth mothers, fathers, partners and adoptive parents. We also offer unpaid leaves, such as sabbaticals for employees to take up to 12 weeks off.
- **Pay:** Employees earn a competitive salary and annual bonus when they meet our ambitious goals. Salaries are reviewed each year, with increases based on individual performance and the market value of the position. Annual cash bonuses are based on performance (individual, company and, in some cases, business unit).
- **Retirement and savings plans:** Eligibility for our 401(k) Plan starts on the first day of employment and the company provides both matching and annual contributions. Employees can access free, confidential education on managing money, planning for college, tax savings and more.
- **Stock options and ownership:** Company stock is an available investment in the 401(k) plan. Annual stock grants are available to some management-level employees.
- **Insurance:** We provide company paid life, short-term and long-term disability insurance. We also offer employees options for long-term care, pet, auto and homeowners' insurance.
- **Education assistance:** We offer reimbursement for job-related courses and other education programs. Employees may be eligible for an unpaid leave of absence to further their education.

### 2025 PROGRESS

#### Impact of mental health and well-being programs:\*

##### Mental health:

###### Clinical improvements:

- **80%** of employees participating in Spring Health programs showed improvement in depression symptoms.
- **81%** of members showed improvement in anxiety symptoms.
- **80%** of members reported improved functionality, higher productivity and fewer missed workdays per week.

**Time to care:** On average, employees waited less than two days for a therapy appointment, compared with a 25-day national average.

\*Data based on the experiences of employees and dependents age 6 and older in the U.S. and Canada who participated in Spring Health programs in fiscal 2025.

\*\*Results for those who participated in the My Wellbeing program.

##### Overall well-being\*\*

- **72%** of inactive members are more active since participating in our well-being program.
- **59%** of high-risk participants have lost weight.
- **60%** of high-risk participants with hypertension reduced their blood pressure.
- **1,949** members completed a total of 5,807 digital financial well-being sessions and 482 financial coaching appointments.

**Time to care:** Employees seeking care were connected to a provider in less than 30 seconds for acute and chronic care needs through our virtual healthcare program.

#### Other perks:

- Learning, developing and growing – Tools and resources to help employees expand and grow as professionals. See details beginning on page 75.
- Giving back to the community – Volunteer opportunities and donation match programs. Learn more about how we are [Strengthening hometown communities](#).
- Talent referral – Bonuses for referring top talent to join the General Mills team.

\*Benefits, pay and total rewards vary by location and other factors. For example, we offer benefits to all of our U.S.-based employees who qualify based on hours worked (more than 20 hours per week) and employment status (excludes contractors); 87% of our eligible employees elect to participate and receive benefits coverage (individual and family/dependent coverage options available).

## Employee engagement

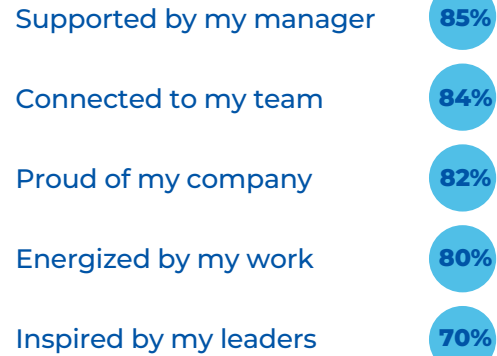
Our ability to make food the world loves is driven by our strategy of engaging people in a culture of learning, growing and belonging. General Mills is a place where people can explore new perspectives and reimagine possibilities every day. We inspire people to bring their best — bold thinkers with big hearts who challenge one another and grow together.

**Our approach:** We know that engaged employees create value and drive business performance. We continually work to build a more agile, engaged organization by listening to employees, taking action and measuring progress. We survey employees regularly to measure five drivers of employee engagement: proud of my company, inspired by my leaders, connected to my team, supported by my manager and energized by my work.

In 2025, we heard from employees through internal surveys, interviews, focus groups, employee networks and processes like onboarding and development planning.

### Employee engagement survey insights\*

Our employee engagement survey content aligns with our company values and behaviors.



October 2025

\*Annual global survey of salaried employees, October 2025.

### 2025 PROGRESS

#### Employee engagement\*

**86%**

of our employees say that General Mills is a great place to work.

**82%**

of our employees say they are comfortable at work saying or doing what they think is best for General Mills.

\*Global survey of salaried employees, October 2025.



# Strengthening hometown communities

## Our approach

Around the world, we support our hometown communities through employee volunteerism and local giving. We believe in the power of place-based philanthropy to address pervasive barriers in the communities where we live and work. We contribute to innovative, community-driven solutions that address

critical needs, like food access and education, in order to improve outcomes for families and individuals, (In addition to our philanthropic impact, General Mills' economic impact in our U.S. communities is detailed [here](#).) Our employees — who bring our company's purpose to life every day — support local causes that strengthen our hometown communities around the globe.

In our headquarters community of Minneapolis and St. Paul, Minnesota, we partner with organizations by acting as facilitators, connectors and learners, fostering cross-sector collaboration and community leadership to create lasting, sustainable change. Included here are some of our actions to improve food access and educational outcomes (see education details on the next page).

**Food access:** We focus on food access strategies and partnerships that aim to ensure consistent, affordable and dignified access to nutritious and culturally relevant food for high-need communities and individuals. Our support

for dozens of partners working to address community challenges is helping to improve physical and economic access to local food retail in underserved neighborhoods. These partnerships also increase access to food shelves and food bank programs, strengthen access to U.S. federal nutrition programs like school meals, and support small food businesses.

Our food access partners include [Northpoint Health and Wellness](#), [CAPI](#), [CLUES](#), [The Food Group](#), [NEON](#), [Dream of Wild Health](#) and [Open Arms](#), as well as our key partnerships with [Second Harvest Heartland](#) and [The Good Acre](#). For example, [Rooted in Growth: Here for Good](#) highlights the ways Good Acre is helping support local food producers and connecting them to emergency food providers.

Learn more beginning on page 28 about how we are advancing food security around the world.

## 2025 PROGRESS

### Strengthening communities

# \$83.2 million

in charitable giving contributed by General Mills worldwide in fiscal 2025, including \$51 million in donated food and \$32.2 million in philanthropic funding.

# 326

charities worldwide received philanthropic funding from General Mills in fiscal 2025.\*

# 46

We invested in 46 General Mills hometown (operating) communities around the world in fiscal 2025.\*

\*Charities nominated by our employee councils.

