



General Mills

Buy Recommendation

8.1% Upside

2/17/23 Close: \$76.77

Price Target: \$83.00

Dividend Yield: 2.81%

NYSE:GIS

Catalysts



Brand Status



Brand Acquisition



Innovation



Company Overview

Incorporated on June 20, 1928

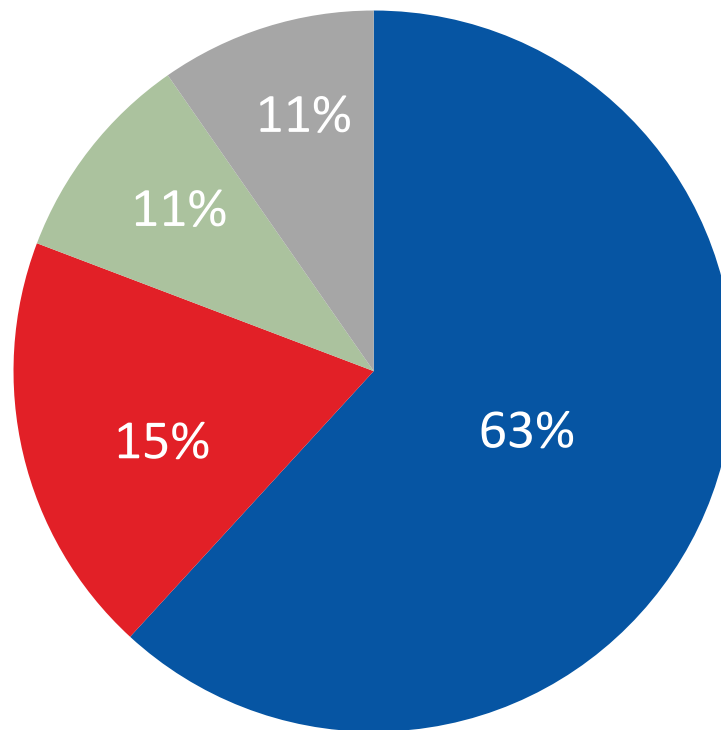
HQ: Golden Valley, Minnesota

IPO on Nov. 30, 1928

Annual dividend yield 2.81%

Holds over 350 patents

Owner of over 100 brands



■ North America Retail ■ International ■ Pet ■ North America Food Service

Source: Company Filings and General Mills Corporate History Page
Source: Bloomberg



1921

1866



1928

1984



2001

2018



Executive Team & Compensation



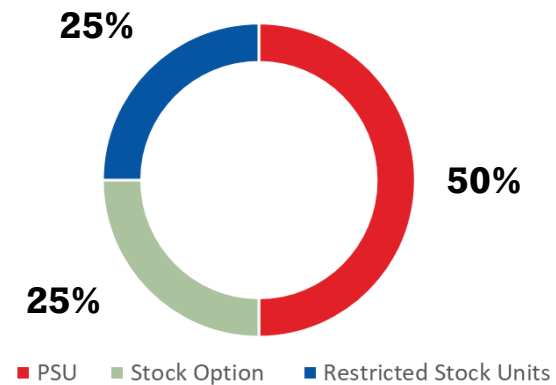
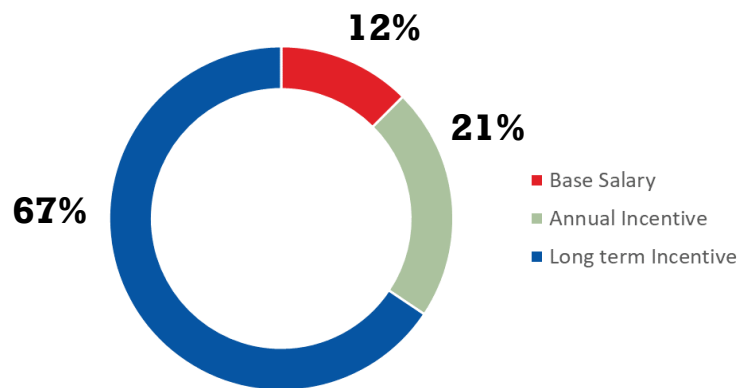
Jeff Harmening CEO &
Chairman of the Board



Kofi Bruce - CFO



Jamie Montemayor - CTO



Source: Company Filings and General Mills Corporate History Page
Source: Bloomberg



ESG - Environmental

2030 Commitments



10 Year \$500M
Sustainability
Bond



100% Renewable
electricity

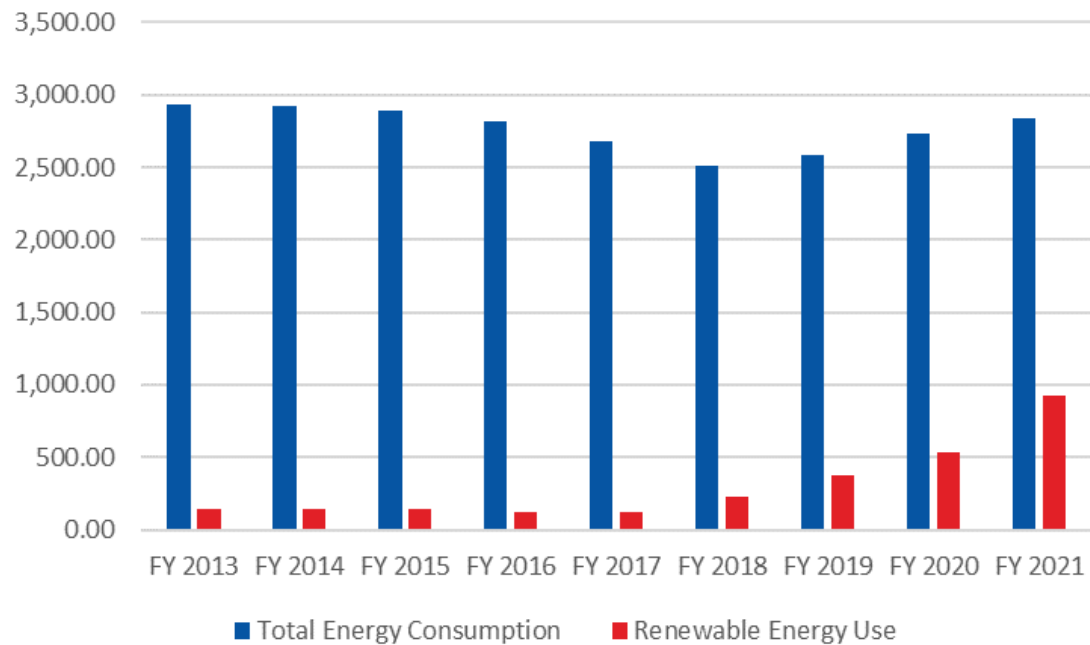


Cut emissions
by 30%



Zero waste to
landfill

ESG Rating: MSCI AAA



Source: Company Filings and General Mills Corporate History Page
Source: Bloomberg
Graphs: NGFS



ESG - Social and Governance

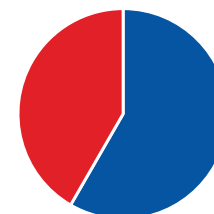
	Standards	Score*	Weight
Environmental	Greenhouse Gases Pollution Renewable Energy Waste Animal Welfare	3	30%
Social	Child Labor Racial Equality Female Representation Community Service Charity	4.5	30%
Governance	Board of Directors Transparency United Nations SDGs Elections Principles	4	40%



Final Score

3.84
/ 5

Board of Directors



■ Male ■ Female



\$940M - Raised since inception

Commitment to racial equality & equity in education



Source: Company Filings and General Mills Corporate History Page
Source: Bloomberg

