



General Mills

Minneapolis, Minnesota, USA

Food waste inventory – Fiscal 18, 1 June 2017 – 30 May 2018



About General Mills

One of the world's leading food companies, General Mills operates in more than 100 countries and markets more than 100 consumer brands, including Cheerios, Haagen-Dazs, Nature Valley, Pillsbury, Old El Paso, Progresso, Yoplait, Cascadian Farm, Annie's, Muir Glen, and Yoki. Headquartered in Minneapolis, Minnesota, USA, General Mills had fiscal 2019 global net sales of \$16.9 billion.



For 150 years, General Mills has been serving the world by making food people love. Our goal is to continue doing so by treating the world, it's resources and people with care. Every day, General Mills strives to continue to earn the trust of consumers and stakeholders. Operating as a socially, environmentally and economically responsible company is an essential part of that.

In 2018 we joined the Friends of Champions 12.3 and committed to a goal of halving food waste by 2030



What We are Doing to Tackle Food Waste

General Mills believes that food waste is a major social, environmental and economic challenge that undermines food security, contributes to climate change, consumes water and other natural resources; and adds costs to families, communities and businesses.

In our Own Operations

The food waste that we are able to directly control is generated in our manufacturing operations during the transformation from ingredient to final product. Typical food waste streams in our operations include ingredients lost during the production process, surplus generated if a final product is unable to be sold for human consumption for quality reasons, and liquid waste stream that is a dairy by-product from yogurt production (which we convert to energy using an anaerobic digester).

We closely monitor and manage our manufacturing processes to keep food from going to waste. Where food waste is generated, we actively seek to reuse it or send it for animal feed.

Our manufacturing plants use the DMAIC method to Define, Measure, Analyze, Improve, and Control losses and thus reduce waste generation. For example, we are working to reduce forklift damage to food totes and supersacks at our plants by 90%. This directly ties to food waste, as when these containers are damaged, the ingredients or food products they contain have to be disposed.

At another location, the plant is focusing on reducing finished product waste on a specific production line by improving maintenance activities and standardizing equipment set up. This reduces the amount of final product that has to be disposed of due to not meeting quality standards.

We are making important progress toward our zero-waste to-landfill targets at General Mills production facilities. Ten facilities (20 percent of the global total) fully met our zero-waste to-landfill criteria in fiscal 2018.

We also work to reduce food waste in our office buildings. At our headquarters, we increased compost collection by 50 percent in fiscal 2018 compared to the prior year and reduced landfill waste by 30 percent.

What We are Doing to Tackle Food Waste

Outside our Operations

As an original founder 40 years ago of Feeding America and as key partner in the growth of Global Foodbanking Network, we have a longstanding commitment to putting surplus food to good use. Today General Mills is doubling down on our longstanding commitment and engagement in food waste reduction and surplus food recovery through targeted investments and direct involvement in cross-sector efforts.

During our latest fiscal year, General Mills contributed cash philanthropy and in-kind donations collectively valued at more than USD\$31 million (€27.6 million) to advance food waste reduction and surplus food redistribution

Our investments in this area include cash support and strategic engagements with food waste fighting organizations that work at a systems level, including ReFED (North America), the International Food Waste Coalition (Europe), Global Foodbanking Network (worldwide), European Federation of Food Banks, and Feeding America (North America), to name a few.

General Mills' investments in this issue area have contributed to important impacts, including:

- Through our leading philanthropic investments in FareShareGo (UK) and MealConnect (USA), General Mills funded food recovery platforms that have empowered more than 30,000 retail locations in safe, efficient and systematic food recovery.
- Nonprofit organizations funded by General Mills recovered 4.2 billion lbs. (1.9 million metric tonnes) of surplus food in the latest 12 month period, enabling 29 million meals for hungry people worldwide.
- Early in 2019, General Mills Foundation awarded US\$1 million in grants to twenty food recovery innovators across North America, to help them expand the scale, efficiency and sustainability of their programs.
- General Mills grants are expanding the food recovery capacity of foodbanks in more than 30 countries.

These new food recovery capabilities being funded by General Mills enable food outlets like your neighborhood corner store or favorite small cafe to have a way to safely donate their surplus food each day -- just like the big grocery stores do.

Over the past three years, our global investments in food recovery technology have enabled the recovery and redistribution of more than **1 billion pounds** of surplus food.



What We are Doing to Tackle Food Waste

Outside our Operations

General Mills also believes the most effective way to minimize the impact of food waste is to limit the amount of waste created in the first place. While we devote considerable time, both philanthropic giving and continuous improvement efforts in our operations, to reduce food waste, we also are working to help educate consumers on ways for them to save food at home.

Since more than 40% of food waste happens in consumers' homes, in October 2018, General Mills developed and launched the **#Taste Not Waste** campaign on bettycrocker.com helping consumers minimize food waste in their own homes through creative recipes on how to use remaining produce and ingredients and educational resources on how to get smarter about reducing food waste. After just one month of promotion we achieved over 18 million consumer impressions. We will build off our learnings for our 2019 *Taste Not Waste* campaign as we want to educate and equip our consumers on how they can play a role in addressing food waste at home.

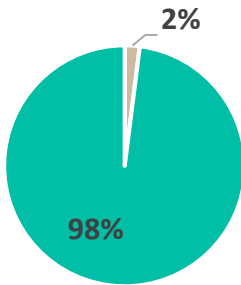


Total food produced
4.9 million
tonnes

Waste as a % of production

1.8%

Waste by Category

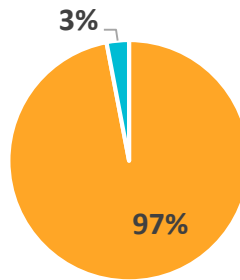


- Product / Food Packaged
- Product / Food Non Packaged

Overall food waste

87,417 tonnes

Waste by destination



- Incineration - Energy Recovery
- Landfill

Food waste data commentary

- Timeline and scope: Fiscal Year (1 June – 30 May) starting with Fiscal Year 18 for globally owned manufacturing facilities.
- We generated 87,416 tonnes of food waste which was approximately 1.8% of production. This does not include food sent to animal feed. Over 133,000 tonnes of food materials were sent to animal feed in Fiscal 18.
- Food waste captured here is generated during the transformation of ingredients to final products in our owned manufacturing facilities.
- Production food surplus (or materials that were intended to be used for saleable product) is broken into dry cereal material, animal-based fats & oils, packaged food and non-packaged food. In Fiscal 18, we only generated Packaged and Non-Packaged food waste. The remaining materials were sent to animal feed.
- 97% of our production food waste is sent to Incineration with energy recovery (WTE), the remaining 3% is sent to landfill.
- Through our work towards zero waste to landfill we are aiming to both reduce the amount of waste generated overall, and make sure that more of the surplus we do generate is redistributed.

*Packing Weight is included in volumes. Materials going to sewer & anaerobic digestion are excluded