# 11 years

For the 11th consecutive year, General Mills was recognized on [The Civic 50](#) list as one of America's most community-minded companies. The award, presented by [Points of Light](#), sets the standard for corporate social impact.



Employees sorted bulk food into smaller quantities for distribution at Second Harvest Heartland.



Employees prepared garden beds for planting at The Good Acre urban community farm.

**Education:** Through our Box Tops for Education™ program and Twin Cities\* philanthropy, we support organizations that are making a tangible difference in addressing critical education needs, expanding student access to opportunities, closing gaps in academic outcomes and helping to ensure kids can reach their full potential. The Box Tops for Education program focuses on giving to schools in need — including schools which are defined as having at least 40% of students eligible for Title I school funding, including free or reduced lunch.

We believe that education is a cornerstone of individual and community success. In our headquarters community,\* we partner with leading organizations to improve educational outcomes, including [Achieve Twin Cities](#), [Northside Achievement Zone](#), [Boys and Girls Club of the Twin Cities](#), [Best Prep](#) and many more. Through these strategic partnerships, we aim to empower students, educators and families with the resources and opportunities they need to excel.



For nearly 50 years, General Mills has partnered with [Best Prep](#), which provides educational programs to students in grades 4-12 to prepare them with business, career and financial literacy skills through hands-on experiences that inspire success in work and life. General Mills employees have volunteered thousands of hours over almost five decades, supporting Best Prep in positively impacting nearly 2 million students since its inception. As part of the Best Prep mentorship program, students visit General Mills to meet their mentors in person and learn about career opportunities. [Click here](#) to learn more about their work.

\*The Twin Cities of Minneapolis and St. Paul, Minnesota.

## Box Tops for Education impact

The Box Tops for Education program, operated by General Mills, provides support to teachers and schools in need. For example, in 2025, we partnered with and provided funding to organizations such as Kids in Need Foundation. Box Tops funds for participating U.S. schools can be used for supplies and other priorities. Box Tops impact includes:

- Nearly \$960 million provided through Box Tops for Education since the program began in 1996.
- \$5 million earned by U.S. schools during the 2024-2025 school year.
- More than 5.4 million people have downloaded the Box Tops app.\*
- 69,470 U.S. schools benefiting from the program during the 2024-2025 school year.



\*As of September 2025.

## Dr. Martin Luther King Jr. Holiday Breakfast: Celebrating Dr. King's Legacy

Since 1991, General Mills has hosted the Dr. Martin Luther King Jr. Holiday Breakfast in Minneapolis in partnership with UNCF. The celebration, which is one of the largest of its kind in the U.S., supports UNCF's mission of investing in better futures for the young men and women they serve and by helping them get to and through college.



Inspired by Dr. King's message of interconnectedness, the "One People" themed 35th anniversary event in 2025 featured award-winning journalist Michele Norris. [Learn more](#) about the event.



## Employee volunteerism and giving

**Our approach:** We support our hometown communities around the world through local charitable giving and employee volunteerism. We encourage and empower our employees to apply and share their skills, expertise and passion to help strengthen their communities.



[Learn more](#) about how General Mills employees make an impact in our communities around the world.

**Our progress:** Around the world, our employees volunteer\* and give individually and in teams utilizing our WeGive platform. This platform identifies volunteer opportunities and allows employees to make charitable donations along with the company match benefit. Additionally, in 2025 more than 130 employees globally helped to shape General Mills giving in our operating communities by serving on employee councils for our Global Hometown Grants program.

**Skills-based volunteerism:** Many of our employees apply and share their professional skills and knowledge to make a difference in our communities:

- Through our in-house GoodWorks pro bono program, employee volunteers lend their expertise in marketing, finance, sourcing and other areas to help nonprofit organizations and small businesses overcome challenges and scale up their impact. Since 2020, the GoodWorks program has supported more than 40 community-based projects, donating thousands of hours of consulting services.



Throughout the year, General Mills employees volunteer in our hometown communities around the world, including this team in France who helped at an in-store food collection site benefiting our French Food Bank partner and employees helping at a food bank in Cedar Rapids, Iowa.



In Minneapolis, Minnesota, the GoodWorks program has partnered with local organizations working on food access and entrepreneurship, including the [Northside Economic Opportunities Network \(NEON\)](#), which aims to help support and strengthen small local food entrepreneurs in their food business incubator program, such as the owner of [AfricSauce](#), pictured above (center).



- Through [Partners in Food Solutions \(PFS\)](#), our employees use their technical and business skills to assist high-potential food processors and millers in 12 sub-Saharan African countries, helping entrepreneurs grow their businesses and support a supplier base of 1.8 million smallholder farmers.



### 2025 PROGRESS

#### Employee-powered community impact

**\$2.7 million**

raised by employees for 2,379 nonprofits with the General Mills match during fiscal 2025.

**3,006**

employees participated with contributions through the General Mills employee charitable gift matching program.



\*Volunteer activities are encouraged and may occur during paid work days with manager alignment while ensuring business needs will be met.