*Scale 1-5

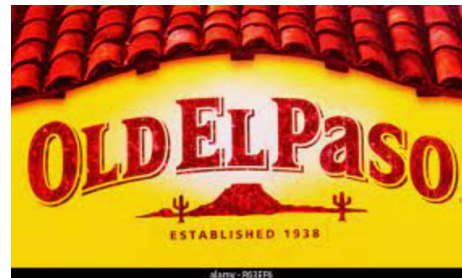


Brand Diversification

Totino's



Cheerios



NATURE VALLEY



Source: Company Filings and General Mills Corporate History Page
Source: Bloomberg



Acquisitions



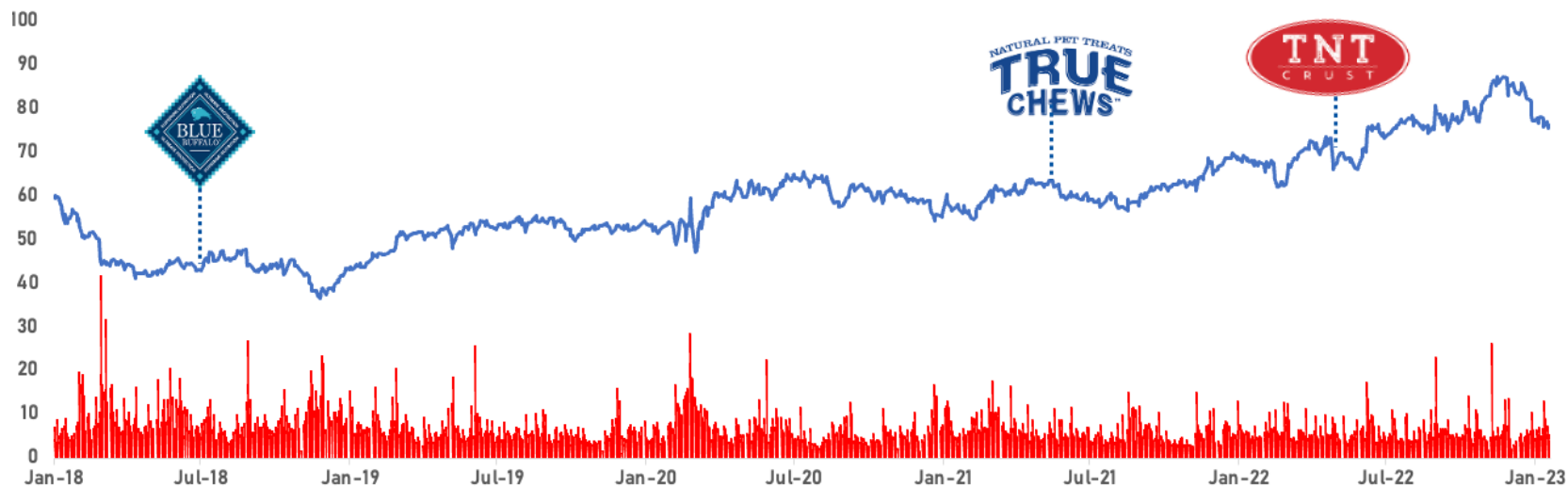
-\$8B in Cash
Segment: Pet



-\$1.2B in Cash
Segment: Pet



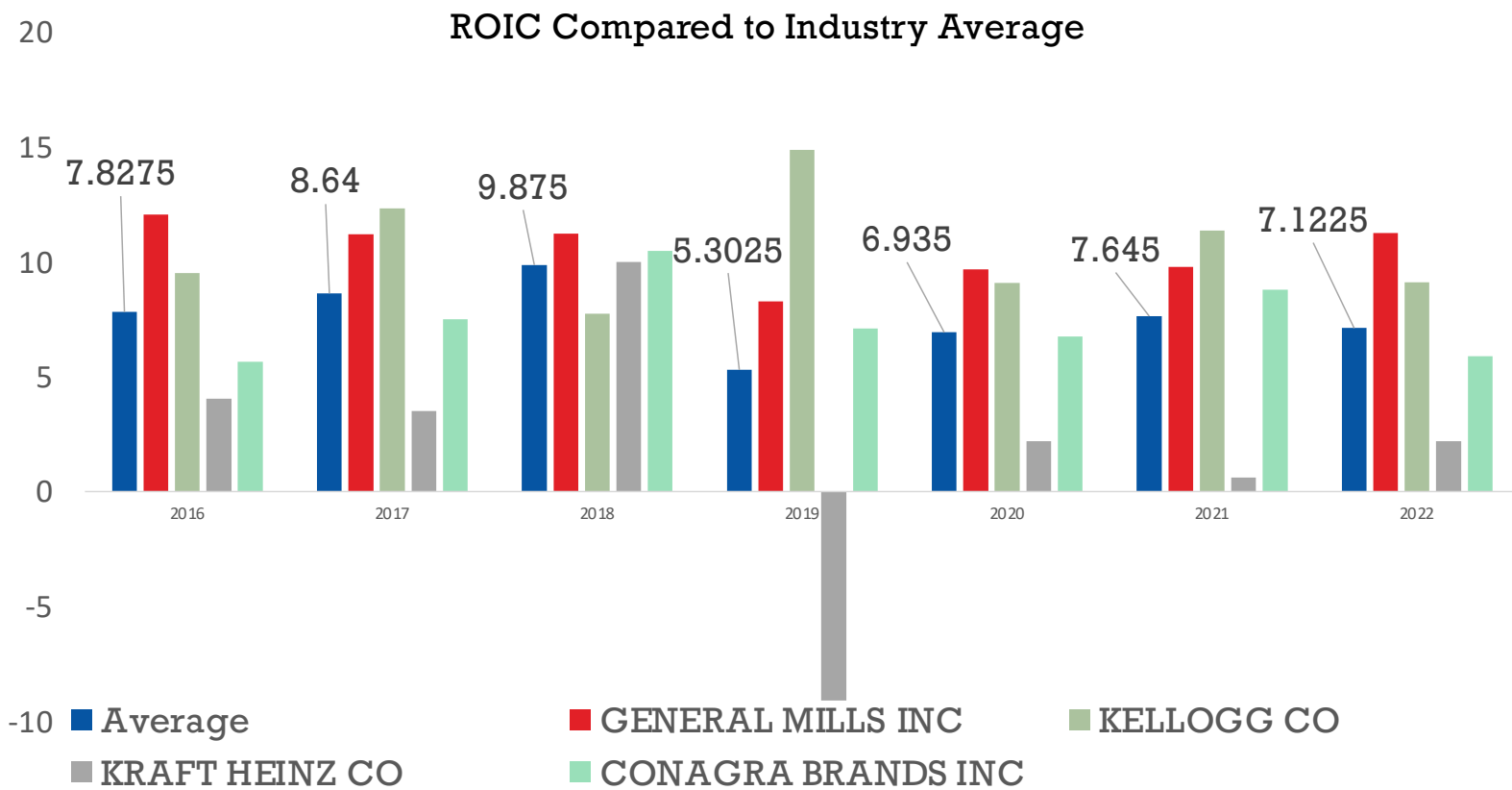
-\$253M in Cash
Segment: NA
Food Service



Source: Company Filings and General Mills Corporate History Page
Source: Bloomberg



