

Consolidated Statements of Earnings
GENERAL MILLS, INC. AND SUBSIDIARIES
(In Millions, Except per Share Data)

| | Fiscal Year | | |
|--|--------------------|-------------|-------------|
| | 2020 | 2019 | 2018 |
| Net sales | \$ 17,626.6 | \$ 16,865.2 | \$ 15,740.4 |
| Cost of sales | 11,496.7 | 11,108.4 | 10,304.8 |
| Selling, general, and administrative expenses | 3,151.6 | 2,935.8 | 2,850.1 |
| Divestitures loss | - | 30.0 | - |
| Restructuring, impairment, and other exit costs | 24.4 | 275.1 | 165.6 |
| Operating profit | 2,953.9 | 2,515.9 | 2,419.9 |
| Benefit plan non-service income | (112.8) | (87.9) | (89.4) |
| Interest, net | 466.5 | 521.8 | 373.7 |
| Earnings before income taxes and after-tax earnings from joint ventures | 2,600.2 | 2,082.0 | 2,135.6 |
| Income taxes | 480.5 | 367.8 | 57.3 |
| After-tax earnings from joint ventures | 91.1 | 72.0 | 84.7 |
| Net earnings, including earnings attributable to redeemable and noncontrolling interests | 2,210.8 | 1,786.2 | 2,163.0 |
| Net earnings attributable to redeemable and noncontrolling interests | 29.6 | 33.5 | 32.0 |
| Net earnings attributable to General Mills | \$ 2,181.2 | \$ 1,752.7 | \$ 2,131.0 |
| Earnings per share - basic | \$ 3.59 | \$ 2.92 | \$ 3.69 |
| Earnings per share - diluted | \$ 3.56 | \$ 2.90 | \$ 3.64 |
| Dividends per share | \$ 1.96 | \$ 1.96 | \$ 1.96 |

See accompanying notes to consolidated financial statements.

Consolidated Statements of Comprehensive Income
GENERAL MILLS, INC. AND SUBSIDIARIES
(In Millions)

| | Fiscal Year | | |
|--|--------------------|-------------|-------------|
| | 2020 | 2019 | 2018 |
| Net earnings, including earnings attributable to redeemable and noncontrolling interests | \$ 2,210.8 | \$ 1,786.2 | \$ 2,163.0 |
| Other comprehensive income (loss), net of tax: | | | |
| Foreign currency translation | (169.1) | (82.8) | (37.0) |
| Net actuarial (loss) income | (224.6) | (253.4) | 140.1 |
| Other fair value changes: | | | |
| Securities | - | - | 1.2 |
| Hedge derivatives | 3.2 | 12.1 | (50.8) |
| Reclassification to earnings: | | | |
| Securities | - | (2.0) | (5.1) |
| Hedge derivatives | 4.1 | 0.9 | 17.4 |
| Amortization of losses and prior service costs | 77.9 | 84.6 | 117.6 |
| Other comprehensive (loss) income, net of tax | (308.5) | (240.6) | 183.4 |
| Total comprehensive income | 1,902.3 | 1,545.6 | 2,346.4 |
| Comprehensive income (loss) attributable to redeemable and noncontrolling interests | 10.1 | (10.7) | 70.5 |
| Comprehensive income attributable to General Mills | \$ 1,892.2 | \$ 1,556.3 | \$ 2,275.9 |

See accompanying notes to consolidated financial statements.

Consolidated Balance Sheets
GENERAL MILLS, INC. AND SUBSIDIARIES
(In Millions, Except Par Value)

| | May 31, 2020 | May 26, 2019 |
|--|-------------------------|-------------------------|
| ASSETS | | |
| Current assets: | | |
| Cash and cash equivalents | \$ 1,677.8 | \$ 450.0 |
| Receivables | 1,615.1 | 1,679.7 |
| Inventories | 1,426.3 | 1,559.3 |
| Prepaid expenses and other current assets | 402.1 | 497.5 |
| Total current assets | 5,121.3 | 4,186.5 |
| Land, buildings, and equipment | 3,580.6 | 3,787.2 |
| Goodwill | 13,923.2 | 13,995.8 |
| Other intangible assets | 7,095.8 | 7,166.8 |
| Other assets | 1,085.8 | 974.9 |
| Total assets | <u>\$ 30,806.7</u> | <u>\$ 30,111.2</u> |
| LIABILITIES AND EQUITY | | |
| Current liabilities: | | |
| Accounts payable | \$ 3,247.7 | \$ 2,854.1 |
| Current portion of long-term debt | 2,331.5 | 1,396.5 |
| Notes payable | 279.0 | 1,468.7 |
| Other current liabilities | 1,633.3 | 1,367.8 |
| Total current liabilities | 7,491.5 | 7,087.1 |
| Long-term debt | 10,929.0 | 11,624.8 |
| Deferred income taxes | 1,947.1 | 2,031.0 |
| Other liabilities | 1,545.0 | 1,448.9 |
| Total liabilities | 21,912.6 | 22,191.8 |
| Redeemable interest | 544.6 | 551.7 |
| Stockholders' equity: | | |
| Common stock, 754.6 shares issued, \$0.10 par value | 75.5 | 75.5 |
| Additional paid-in capital | 1,348.6 | 1,386.7 |
| Retained earnings | 15,982.1 | 14,996.7 |
| Common stock in treasury, at cost, shares of 144.8 and 152.7 | (6,433.3) | (6,779.0) |
| Accumulated other comprehensive loss | (2,914.4) | (2,625.4) |
| Total stockholders' equity | 8,058.5 | 7,054.5 |
| Noncontrolling interests | 291.0 | 313.2 |
| Total equity | 8,349.5 | 7,367.7 |
| Total liabilities and equity | <u>\$ 30,806.7</u> | <u>\$ 30,111.2</u> |