# Appendix

## Data tables

Topics	2025 progress	Reference
<b>Introduction</b>		
<b>Ethics and compliance</b>		
Code of Conduct compliance and required training	11,366 company leaders attested to their compliance with our Code of Conduct and business policies*; 92% completion rate for required training (for all new hires and key roles, listed on p. 11)	Pages 10-11
*General Mills global policies guiding employee conduct include:		
<ul style="list-style-type: none"> <li>Code of Conduct</li> <li>Compliance with our Code of Conduct, Policies and Law</li> <li>Anti-Corruption</li> <li>Anti-Retaliation</li> </ul>	<ul style="list-style-type: none"> <li>Advertising Practices and Other Publicly Made Claims</li> <li>Assuring Financial Integrity</li> <li>Competition and Antitrust Law and Contacts with Competitors</li> </ul>	<ul style="list-style-type: none"> <li>Competitive Intelligence</li> <li>Conflicts of Interest</li> <li>Cybersecurity</li> <li>Employee Participation in Charitable Giving and Community Volunteerism</li> </ul>
	<ul style="list-style-type: none"> <li>Enterprise Resilience</li> <li>Enterprise Risk Management</li> <li>Food Safety &amp; Regulatory Matters</li> <li>Gifts &amp; Entertainment</li> </ul>	<ul style="list-style-type: none"> <li>Global Governmental Relations and Personal Political Activity</li> <li>Harassment Free Workplace</li> <li>Information and Data Governance</li> <li>Insider Trading</li> </ul>
		<ul style="list-style-type: none"> <li>Intellectual Property</li> <li>Privacy and Personal Data</li> <li>Protecting Company Information and Communicating Externally</li> <li>Workplace Standards and Ethical Sourcing</li> </ul>
<b>Food</b>		
<b>Transparency</b>		
Front-of-pack labeling	90% of our U.S. retail products include Facts Up Front on packages	Page 16
Consumer interaction and feedback	756,000+ consumer contacts supported by our Consumer Care team	Page 17
Product information	<ul style="list-style-type: none"> <li>407 topics covered on <a href="https://ask.generalmills.com">ask.generalmills.com</a></li> <li>1,750+ products listed on Smartlabel.org</li> <li>450+ products enrolled in U.S. Non-GMO Project</li> </ul>	Page 17
Sustainable ingredients and certifications	<ul style="list-style-type: none"> <li>1 in 10 products in our North American portfolio is certified organic or made with organic ingredients</li> <li>60+ products contain Fair Trade Certified cocoa</li> <li>100% of the palm oil used in our products is RSPO certified</li> <li>75% of the virgin fiber in our packaging is Forest Stewardship Council (FSC) certified</li> </ul>	Page 17
<b>Food safety</b>		
Global Food Safety Initiative (GFSI) certification	100% of General Mills owned production facilities; 96% of global co-production sites; 84% of global ingredient suppliers; 85% of North American ingredient vendor sites	Page 19
Investment in food safety	\$13.8 million, which represents 7% of total supply chain essential capital investment	Page 19
Number of employees trained	4,000 people trained through global centers of excellence and online training academy; 875 quality professionals trained in food safety (corporate quality and supply chain employees globally)	Page 19
Number of audits conducted	639 audits: 93 packaging supplier audits; 449 food ingredient audits; 97 co-producer audits	Page 19
Number of product recalls	1 voluntary product recall	Page 19

Topics	2025 progress	Reference
<b>Nutrition</b>		
Percentage of U.S. retail volume meeting U.S. regulatory criteria as good sources of key nutrients.	Vitamin D: 29%; calcium: 33%; iron: 27%; dietary fiber: 21%	Page 21
Percentage of global volume meeting Nutrition-Forward criteria	45% met Nutrition-Forward criteria: 19% provided a meaningful amount of a food group and met International Food and Beverage Alliance's (IFBA) Common Nutrition Criteria and 26% were 3.5 stars or above using the Australian Health Star Rating (HSR) system	Page 23
Portfolio nutrition criteria	<ul style="list-style-type: none"> <li>86% of cereal portfolio provided at least 8 grams of whole grain per labeled serving and met IFBA common nutrition criteria</li> <li>64% of snack bar portfolio provided at least 8 grams of whole grain, or 1/2 serving of nuts or seeds per labeled serving and met IFBA common nutrition criteria</li> <li>88% of soup portfolio provided at least 1/2 serving of vegetables per labeled serving and met IFBA common nutrition criteria, or the HSR criteria of 3.5 stars or above</li> <li>60% of vegetable portfolio provided at least 1/2 serving of vegetables per labeled serving and met IFBA common nutrition criteria</li> <li>95% of Cereal Partners Worldwide (CPW) joint venture ready-to-eat breakfast cereals for children and teenagers contained whole grain as the main ingredient</li> </ul>	Page 24
<b>Evolving consumer needs</b>		
Number of gluten-free product SKUs	1,200+ products (1 in 4 product SKUs)	Page 25
Number of vegan products.	1,000	Page 25
Quantity of certified organic products in North American product portfolio.	1 in 10 products	Page 26
Natural and organic market position (U.S.)	#1: Largest provider of natural and organic packaged food	Page 26
<b>Alleviating hunger</b>		
Number of meals enabled worldwide by our food donations and philanthropic partners	58.1 billion meals since 2019, exceeding our goal to enable 30 billion meals for hungry people by 2030; 7.9 billion meals in 2025	Page 28
Number of meals enabled by donations of number of pounds of General Mills surplus food worldwide	27 million meals; 31.3 million pounds of food	Page 28
Food recovery technology	74,960 retailers and food service operators worldwide empowered to participate in systemic food rescue	Page 28
Geographic reach	6 continents with food bank networks strengthened using support from General Mills grants	Page 28
Food recovery and distribution through MealConnect (U.S.)	Since 2014, 69,400+ food businesses; 60+ food transport companies; 8.6+ billion pounds of food recovered, equal to 7.1+ billion meals	Page 29
Funding provided to No Kid Hungry to help end childhood hunger, focused on supporting school meals	\$10.3 million since 2016	Page 29
<b>Labeling and marketing</b>		
Nutrition labeling	Global approach to nutrition information on packaging and adherence to local regulations	Page 30
Responsible marketing commitment	Ongoing compliance	Page 31

## Planet

### Climate change

Commitment: 30% reduction in GHG emissions across our value chain by 2030 and net zero GHG emissions by 2050	14% reduction across entire value chain; 55% reduction in owned operations (Scope 1 and 2)	Page 42
Climate-related disclosures	Climate Policy, Climate Transition Action Plan, Dairy Methane Action Plan, <a href="#">CDP climate disclosure</a> , etc. (downloads available on our <a href="#">website</a> )	Page 41

### General Mills GHG emissions by scope (metric tons CO2e)

Scope	SBTi Target boundary		GHG Protocol	
	Fiscal 2025	Fiscal 2020 (baseline)*	Fiscal 2025	Fiscal 2020 (baseline)*
Scope 1	339,000	332,000	340,000	332,000
Scope 2 (market-based)	16,000	461,000	16,000	461,000
Scope 3	10,613,000	11,931,000	14,866,000	16,827,000
Energy and industry	8,071,000	9,153,000	11,675,000	13,346,000
Forest Land and Agriculture (FLAG) land use change	1,094,000	1,400,000	1,307,000	1,620,000
FLAG other**	1,448,000	1,378,000	1,884,000	1,861,000
<b>Total***</b>	<b>10,968,000</b>	<b>12,724,000</b>	<b>15,222,000</b>	<b>17,620,000</b>

\*Fiscal 2020 baseline updated to reflect business and methodology changes in alignment with GHG accounting guidance. See GHG calculation methodology details below.

\*\*See [Science Based Targets initiative \(SBTi\) FLAG guidance](#).

\*\*\*To align with SBTi guidelines, Scope 3 Category 15 (Investments) is included in our GHG Protocol totals and excluded from our verification letter (posted on our [website](#)) and our SBTi target boundaries.