ROIC

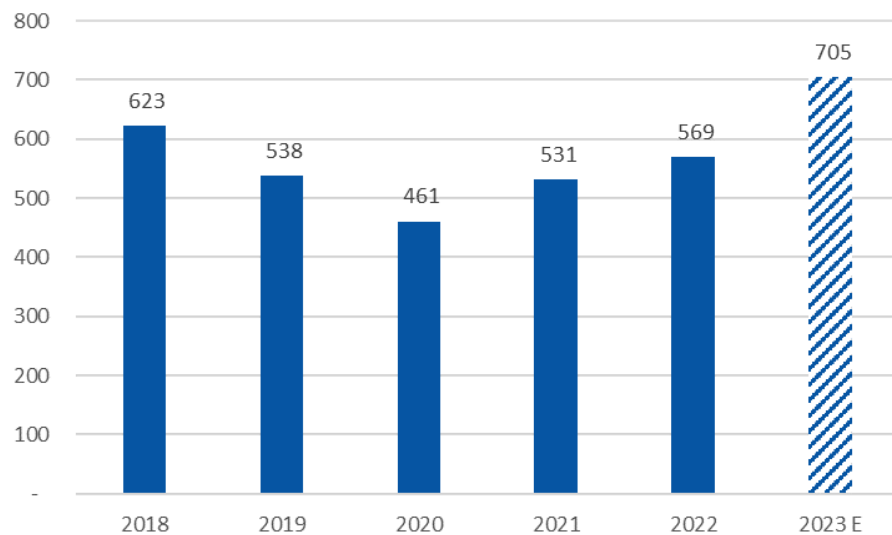


Source: Company Filings and General Mills Corporate History Page
Source: Bloomberg

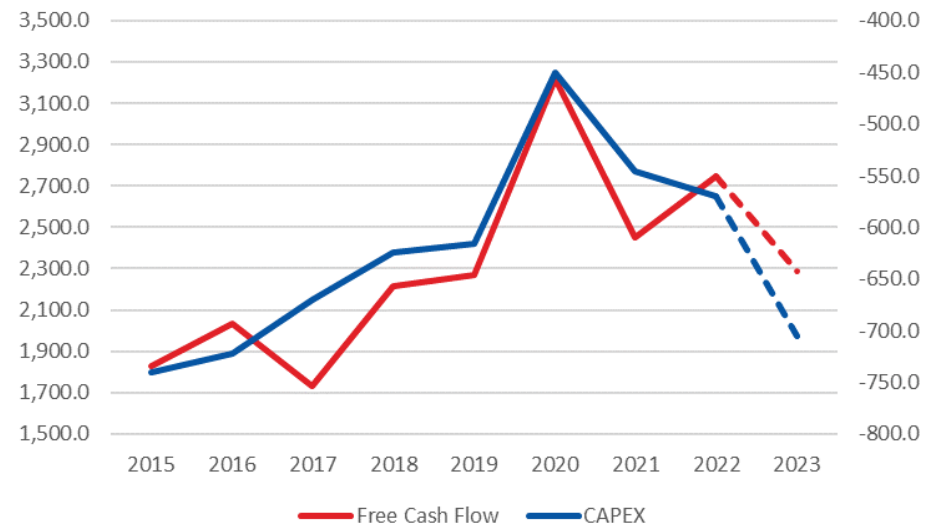


Capital Expenditures Projections/Cash Flow

Capital Expenditures Projections



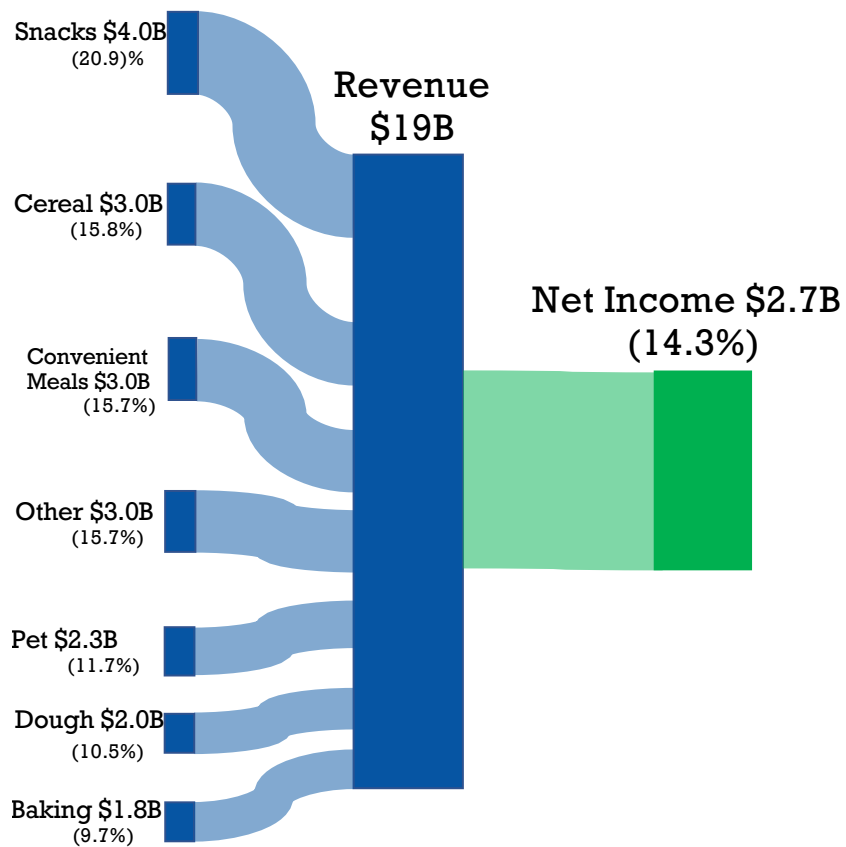
Capex Effect on Cash Flow



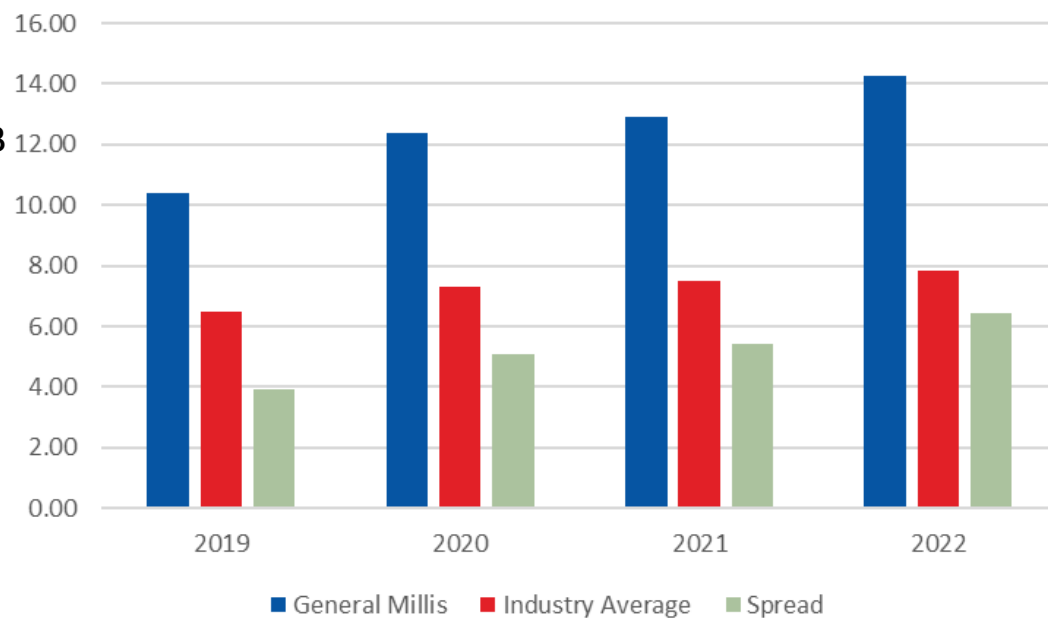
Source: Company Filings and General Mills Corporate History Page
Source: Bloomberg