See accompanying notes to consolidated financial statements.

Consolidated Statements of Cash Flows
GENERAL MILLS, INC. AND SUBSIDIARIES
(In Millions)

| | Fiscal Year | | |
|---|--------------------|-------------|-------------|
| | 2020 | 2019 | 2018 |
| Cash Flows - Operating Activities | | | |
| Net earnings, including earnings attributable to redeemable and noncontrolling interests | \$ 2,210.8 | \$ 1,786.2 | \$ 2,163.0 |
| Adjustments to reconcile net earnings to net cash provided by operating activities: | | | |
| Depreciation and amortization | 594.7 | 620.1 | 618.8 |
| After-tax earnings from joint ventures | (91.1) | (72.0) | (84.7) |
| Distributions of earnings from joint ventures | 76.5 | 86.7 | 113.2 |
| Stock-based compensation | 94.9 | 84.9 | 77.0 |
| Deferred income taxes | (29.6) | 93.5 | (504.3) |
| Pension and other postretirement benefit plan contributions | (31.1) | (28.8) | (31.8) |
| Pension and other postretirement benefit plan costs | (32.3) | 6.1 | 4.6 |
| Divestitures loss | - | 30.0 | - |
| Restructuring, impairment, and other exit costs | 43.6 | 235.7 | 126.0 |
| Changes in current assets and liabilities, excluding the effects of acquisitions and divestitures | 793.9 | (7.5) | 542.1 |
| Other, net | 45.9 | (27.9) | (182.9) |
| Net cash provided by operating activities | 3,676.2 | 2,807.0 | 2,841.0 |
| Cash Flows - Investing Activities | | | |
| Purchases of land, buildings, and equipment | (460.8) | (537.6) | (622.7) |
| Acquisition, net of cash acquired | - | - | (8,035.8) |
| Investments in affiliates, net | (48.0) | 0.1 | (17.3) |
| Proceeds from disposal of land, buildings, and equipment | 1.7 | 14.3 | 1.4 |
| Proceeds from divestitures | - | 26.4 | - |
| Other, net | 20.9 | (59.7) | (11.0) |
| Net cash used by investing activities | (486.2) | (556.5) | (8,685.4) |
| Cash Flows - Financing Activities | | | |
| Change in notes payable | (1,158.6) | (66.3) | 327.5 |
| Issuance of long-term debt | 1,638.1 | 339.1 | 6,550.0 |
| Payment of long-term debt | (1,396.7) | (1,493.8) | (600.1) |
| Proceeds from common stock issued on exercised options | 263.4 | 241.4 | 99.3 |
| Proceeds from common stock issued | - | - | 969.9 |
| Purchases of common stock for treasury | (3.4) | (1.1) | (601.6) |
| Dividends paid | (1,195.8) | (1,181.7) | (1,139.7) |
| Investments in redeemable interest | - | 55.7 | - |
| Distributions to noncontrolling and redeemable interest holders | (72.5) | (38.5) | (51.8) |
| Other, net | (16.0) | (31.2) | (108.0) |
| Net cash (used) provided by financing activities | (1,941.5) | (2,176.4) | 5,445.5 |
| Effect of exchange rate changes on cash and cash equivalents | (20.7) | (23.1) | 31.8 |
| Increase (decrease) in cash and cash equivalents | 1,227.8 | 51.0 | (367.1) |
| Cash and cash equivalents - beginning of year | 450.0 | 399.0 | 766.1 |
| Cash and cash equivalents - end of year | \$ 1,677.8 | \$ 450.0 | \$ 399.0 |
| Cash flow from changes in current assets and liabilities, excluding the effects of acquisitions and divestitures: | | | |
| Receivables | \$ 37.9 | \$ (42.7) | \$ (122.7) |
| Inventories | 103.1 | 53.7 | 15.6 |
| Prepaid expenses and other current assets | 94.2 | (114.3) | (10.7) |
| Accounts payable | 392.5 | 162.4 | 575.3 |
| Other current liabilities | 166.2 | (66.6) | 84.6 |
| Changes in current assets and liabilities | \$ 793.9 | \$ (7.5) | \$ 542.1 |

See accompanying notes to consolidated financial statements.