### GHG calculation methodology

Annually, General Mills calculates a greenhouse gas (GHG) emissions inventory, working with Quantis and CO2 AI, in accordance with The Greenhouse Gas Protocol. For the purposes of reporting our primary emissions (Scope 1 & 2), General Mills uses operational control to categorize those emissions within our organizational boundary.

Generally, Scope 1 consists of direct emissions from fuel combustion at stationary and mobile sources under operational control and direct release of CO2 used for manufacturing. Scope 2 consists of indirect emissions from purchased energy under operational control. General Mills uses the market-based methodology for calculation of our Scope 2 emissions, which considers any contractual instruments that may be used in competitive energy markets, such as green tariffs, renewable certificates, or power purchase agreements (PPAs). Emissions from sources not under operational control are recorded as Scope 3

emissions. Scope 3 emissions associated with key segments of the value chain are calculated where the impact is significant. Consistent with Science-Based Target initiative (SBTi) guidelines, our targets focus on the categories of GHG emissions that are the most impactful and actionable for General Mills. For our 2030 science-based target, we define our emissions boundaries in alignment with SBTi.

Each year, General Mills reviews our fiscal 2020 baseline year emissions. In accordance with the GHG Protocol, efforts are made to ensure a "like for like" base year is reported. As a result, emissions from business activity that occurs after the base year are included in or excluded from the base year to the best of our ability. In cases of significant methodological or organizational changes, base year emissions are adjusted to reflect consistent, like-for-like GHG accounting.

Scope 1 and Scope 2 emission factor sources include eGRID, IEA, EIA and DEFRA.

Our Scope 3 GHG inventory calculation leverages primarily activity-based data reports pulled from functions across the organization, in addition to scaling factors as needed. The majority of cradle-to-gate emissions factors used to calculate our Scope 3 footprint are sourced from the World Food Lifecycle Database and ecoinvent. Continually working to improve the accuracy of our GHG emissions calculation, we also leverage custom-developed, supplier-specific and supply shed-specific emissions factors within our Scope 3 inventory. These emissions factors aid in closing gaps in publicly available databases and capture GHG reductions realized from on-farm and other supplier reductions.

Scope 1, 2 and 3 activity and emissions data is externally verified by Apex Companies, LLC. Our verification letter can be found on our [website](#).

Each year, we work to continually update our methodology, visibility and accuracy in accordance with current scientific and GHG accounting guidance. It is typical for there to be some year-over-year variation in footprint hotspots and for baseline footprints to change as a result of updates. For fiscal 2025, no significant methodological changes occurred, however, changes came from updates in emissions factors and switch of emissions factors databases, as well as business changes (acquisitions and divestitures).

Note: Key manufacturing metrics and renewable electricity data appear on page 85.

Topics	2025 progress	Reference
<b>No deforestation</b>		
Commitment: No deforestation in primary deforestation-linked commodities (palm oil, cocoa and fiber supply chains) by December 2025 in alignment with SBTi FLAG guidance	96.8% of palm oil volumes assessed as deforestation-free using the No Deforestation, No Peat, No Exploitation Implementation Reporting Framework (NDPE IRF); 88.0% of cocoa and chocolate volumes assessed as deforestation-free; 99.6% of fiber packaging volumes assessed as deforestation-free	Pages 45-47
Palm oil sourcing	100% of palm oil sourced as Roundtable on Sustainable Palm Oil (RSPO) certified sustainable since 2015	Page 46
Improvement of vanilla-growing ecosystems through conservation and preservation of natural resources in Madagascar	500,000+ trees planted on 600+ acres; more than 2,500 farmers using regenerative agriculture practices; 10,000+ people benefiting from outreach activities	Page 46
Environmental restoration through agroforestry in cocoa-sourcing regions in West Africa (Ghana and Côte d'Ivoire)	193,684 trees planted; 1,523 farmers empowered to build climate-resilient farms; 36 communities participating in agroforestry; 1,350 farmers participating in tree planting and maintenance training (see additional Cocoa & Forests Initiative reporting on our <a href="#">website</a> )	Page 47

<b>Regenerative agriculture</b>		
Commitment: Advance regenerative agriculture on 1 million acres of farmland by 2030	800,000+ acres engaged in programming designed to advance regenerative agriculture	Pages 48-53

<b>Water stewardship</b>		
Champion the regeneration of water resources in priority watersheds	Ongoing (15 priority watersheds)	Pages 54-57

<b>Packaging</b>		
All General Mills brands will design 100% of packaging to be recyclable or reusable by 2030.	95% of packaging recyclable or reusable (by weight)	Pages 58-60
Percentage of finished product packaging material by weight.	76% fiber; 9% plastic; 9% steel; 2% glass; 3% composite cans; 1% aluminum	Page 58
How2Recycle labels on product packaging; percentage of products in U.S. portfolio.	86%	Page 59

<b>Sustainable operations</b>		
Energy efficiency	25 energy efficiency projects; savings: 5.4 million kWh of electricity; 15,352 MMBTU of natural gas; avoided approximately 3,298 million metric tons CO <sub>2</sub> e of GHG emissions	Page 61
Waste reduction and waste management; sorting and mapping of waste streams and other measures to control and improve waste disposal (related commitments: zero waste to landfill, food waste reduction)	100% of General Mills owned manufacturing facilities globally achieved zero-waste-to-landfill commitment. Actions: map and track waste streams using Global Safety Tracking and Environmental Management System (GSTEMS); employee education on waste reduction and sorting; reuse of materials; multi-faceted approach to reduce food waste in operations and through partnerships (industry groups, food retailers, communities)	Page 62
Use of biomass and biogas to reduce waste and provide renewable energy (data tracked in GSTEMS)	Use of oat hulls and wood (biomass) and anaerobic digester (biogas) at several of our production facilities	

See key manufacturing metrics and renewable electricity data on the next page.