Income Statement



Net Income as a % of sales relative to industry

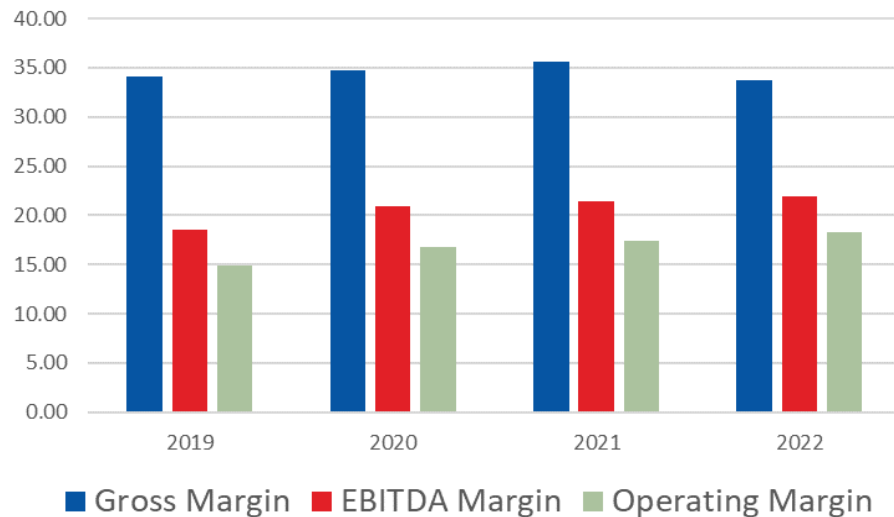


Source: Gurufocus
Source: Company Filings and General Mills Corporate History Page

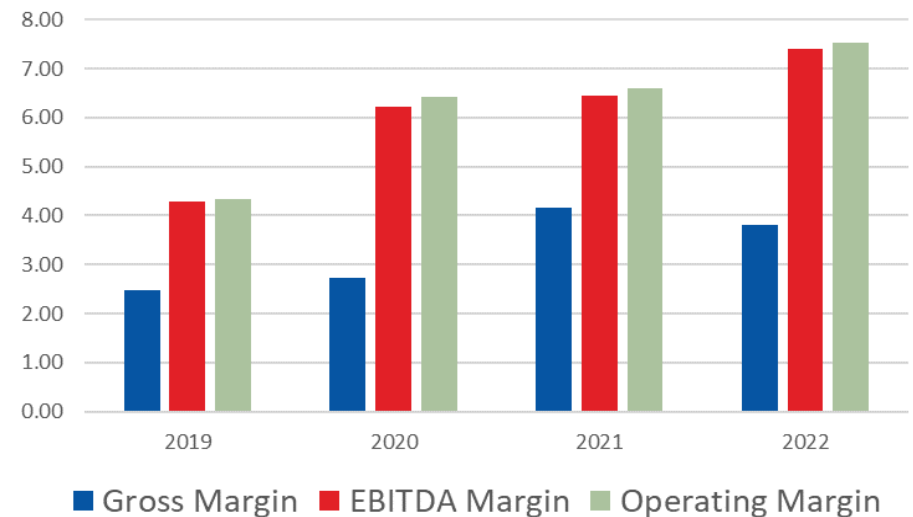


Margins VS Industry Average

General Mills' Margins



General Mills' Margin Spread vs Industry Average



Source: Company Filings and General Mills Corporate History Page
Source: Bloomberg



Multi-Stage DCF

Price Target:	\$82.48
Terminal Growth:	2.75%
WACC:	6.00%
Cost of Equity:	7.76%
Cost of Debt:	5.50%

\$	82.64	5.50%	5.75%	6.00%	6.25%	6.50%
4.00%		110.04	97.65	88.36	81.14	75.36
3.50%		100.99	92.36	85.46	79.81	75.11
3.00%		95.47	88.91	83.44	78.82	74.86
2.75%		93.42	87.58	82.64	78.40	74.73
2.50%		91.70	86.44	81.93	78.02	74.61
2.00%		88.93	84.56	80.73	77.36	74.36
1.50%		86.80	83.07	79.75	76.78	74.11

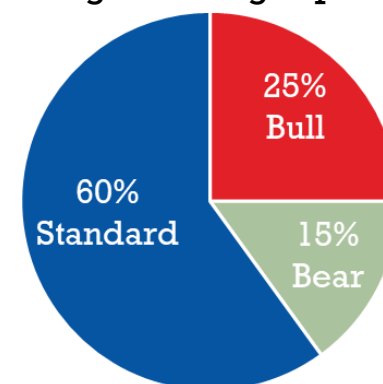
Bull Price: \$84.71

Standard Price: \$82.64

Bear Price: \$78.12

Weighted Avg: \$82.48

Weighted Avg Inputs

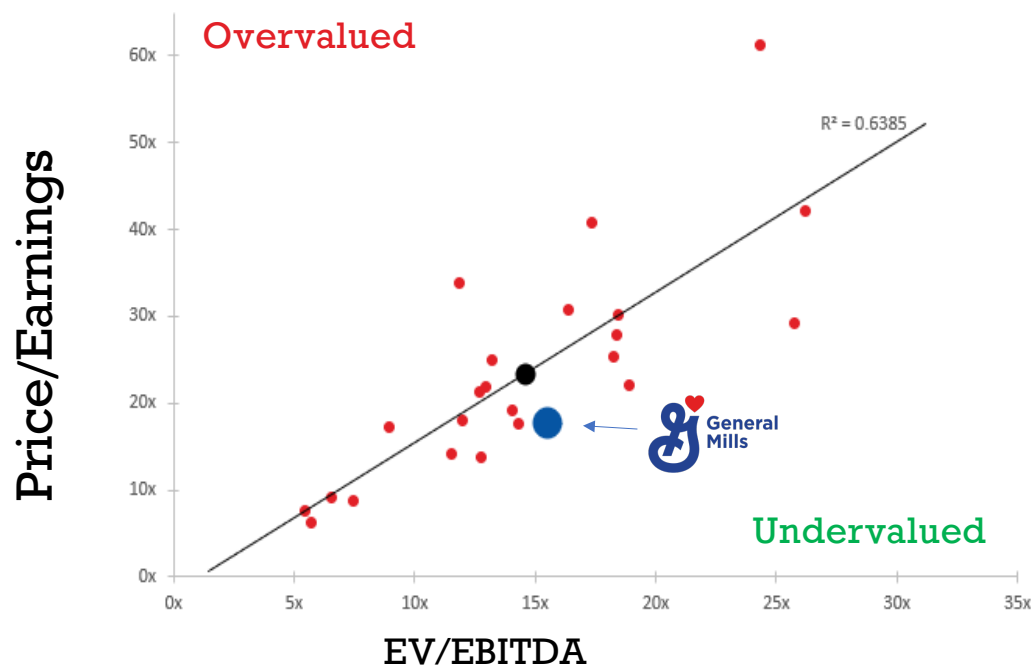


Source: Company Filings and General Mills Corporate History Page

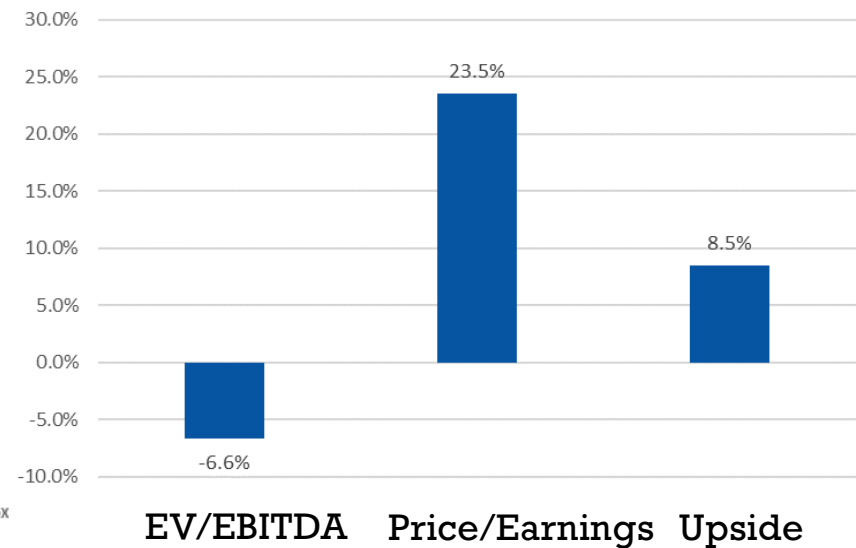


Relative Valuation

Price Target:	\$83.30
EV/EBITDA Target:	\$71.70
Price/Earnings Target:	\$94.81



Relative Valuation Upside/Downside
When Compared to Industry

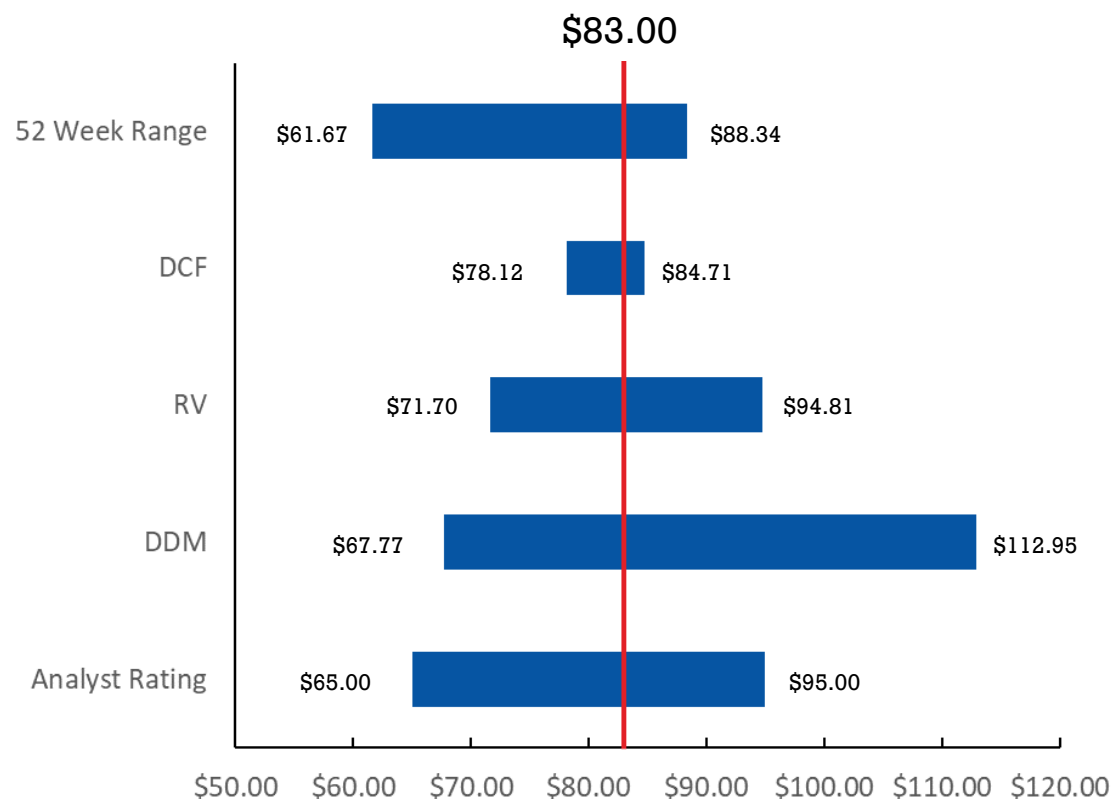


Source: Company Filings and General Mills Corporate History Page
Source: Bloomberg



Our Valuation

Method	Price	Weight
Price Target	\$ 83.00	
DCF	\$ 82.48	60%
EV/EBITDA	\$ 71.70	15%
P/E	\$ 94.81	15%
DDM	\$ 84.71	10%

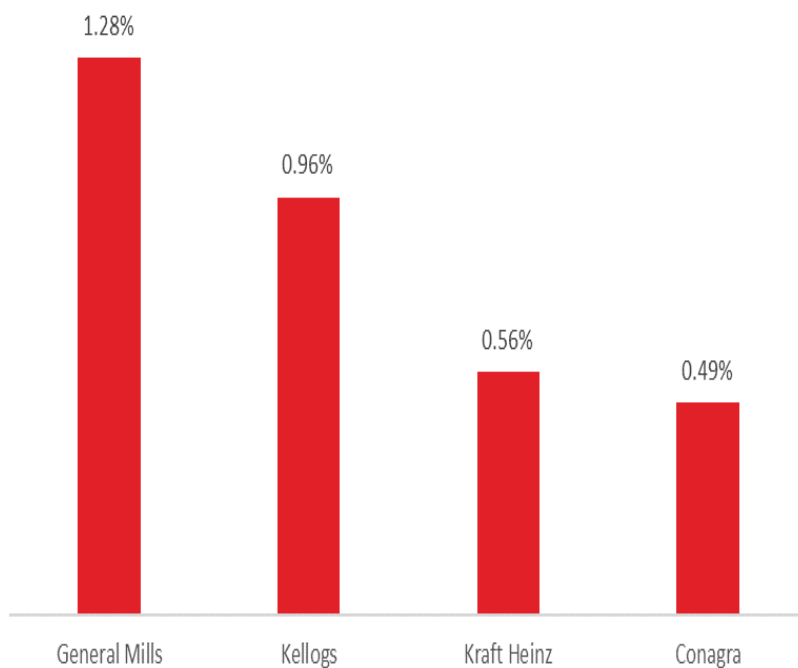


Source: Company Filings and General Mills Corporate History Page
Source: Bloomberg

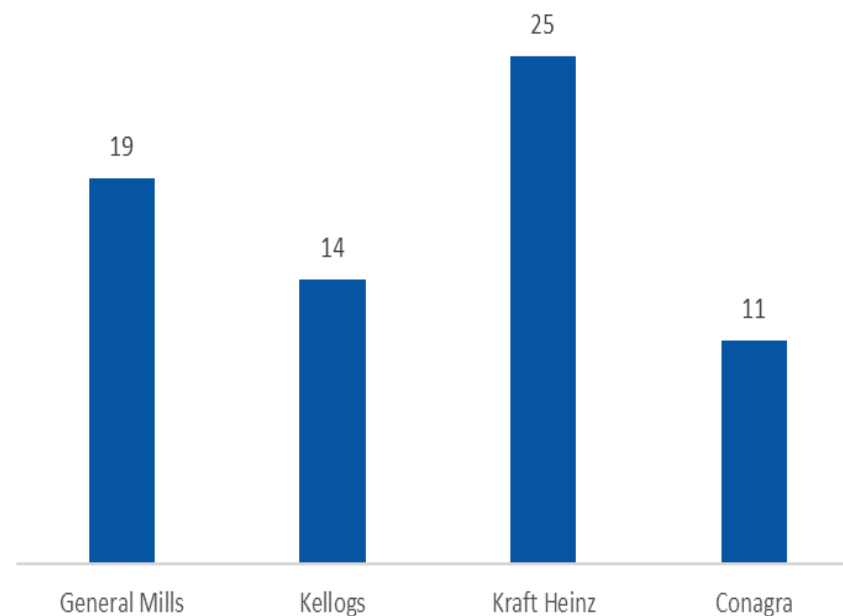


Research and Development

R&D as a Percent of Sales



Revenue in Billions of USD



Source: Company Filings and General Mills Corporate History Page
Source: Bloomberg





EMERGING BRAND ELEVATOR

Investing in driven and passionate founders across the value chain who are transforming the food ecosystem. Their team are purpose-built to partner with founder teams and to help realize their ambitions.