**Key manufacturing metrics (wholly owned or controlled production facilities globally)\***

In thousands, except rate data	2020	2023	2024	2025
Energy usage rate (MWh/metric ton of product)	0.408	0.365	0.512	0.500
Energy usage rate (GJ)	1.47	1.31	1.84	1.800
Energy usage (MWh)	2,669	2,572	2,560	2,639
Energy usage (GJ)	9,608	9,259	9,216	9,500
Biogas			27.29	23.88
Biomass			110.80	106.27
Solar			4.50	4.80
Total renewable energy consumption (MWh)**				1,208.43
Total nonrenewable energy consumption (MWh)				1,430.52
Total freshwater withdrawal (cubic meters)***	14,322	9,721	9,217	9,350
Municipal water	8,608	8,710	8,241	8,394
Groundwater	5,336	753	817	855
Surfacewater	378	258	159	101
Rainwater	0	0	0	0.0
Total water discharge (cubic meters)***	8,488	6,458	6,516	6,584
Municipal discharge	6,425	4,874	5,062	5,075
Surface discharge	1,398	1,118	1,004	1,046
Land application	665	466	450	463
Total water consumption (cubic meters)***	5,833	3,263	2,701	2,766
Water consumption rate (cubic meters/metric ton of product)	0.89	0.59	0.54	0.52
Solid waste generation rate (metric tons/metric ton of product)***	0.06	0.08	0.06	0.05
Solid waste (metric tons)****	329	394	265	283
Recycled waste (metric tons)			234	255
Recycled % of waste	65%	76%	88%	90%
Energy recovery (metric tons)			13	23
Energy recovery % of waste	26%	19%	5%	8%
Disposal (metric tons)			18	5
Disposal % of waste	9%	6%	7%	2%
Food waste (metric tons)*****	3.44	2.78		3.73
Zero waste to landfill % of total global facilities*****	30%	51%	65%	100%

\*Data in this table is reported on a fiscal year basis and represent wholly owned or controlled production facilities globally. Past fiscal years have not been adjusted for acquisitions or divestitures. Some data are restated compared to reporting in prior years to reflect improvements in data gathering and tracking methodologies. Numbers may not total 100 due to rounding.  
 \*\*Includes renewable energy generated from onsite biogas, biomass and solar power at our own facilities as well as the application of renewable electricity certificates (see details on the right side of this page).  
 \*\*\*Water withdrawal, discharge and consumption metrics are updated to align with CDP methodology.  
 \*\*\*\*Solid waste data is from production and excludes waste associated with construction as well as non-production activities such as new product trials.  
 \*\*\*\*\*General Mills defines food waste following the Food Loss & Waste Protocol Standard. Fiscal 2025 food waste data includes North American operations (we did not report food waste data in 2024; prior years also included International operations). As food waste currently represents less than 2% of the waste from our production facilities, we are moving away from a formal commitment and instead focusing our attention where General Mills can have the biggest impact.  
 \*\*\*\*\*These facilities sent no waste to landfill or incineration without energy recovery. Data includes facilities that were operating at the end of the relevant fiscal year.

**Renewable electricity, fiscal 2025\***

Location	Energy attribute certificates (MWh)**	Total electricity use	% Renewable electricity***	Type
United States and Canada	1,030,142	1,051,500	98%	RECs (VPPA)
Europe	78,754	80,988	97%	Guarantee of Origin
All other geographies	110,782	116,832	95%	I-RECs, PPA
<b>Total General Mills</b>	<b>1,219,678</b>	<b>1,249,320</b>	<b>98%</b>	

\*Scope includes all globally owned or controlled General Mills facilities (Manufacturing, R&D, Offices, Warehouses, HD Shops, and Cake Kitchens). Abbreviations: Renewable Energy Certificate (REC); International Renewable Energy Certificate (I-REC); Virtual Power Purchase Agreement (VPPA).  
 \*\*Certificates to prove renewable energy consumption. One (1) Energy Attribute Certificate (EAC) represents one (1) MWh of renewable electricity generated.  
 \*\*\*Aligned with RE100 definition; total EACs / total electricity use. The majority of the RECs we purchase globally are from VPPAs. For example, in North America, 84% of the RECs we purchase are from VPPAs, including two 15-year wind projects in Texas. In Australia, we purchase RECs from our local utility provider. In Europe, will be shifting the majority of our renewable electricity purchases to a VPPA using solar power in Spain beginning in 2026. In addition to purchasing renewable electricity, we also generate some renewable energy from onsite biogas, biomass and solar power at our own facilities (see the key manufacturing metrics table on the left side of this page).

Topics	2025 progress	Reference
<b>Animal welfare</b>		
Cows	The majority of the dairy ingredients we source come from co-ops whose member farms participate in the National Milk Producers Federation animal care program (Farmers Assuring Responsible Management) in the U.S. and the Bovivell program in France	Page 63
Eggs	84% of global egg purchases for our operations were cage-free or free-range	Page 63
Broiler chickens	4% of our U.S. contracted volume met these standards: stocking density of 6 pounds per square foot or less; enriched environments including litter, lighting and enrichment that meet Global Animal Partnership (GAP) standards; and controlled-atmosphere stunning verified by a third party. An additional 2% met all but the controlled-atmosphere stunning standard.	Page 63
Pigs	Since 2023, 100% of the pork we purchased for our U.S. operations came via supply chains in which pregnant sows do not experience prolonged use of gestation crates (over 9 days per pregnancy cycle)	Page 63

## People

<b>Human rights</b>		
Assess and address human rights in alignment with the United Nations Guiding Principles on Business and Human Rights (UNGPs)	<ul style="list-style-type: none"> <li>Assessment of salient human rights issues by LQRA</li> <li>Engagement and impact in supply shed communities: fiber in British Columbia, Canada; cocoa in Ghana and Cote d'Ivoire; palm oil in Indonesia; sugarcane in Brazil; vanilla in Madagascar</li> </ul>	Pages 65-68

<b>Responsible sourcing</b>		
Risk assessment	100% of suppliers risk assessed (those considered high risk are in scope for an audit as part of our Responsible Sourcing program)	Page 69
Responsible sourcing audits	<ul style="list-style-type: none"> <li>673 supplier sites audited in 44 countries</li> <li>103 audits with no findings</li> <li>109 audits with significant incidents: 62% closed; 22% accepted CAP (corrective action plan); 16% open</li> </ul>	Pages 69-70
Responsible sourcing audit pillars based on SMETA audit methodology	<ul style="list-style-type: none"> <li>Labor standards: no forced labor or child labor; freely chosen employment; freedom of association and collective bargaining; anti-discrimination; responsible recruitment; fair wages and benefits; work hours and overtime</li> <li>Health and safety: working conditions are safe and hygienic</li> <li>Environment: waste management; water and hazardous materials; air emissions; energy usage; environmental management systems</li> <li>Business ethics: grievance mechanisms; land rights; anti-corruption</li> </ul>	Page 69

<b>Workplace safety</b>		
Number of serious injuries	5 serious injuries	Page 71
Number of fatalities	0 fatalities	Page 71
Safety improvements	Actions taken to improve safety capacity/controls based on reporting of 2,046 incidents with potential for serious injury and fatality (PSIF)	Page 71
Safety evacuation standard	Emergency evacuation standard: preparedness, communication and safe evacuation (movement of people away from an area of danger or to shelter) in the event of fire, natural disasters and other emergencies	Page 71
Safety assessments	Risk assessment standard: workplace safety and environmental hazards are identified and assessed with control measures put in place to mitigate risk. Risk assessments are performed: in accordance with regulatory guidelines as required in specific geographies; and in all regions for new or modified equipment, processes or facility modifications.	Page 71

Topics	2025 progress	Reference
<b>Champion belonging</b>		
Employee belonging	82% of employees said they feel like they belong at General Mills	Page 72
Employee networks	88% of employee network participants said they feel a stronger sense of belonging at General Mills	Page 73
<b>Employee development and well-being</b>		
Talent movement	60% of talent movement globally (including lateral moves and promotions) from internal candidates	Page 74
Employee turnover	7% voluntary employee turnover globally	Page 74
Hours of training completed by employees	325,000 hours, equaling equaling 12.5 average hours per employee, with \$482 spent on average per employee for training and development	Page 75
Skills development training	100% of employees received skills development training	Page 75
Performance management	14,027 salaried employees participated in our performance management process (54% of employees globally)	Page 75
<b>Employee benefits</b>		
Employee participation	87% of eligible employees elected to participate and receive benefits coverage (individual and family/dependent coverage options available)	Page 76
Health benefit plans	Health benefits include medical, dental and vision plans for employees and eligible dependents. We pay, on average, 80% of health plan premiums. The company also provides a health savings account contribution for qualifying plans.	Page 76
Mental health and well-being programs	Programs include: mental health support and lifestyle coaching services; well-being platform to help employees prioritize wellness goals; chronic condition management; virtual healthcare; and caregiving support	Page 76
Time off	We provide vacation, holidays, sick time, bereavement and leave benefits for all life stages	Page 76
Caregiver leave	Up to two weeks of paid time off to care for immediate family members with a serious health condition	Page 76
Parental bonding leave	12 weeks of paid leave for new parents, including birth mothers, fathers, partners and adoptive parents	Page 76
Unpaid leaves	Unpaid leaves include sabbaticals for employees to take up to 12 weeks off	Page 76
Pay and savings plans	We provide competitive salary and bonus, retirement savings plans and stock options	Page 76
<b>Employee engagement</b>		
Employee engagement	<ul style="list-style-type: none"> <li>86% of employees said General Mills is a great place to work</li> <li>82% of employees are comfortable at work saying or doing what they think is best for General Mills</li> <li>84% of employees feel connected to their teams</li> <li>85% of employees feel supported by their manager</li> <li>80% of employees are energized by their work</li> <li>82% of employees feel proud of the company</li> <li>70% of employees are inspired by their leaders</li> </ul>	Page 77
<b>Strengthening hometown communities</b>		
Amount General Mills gave to charitable causes	\$83.2million, including \$51 million in product donations and \$32.2 million in philanthropic funding	Page 78
Community impact	326 charities received philanthropic funding from General Mills across 46 operating communities	Page 78
Impact of employee giving	\$2.7 million raised by employees with the General Mills match, supporting 2,379 nonprofits	Page 80
Employee participation	3,006 employees participated with contributions through the General Mills employee charitable gift matching program	Page 80
Amount provided to support teachers and U.S. schools in need through the Box Tops for Education program	\$960 million since 1996; including \$5 million during the 2024-2025 school year benefiting 69,470 schools	Page 79

## Global Reporting Initiative index

Statement of use	General Mills has reported the information cited in this GRI content index for the fiscal 2025 period with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

Disclosure	Location/comments
<b>GRI 2: General Disclosures 2021</b>	
2-1	Organizational details <a href="#">2025 Annual Report, Introduction</a>
2-2	Entities including the organization's sustainability reporting <a href="#">Introduction</a>
2-3	Reporting period, frequency and contact point <a href="#">Introduction</a>
2-4	Restatements of information <a href="#">Introduction, Appendix – Data tables</a>
2-5	External assurance <a href="#">Introduction</a>
2-6	Activities, value chain and other business relationships <a href="#">Introduction, Food, People, Planet</a>
2-7	Employees <a href="#">2025 Annual Report, People</a>
2-8	Workers who are not employees <a href="#">People</a>
2-9	Governance structure and composition <a href="#">2025 Proxy Statement, Introduction</a>
2-10	Nomination and selection of the highest governance body <a href="#">2025 Proxy Statement</a>
2-11	Chair of the highest governance body <a href="#">2025 Proxy Statement</a>
2-12	Role of the highest governance body in overseeing the management of impacts <a href="#">2025 Proxy Statement, Introduction</a>
2-13	Delegation of responsibility for managing impacts <a href="#">2025 Proxy Statement</a>
2-14	Role of the highest governance body in sustainability reporting <a href="#">2025 Proxy Statement, Introduction</a>
2-15	Conflicts of interest <a href="#">2025 Proxy Statement</a>
2-16	Communication of critical concerns <a href="#">2025 Proxy Statement</a>
2-17	Collective knowledge of the highest government body <a href="#">2025 Proxy Statement</a>
2-18	Evaluation of the performance of the highest governance body <a href="#">2025 Proxy Statement</a>
2-19	Remuneration policies <a href="#">2025 Proxy Statement</a>
2-20	Process to determine remuneration <a href="#">2025 Proxy Statement</a>
2-21	Annual total compensation ratio <a href="#">2025 Proxy Statement</a>
2-22	Statement on sustainable development strategy <a href="#">Planet, People</a>
2-23	Policy commitments <a href="#">Introduction, Food, Planet</a>
2-24	Embedding policy commitments <a href="#">Introduction, Food, Planet</a>
2-25	Processes to remediate negative impacts <a href="#">Planet, People</a>
2-26	Mechanisms for seeking advice and raising concerns <a href="#">Introduction, Planet, People</a>
2-27	Compliance with laws and regulations <a href="#">Ethics and Compliance, Responsible Sourcing, Supplier Code of Conduct, 2025 Proxy Statement</a>
2-28	Membership associations <a href="#">Introduction, Planet, People</a>