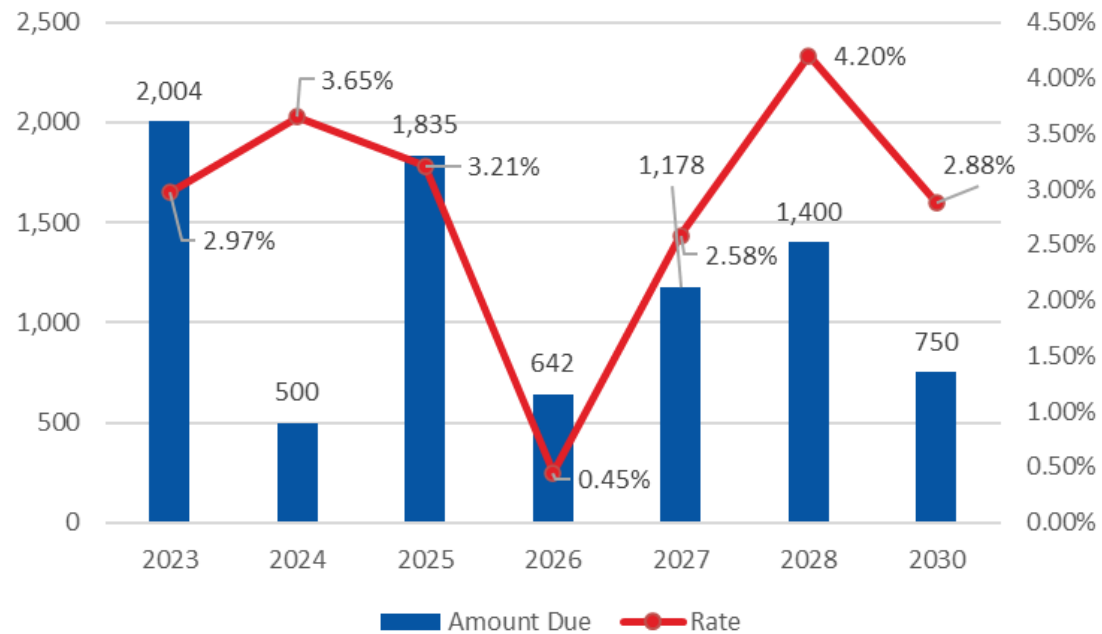
Source: 301 INC



Debt

BBB Rated Bonds

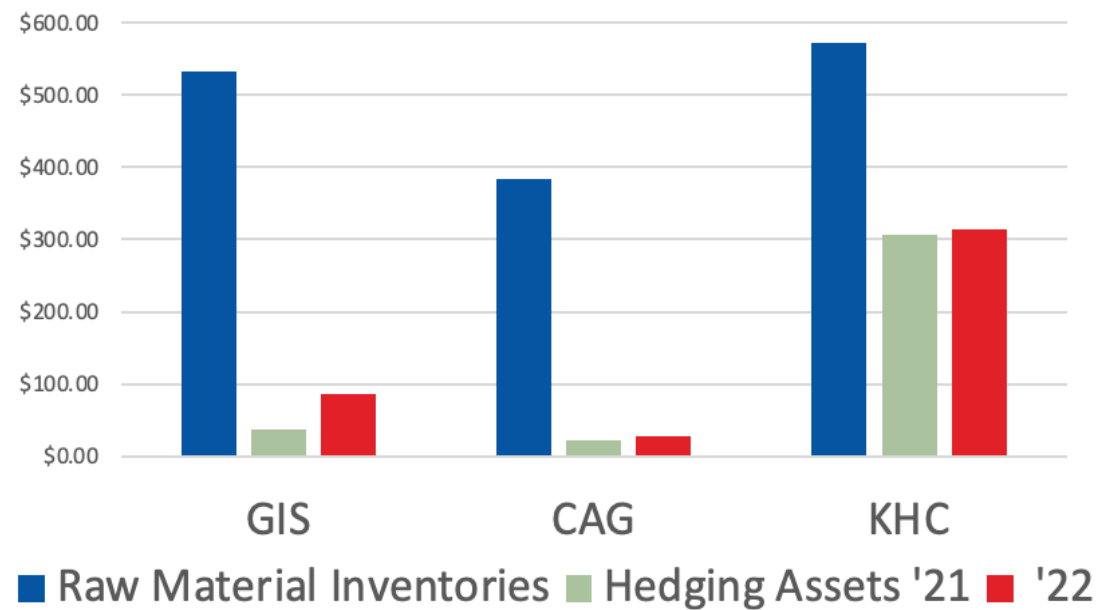
GIS Debt Owed Per Year in Millions of USD



Source: Company Filings and General Mills Corporate History Page
Source: Bloomberg



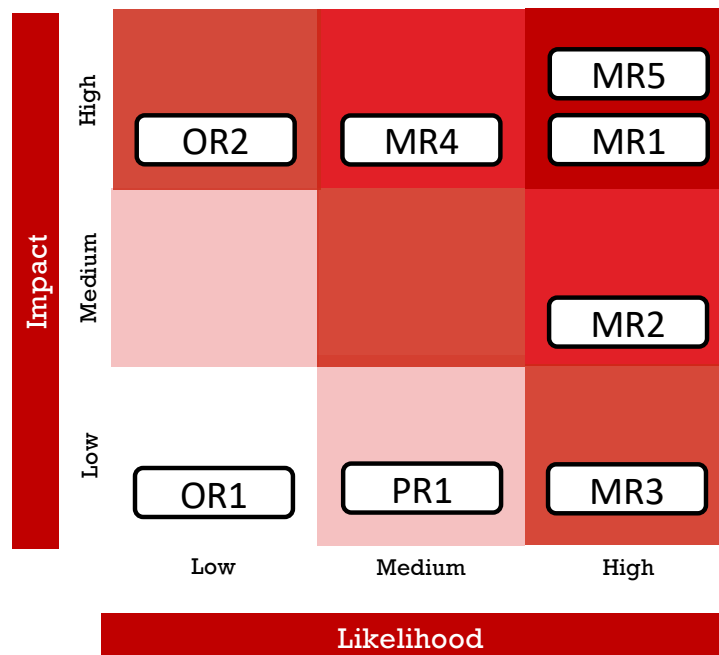
Hedging



Source: Company Filings Source: Bloomberg



Risks



Operational Risks

- OR1 Debt Payments
- OR2 Loss of Major Customer

Market Risks

- MR1 Input Costs
- MR2 Interest Rates
- MR3 Supply chain & backlog
- MR4 Change In Preferences
- MR5 Macro Slowdown

Political Risks

- PR1 Geopolitical Risk



Milestones (Market Expansion)



Total US Pet Industry Expenditures In Billions

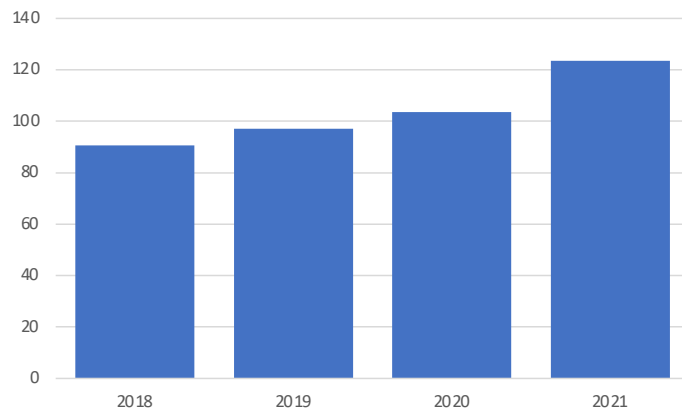
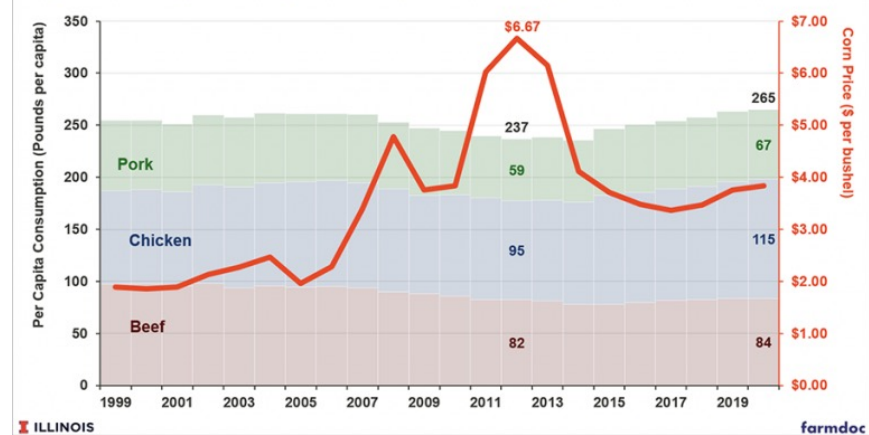