Disclosure	Location/comments
<b>GRI 2: General Disclosures 2021 (cont.)</b>	
2-29	Approach to stakeholder engagement <a href="#">Introduction, Planet, People</a>
2-30	Collective bargaining agreements (CBAs) Approximately 22% of U.S. production employees are covered by CBAs.
<b>GRI 3: Material Topics 2021</b>	
3-1	Process to determine material topics <a href="#">Introduction</a>
3-2	List of material topics <a href="#">Introduction</a>
3-3	Management of material topics <a href="#">Introduction, Food, Planet, People</a>
<b>GRI 101: Biodiversity 2024</b>	
101-1	Policies to halt and reverse biodiversity loss <a href="#">Planet</a>
101.2	Management of biodiversity impacts <a href="#">Planet</a>
101.3	Access and benefit-sharing <a href="#">Planet</a>
101-4	Identification of biodiversity impacts <a href="#">Planet</a>
101-5	Locations with biodiversity impacts <a href="#">Planet</a>
101-6	Direct drivers of biodiversity loss <a href="#">Planet</a>
101-7	Changes to the state of biodiversity <a href="#">Planet</a>
101-8	Ecosystem services <a href="#">Planet</a>
<b>GRI 201: Economic Performance 2016</b>	
201-1	Direct economic value generated and distributed <a href="#">Introduction, Food, People</a>
201-2	Financial implications and other risks and opportunities due to climate change <a href="#">Planet, CDP 2025 Questionnaire</a>
201-3	Defined benefit plan obligations and other retirement plans <a href="#">2025 Annual Report</a>
<b>GRI 203: Indirect Economic Impacts 2016</b>	
203-1	Infrastructure investments and services supported <a href="#">Introduction, Food, Planet, People</a>
203-2	Significant indirect economic impacts <a href="#">Introduction, Food, Planet, People</a>
<b>GRI 205: Anti-corruption 2016</b>	
205-1	Operations assessed for risks related to corruption <a href="#">People</a>
205-2	Communication and training about anti-corruption policies and procedures <a href="#">Introduction, People</a>
<b>GRI 301: Materials 2016</b>	
301-2	Recycled input materials used <a href="#">Planet</a>
301-3	Reclaimed products and other packaging materials <a href="#">Planet</a>

## Global Reporting Initiative index (cont.)

Disclosure	Location/comments
<b>GRI 302: Energy 2016</b>	
302-1	Energy consumption within the organization <a href="#">Planet, Appendix – Data tables</a>
302-3	Energy intensity <a href="#">Planet, Appendix – Data tables</a>
302-4	Reduction of energy consumption <a href="#">Planet</a>
<b>GRI 303: Water and Effluents 2018</b>	
303-1	Interactions with water as a shared resource <a href="#">Nature, Water stewardship</a>
303-2	Management of water discharge-related impacts <a href="#">Water stewardship</a>
303-3	Water withdrawal <a href="#">CDP 2025 Questionnaire</a>
303-5	Water consumption <a href="#">Appendix – Data tables, CDP 2025 Questionnaire</a>
<b>GRI 304: Biodiversity 2016</b>	
304-2	Significant impacts of activities, products and services on biodiversity <a href="#">Planet</a>
304-3	Habitats protected or restored <a href="#">Planet, People</a>
<b>GRI 305: Emissions 2016</b>	
305-1	Direct (Scope 1) GHG emissions <a href="#">Planet, Appendix – Data tables</a>
305-2	Energy indirect (Scope 2) GHG emissions <a href="#">Planet, Appendix – Data tables</a>
305-3	Other indirect (Scope 3) GHG emissions <a href="#">Planet, Appendix – Data tables, CDP 2025 Questionnaire</a>
305-4	GHG emissions intensity <a href="#">Planet, Appendix – Data tables</a>
305-5	Reduction of GHG emissions <a href="#">Planet, Appendix – Data tables</a>
305-6	Emissions of ozone-depleting substances (ODS) Ozone-depleting substances (ODS) are most commonly used in small quantities for closed-loop refrigeration systems and occasional fumigation activities. ODS emissions are strictly regulated.
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions Air emissions primarily include particulate matter and organic compounds from ingredient handling, cooking and drying, as well as emissions associated with fuel combustion. Our production facilities are governed by applicable regulations as well as our compliance management program.
<b>GRI 306: Waste 2020</b>	
306-1	Waste generation and significant waste-related impacts <a href="#">Planet, Appendix – Data tables</a>
306-2	Management of significant waste-related impacts <a href="#">Planet, Appendix – Data tables</a>
306-3	Waste generated <a href="#">Planet, Appendix – Data tables</a>
306-4	Waste diverted from disposal <a href="#">Planet, Appendix – Data tables</a>
306-5	Waste directed to disposal <a href="#">Planet, Appendix – Data tables</a>
<b>GRI 308: Supplier Environmental Assessment 2016</b>	
308-1	New suppliers that were screened using environmental criteria <a href="#">Supplier Code of Conduct, Responsible sourcing</a>
<b>GRI 401: Employment 2016</b>	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees <a href="#">People</a>
401-3	Parental leave <a href="#">People</a>

Disclosure	Location/comments
<b>GRI 403: Occupational Health and Safety 2018</b>	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees <a href="#">Workplace safety, Employee development and well-being</a>
403-1	Occupational health and safety management system <a href="#">Workplace safety</a>
403-2	Hazard identification, risk assessment, and incident investigation <a href="#">Workplace safety, Appendix – Data tables</a>
403-3	Occupational health services <a href="#">Workplace safety, Employee development and well-being</a>
403-5	Worker training on occupational health and safety <a href="#">Workplace safety</a>
403-6	Promotion of worker health <a href="#">Workplace safety, Employee development and well-being</a>
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships <a href="#">Workplace safety</a>
403-8	Workers covered by an occupational health and safety management system <a href="#">Workplace safety</a>
403-9	Work-related injuries <a href="#">Workplace safety</a>
<b>GRI 404: Training and Education 2016</b>	
404-1	Average hours of training per year per employee <a href="#">Employee development and well-being</a>
404-2	Programs for upgrading employee skills and transition assistance programs <a href="#">Introduction, Employee development and well-being</a>
404-3	Percentage of employees receiving regular performance and career development reviews <a href="#">Employee development and well-being</a>
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	
405-1	Diversity of governance bodies and employees <a href="#">People, 2025 Proxy Statement</a>
<b>GRI 407: Freedom of Association and Collective Bargaining 2016</b>	
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk <a href="#">People</a>
<b>GRI 408: Child Labor 2016</b>	
408-1	Operations and suppliers at significant risk for incidents of child labor <a href="#">Planet, People</a>
<b>GRI 409: Forced or Compulsory Labor 2016</b>	
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor <a href="#">People</a>
<b>GRI 413: Local Communities 2016</b>	
413-1	Operations with local community engagement, impact assessments, and development programs <a href="#">Introduction, Food, Planet, People</a>
413-2	Operations with significant actual and potential negative impacts on local communities <a href="#">People</a>
<b>GRI 414: Supplier Social Assessment 2016</b>	
414-1	New suppliers that were screened using social criteria <a href="#">Responsible sourcing, Supplier Code of Conduct</a>
414-2	Negative social impacts in the supply chain and actions taken <a href="#">Planet, People</a>