Figure 1. Per Capita Consumption of Beef, Chicken and Pork, and Corn Prices



Source: American Pet Products Association, Farm Doc Daily, General Mills, Jennie O, Hormel Foods



Recommendation

Buy Recommendation

8.1% Upside

2/17/23 Close: \$76.77

Price Target: \$83.00

Dividend Yield: 2.81%



Brand Status



Brand Acquisition



Innovation



Source: Company Filings and General Mills Corporate History Page
Source: Bloomberg



Appendix

- A - [Revenue by Segment](#)
 - B - [Income Statement](#)
 - C - [Balance Sheet](#)
 - D - [Cash flow](#)
 - E - [DCF](#)
 - F - [Multiples Comparison](#)
 - G - [WACC](#)
 - H - [Dividend Discount Model](#)
 - I - [ESG Environmental](#)
 - J - [Top Customers](#)
 - K - [Top Pet Segments](#)
 - L - [ESG Social](#)
1. [Cover Slide](#)
 2. [Catalysts](#)
 3. [Company Overview](#)
 4. [Executive Team](#)
 5. [ESG Environmental](#)
 6. [ESG Social/Governance](#)
 7. [Brands](#)
 8. [Acquisitions](#)
 9. [ROIC](#)
 10. [CAPEX/Cash Flow](#)
 11. [Income Statement](#)
 12. [Margins](#)
 13. [DCF](#)
 14. [Relative Valuation](#)
 15. [Final Valuation](#)
 16. [Research and Development](#)
 17. [301 Inc](#)
 18. [Hedging](#)
 19. [Debt](#)
 20. [Risks](#)
 21. [Milestones](#)
 22. [Ending Slide](#)



Revenue by segment

In Millions of USD except Per Share 12 Months Ending	FY 2013 05/26/2013		FY 2014 05/25/2014		FY 2015 05/31/2015		FY 2016 05/29/2016		FY 2017 05/28/2017		FY 2018 05/27/2018		FY 2019 05/26/2019		FY 2020 05/31/2020		FY 2021 05/30/2021		FY 2022 05/29/2022	
Revenue	17,774.1	100.0%	17,909.6	100.0%	17,630.3	100.0%	16,563.1	100.0%	15,619.8	100.0%	15,740.4	100.0%	16,865.2	100.0%	17,626.6	100.0%	18,127.0	100.0%	18,992.8	100.0%
North America Retail	—		—		11,612.1	65.9%	10,936.6	66.0%	10,196.9	65.3%	10,115.4	64.3%	10,174.1	60.3%	10,978.1	62.3%	11,250.0	62.1%	11,572.0	60.9%
U.S. Meals & Baking	—		—		4,644.1	26.3%	4,297.3	25.9%	3,876.6	24.8%	3,865.7	24.6%	3,417.0	20.3%	3,869.3	22.0%	4,042.2	22.3%	4,023.8	21.2%
U.S. Morning Foods	—		—		—		—		—		—		3,100.0	18.4%	3,292.0	18.7%	3,314.0	18.3%	3,370.9	17.7%
U.S. Snacks	—		—		—		—		—		—		2,794.6	16.6%	2,919.7	16.6%	2,940.5	16.2%	3,191.4	16.8%
Canada	1,210.5	6.8%	1,195.3	6.7%	1,105.1	6.3%	929.5	5.6%	906.0	5.8%	930.0	5.9%	862.5	5.1%	897.1	5.1%	953.3	5.3%	985.9	5.2%
U.S. Snacks	1,867.6	10.5%	1,997.8	11.2%	2,134.4	12.1%	2,094.3	12.6%	2,098.2	13.4%	2,140.5	13.6%	—		—		—		—	
U.S. Cereal	2,407.8	13.5%	2,410.2	13.5%	2,330.1	13.2%	2,312.8	14.0%	2,251.8	14.4%	2,251.8	14.3%	—		—		—		—	
U.S. Yogurt & Other	1,369.6	7.7%	1,328.4	7.4%	1,398.4	7.9%	1,302.7	7.9%	1,064.3	6.8%	927.4	5.9%	—		—		—		—	
International	—		—		—		—		—		—		3,540.0	21.0%	3,365.1	19.1%	3,656.8	20.2%	3,315.7	17.5%
Pet	—		—		—		—		—		0.0		1,430.9	8.5%	1,694.6	9.6%	1,732.4	9.6%	2,259.4	11.9%
North American Foodservice	—		—		—		—		—		—		1,720.2	10.2%	1,588.8	9.0%	1,487.8	8.2%	1,845.7	9.7%