## Global Reporting Initiative index (cont.)

Disclosure	Location/comments
<b>GRI 415: Public Policy 2016</b>	
415-1	Political contributions <a href="#">Civic involvement</a> , <a href="#">Public policy</a>
<b>GRI 416: Customer Health and Safety 2016</b>	
416-1	Assessment of the health and safety impacts of product and service categories <a href="#">Food</a>
416-2	Incidents of noncompliance concerning the health and safety impacts of products and services <a href="#">Food</a>
<b>GRI 417: Marketing and Labeling 2016</b>	
417-1	Requirements for product and service information and labeling <a href="#">Food</a>
417-2	Incidents of noncompliance concerning product and service information and labeling <a href="#">Food</a>

## Sustainability Accounting Standards Board reference table

The Sustainability Accounting Standards Board (SASB) is an independent, standards-setting organization that promotes disclosure of material sustainability information to meet investor needs. This table references the Standard for the Processed Foods industry as defined by SASB's Sustainable Industry Classification System (SICS) and identifies how General Mills addresses each topic. Note that some responses may not be fully aligned with SASB's definition, but represent the content most closely aligned with that indicator.

Topic	SASB indicator code	General Mills Response
Energy Management	FB-PF-130a.1	Total energy usage in fiscal 2025 for our owned production facilities was 9,500,230 gigajoules (GJ); 98% of electricity use for our global operations addressed through direct operational measures and application of renewable energy certificates (RECs). See key manufacturing metrics table on page 86 for details.
Water Management	FB-PF-140a.1	Total water consumption in fiscal 2025 in our owned production facilities was 2,765,520 cubic meters. Approximately 2% of our water withdrawals are from water-stressed areas. See <a href="#">CDP 2025 Questionnaire</a> for details.
	FB-PF-140a.2	No incidents related to water quality and/or quality permits, standards or regulations in fiscal 2025.
	FB-PF-140a.3	Water issues are local, so we take a risk-based approach to address risks in priority watersheds across our global supply chain. Our goal is to champion the regeneration of water resources in priority watersheds. See water stewardship content on pages 54-57 and <a href="#">CDP 2025 Questionnaire</a> for details.
Food Safety	FB-PF-250a.1	100% of General Mills owned production facilities were Global Food Safety Initiative (GFSI) certified in fiscal 2025.
	FB-PF-250a.2	96% of our global co-production sites, 84% of our global ingredient suppliers and 85% of our North American ingredient vendor sites were GFSI certified in fiscal 2025.
	FB-PF-250a.3	No food safety violations were received in fiscal 2025.
	FB-PF-250a.4	We conducted 1 voluntary product recall globally in fiscal 2025.
Health and Nutrition	FB-PF-260a.1	In fiscal 2025, 45% of General Mills' global volume met our Nutrition-Forward criteria.
	FB-PF-260a.2	In fiscal 2019, we launched a global health reporting system focused on Nutrition-Forward Foods that leverages established, transparent nutrition criteria grounded in regulations and dietary guidance and measures across our global portfolio. See nutrition content on page 23 for details.
Product Labeling and Marketing	FB-PF-270a.2	We disclose the presence of bioengineered ingredients (GMOs) on our U.S. packages under the National Bioengineered Food Disclosure Standard for FDA and USDA regulated products. All our applicable product labels are in compliance with the standard. We have voluntarily labeled all products that contain highly refined bioengineered ingredients. We also voluntarily label all U.S. products with highly refined ingredients derived from bioengineered crops.
	FB-PF-270a.3	General Mills fully complies with all requirements of CFBAI and locally applicable programs. We are not aware of any instance of noncompliance by General Mills in the past several years, and CFBAI has confirmed this in its reports.
Packaging Lifecycle Management	FB-PF-410a.1	In fiscal 2025, 95% of our packaging was designed to be recyclable or reusable (by weight). See packaging content on page 58 for details.
	FB-PF-410a.2	We continually work to reduce the environmental impact of packaging by increasing use of recycled and recyclable materials, innovating to make our materials better, and leading through external collaboration. See packaging content on pages 58-60 for details.
Environmental and Social Impacts of Ingredient Supply Chain	FB-PF-430a.1	To address the social and environmental impacts of deforestation, in fiscal 2025, General Mills announced our No Deforestation Commitment for primary deforestation-linked commodities by the end of December 2025, in alignment with SBTi FLAG guidance. We have sourced 100% of our palm oil as Roundtable on Sustainable Palm Oil (RSPO) certified sustainable since 2015. In addition, 99.6% of our fiber packaging volumes were assessed as deforestation-free and the virgin fiber we source is primarily Forest Stewardship Council (FSC) certified or equivalent, and/or sourced from countries-of-origin that are low risk for deforestation. As part of our Global Responsible Sourcing program, audits are conducted using the four-pillar Sedex Members Ethical Trade Audit (SMETA) protocol or mutually recognized audits to assess our supply chain on social and environmental practices. See the no deforestation content on pages 45-47 and responsible sourcing content on pages 69-70 for details.
	FB-PF-430a.2	We use responsible sourcing audits for our own operations, our co-packers and our suppliers. In fiscal 2025, 673 sites were audited in 44 countries. See responsible sourcing content on pages 69-70 for additional details.
Ingredient Sourcing	FB-PF-440a.1	Our footprint consists of approximately 31 key ingredient and manufacturing watersheds (major basins) that are the most critical for our operations. Of those, 15 are prioritized as high risk or high positive impact potential. See the water stewardship content on page 55 and <a href="#">CDP 2025 Questionnaire</a> for details.
	FB-PF-440a.2	General Mills invests in and collaborates across landscapes and ecosystems to build resilience by regenerating nature to reduce climate impacts and benefit people. See the Planet section (nature content on pages 36-40, regenerative agriculture content on pages 48-53, and water stewardship content on pages 54-57) for details about how we are taking action in key ingredient supply sheds and watersheds. See the no deforestation content on pages 45-47 for details about palm oil, cocoa, fiber and vanilla sourcing. See the human rights content on pages 67-68 about how we are partnering to improve social outcomes in cocoa, palm, sugarcane and vanilla growing communities.