Income Statement

In Millions of USD except Per Share	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Last 12M	Y 2023 Est	Y 2024 Est
12 Months Ending	05/29/2016	05/28/2017	05/27/2018	05/26/2019	05/31/2020	05/30/2021	05/29/2022	11/27/2022	05/31/2023	05/31/2024
Revenue	16,563.1	15,619.8	15,740.4	16,865.2	17,626.6	18,127.0	18,992.8	19,367.2	19,875.2	20,324.8
• Sales & Services Revenue	16,563.1	15,619.8	15,740.4	16,865.2	17,626.6	18,127.0	18,992.8	19,367.2		
• Cost of Revenue	10,660.5	9,984.5	10,311.6	11,059.8	11,425.4	11,817.7	12,719.4	12,909.9		
• Cost of Goods & Services	10,660.5	9,984.5	10,311.6	11,059.8	11,425.4	11,817.7	12,719.4	12,909.9		
Gross Profit	5,902.6	5,635.3	5,428.8	5,805.4	6,201.2	6,309.3	6,273.4	6,457.3	6,965.1	7,414.9
• Other Operating Income	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
• Operating Expenses	3,118.9	2,801.3	2,766.2	2,947.4	3,143.2	3,147.5	3,060.1	3,123.8		
• Selling, General & Admin	3,118.9	2,801.3	2,850.1	2,935.8	3,151.6	3,079.6	3,147.0	3,246.4		
• Research & Development	—	—	0.0	0.0	0.0	0.0	—	—		
• Other Operating Expense	0.0	0.0	-83.9	11.6	-8.4	67.9	-86.9	-122.6		
Operating Income (Loss)	2,783.7	2,834.0	2,662.6	2,858.0	3,058.0	3,161.8	3,213.3	3,333.5	3,718.7	4,270.5
• Non-Operating (Income) Loss	303.8	295.1	284.3	433.9	353.7	287.4	268.2	241.9		
• Interest Expense, Net	303.8	295.1	373.7	521.8	466.5	420.3	379.6	370.2		
• Interest Expense	311.9	302.1	385.4	527.4	472.5	427.7	383.4	383.4		
• Interest Income	8.1	7.0	11.7	8.5	6.8	7.4	3.8	—		
• Foreign Exch (Gain) Loss	0.0	0.0	0.0	0.0	0.0	0.0	0.0	—		
• (Income) Loss from Affiliates	0.0	0.0	—	—	—	—	—	—		
• Other Non-Op (Income) Loss	0.0	0.0	-89.4	-87.9	-112.8	-132.9	-113.4	-128.3		
Pretax Income (Loss), Adjusted	2,479.9	2,538.9	2,378.3	2,424.1	2,704.3	2,874.4	2,947.1	3,091.6	3,042.5	3,168.1
• Abnormal Losses (Gains)	76.3	267.6	242.7	342.1	104.1	17.0	-262.5	-354.5		
• Merger/Acquisition Expense	—	—	83.9	25.6	—	9.5	95.2	37.4		
• Abnormal Derivatives	-62.8	-13.9	-32.1	36.0	24.7	-138.8	-133.1	102.9		
• Impairment of Intangibles	—	—	96.9	207.4	—	—	—	—		
• Gain/Loss on Sale/Acquisition of Bus	-148.2	13.5	—	30.0	—	53.5	-194.1	—		
• Legal Settlement	—	—	—	-16.2	—	—	—	—		
• Restructuring	287.3	268.0	94.0	78.9	51.7	172.7	-23.2	-7.8		
• Sale of Investments	—	—	—	—	—	—	—	55.0		
• Unrealized Investments	—	—	—	-22.8	8.4	-76.4	14.7	60.2		
• Other Abnormal Items	—	—	—	3.2	19.3	-3.5	-22.0	-147.3		
Pretax Income (Loss), GAAP	2,403.6	2,271.3	2,135.6	2,082.0	2,600.2	2,857.4	3,209.6	3,446.1	3,042.5	3,168.1
• Income Tax Expense (Benefit)	755.2	655.2	57.3	367.8	480.5	629.1	596.3	620.9		
• Current Income Tax	634.6	471.3	561.6	271.8	510.1	510.3	524.1	—		
• Deferred Income Tax	120.6	183.9	-504.3	96.0	-29.6	118.8	62.2	—		
• Tax Allowance/Credit	—	—	—	—	—	—	—	—		
• (Income) Loss from Affiliates	-88.4	-85.0	-84.7	-72.0	-91.1	-117.7	-111.7	-94.8		
Income (Loss) from Cont Ops	1,736.8	1,701.1	2,163.0	1,786.2	2,210.8	2,346.0	2,735.0	2,920.0	2,515.1	2,540.9
• Net Extraordinary Losses (Gains)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
• Discontinued Operations	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
• MO & Accounting Changes	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Income (Loss) Incl. MI	1,736.8	1,701.1	2,163.0	1,786.2	2,210.8	2,346.0	2,735.0	2,920.0		
• Minority Interest	39.4	43.6	32.0	33.5	29.6	6.2	27.7	11.0		
Net Income, GAAP	1,697.4	1,657.5	2,131.0	1,752.7	2,181.2	2,339.8	2,707.3	2,909.0	2,515.1	2,540.9
• Preferred Dividends	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
• Other Adjustments	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Net Income Available to Common, GAAP	1,697.4	1,657.5	2,131.0	1,752.7	2,181.2	2,339.8	2,707.3	2,909.0	2,515.1	2,540.9



Balance Sheet Part One

General Mills Inc (GIS US) - Standardized

In Millions of USD except Per Share		FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
12 Months Ending		05/29/2013	05/25/2014	05/31/2015	05/29/2016	05/28/2017	05/27/2018	05/26/2019	05/31/2020	05/30/2021	05/29/2022
Total Assets											
+ Cash, Cash Equivalents & ST Investments	BS_CASH_NEAR_CASH_MKT_SEC_OTH	741.4	887.3	334.2	783.7	788.1	399.0	450.0	1,877.8	1,505.2	569.4
+ Cash & Cash Equivalents	BS_CASH_NEAR_CASH_MKT_SEC_OTH	741.4	887.3	334.2	783.7	788.1	399.0	450.0	1,877.8	1,505.2	569.4
+ ST Investments	BS_MKT_SEC_OTH	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
+ Accounts & Notes Receivable	BS_ACCT_NOTE_RECV	1,448.4	1,483.8	1,388.7	1,380.8	1,430.1	1,684.2	1,679.7	1,615.1	1,638.5	1,692.1
+ Accounts Receivable, Net	BS_ACCTS_REC_EX	1,448.4	1,483.8	1,388.7	1,380.8	1,430.1	1,684.2	1,679.7	1,615.1	1,638.5	1,692.1
+ Notes Receivable, Net	NOTES_RECEIVABL	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
+ Unbilled Revenues	BS_UNBILLED_RECV	—	—	—	—	—	—	—	5.0	12.0	28.7
+ Inventories	BS_INVENTORIES	1,545.5	1,559.4	1,540.9	1,413.7	1,483.8	1,642.2	1,559.3	1,426.3	1,820.5	1,867.3
+ Raw Materials	INVTRY_RAW_MATE	403.0	419.0	390.8	397.3	395.4	400.0	434.9	382.2	411.9	532.0
+ Work In Process	INVTRY_IN_PROGR	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
+ Finished Goods	INVTRY_FINISHED_G	1,228.7	1,280.2	1,268.8	1,163.1	1,224.3	1,384.2	1,245.9	1,142.6	1,508.9	1,834.7
+ Other Inventory	BS_OTHER_INV	-88.2	-119.8	-118.5	-148.7	-138.1	-122.0	-121.5	-108.5	-98.3	-299.4
+ Other ST Assets	OTHER_CURRENT_AS	585.8	483.2	523.9	399.0	381.8	398.3	497.5	397.1	778.3	932.3
+ Prepaid Expenses	BS_PREPAY	—	—	—	—	—	—	—	194.5	221.7	213.5
+ Derivative & Hedging Assets	BS_DERIV_&_HEDG	0.0	0.0	0.0	0.0	0.0	0.0	0.0	70.8	37.5	88.1
+ Assets Held-for-Sale	BS_ASSETS_HELD_F	—	—	—	—	—	—	—	—	—	158.9
+ Deferred Tax Assets	BS_DEFERRED_TAX	128.0	74.1	100.1	—	—	—	—	—	—	—
+ Misc ST Assets	BS_OTHER_CUR_AS	437.6	409.1	423.8	399.0	381.8	398.3	497.5	132.0	519.1	473.8
Total Current Assets	BS_CUR_ASSET_RE	4,298.9	4,393.5	3,785.7	3,937.2	4,061.4	4,123.7	4,186.5	5,121.3	5,754.5	5,089.8
+ Property, Plant & Equip, Net	BS_NET_FIX_ASSET	3,878.1	3,941.9	3,783.3	3,743.6	3,887.7	4,047.2	3,787.2	3,945.8	3,985.4	3,730.6
+ Property, Plant & Equip	BS_GROSS_FIX_AS	8,932.9	9,363.1	9,591.1	9,503.5	9,528.6	10,003.2	10,080.5	10,320.0	10,843.7	10,547.1
- Accumulated Depreciation	BS_ACCUM_DEPR	5,054.8	5,451.2	5,807.8	5,759.9	5,838.9	5,958.0	6,293.3	6,374.2	6,858.3	6,816.5
+ LT Investments & Receivables	BS_LT_INVEST	0.0	0.0	0.0	518.9	505.3	0.0	0.0	0.0	0.0	0.0
+ LT Investments	BS_LONG_TERM_IN	—	—	—	518.9	505.3	—	—	—	—	—
+ Other LT Assets	BS_OTHER_ASSETS	14,481.0	14,810.3	14,395.5	13,512.6	13,558.2	22,453.1	22,137.5	21,739.8	22,102.0	22,289.7
+ Total Intangible Assets	BS_DISCLOSED_INT	13,637.3	13,864.8	13,551.9	13,279.8	13,277.6	21,510.1	21,162.8	21,019.0	21,213.0	21,378.4
+ Goodwill	BS_GOODWILL	8,622.2	8,650.5	8,874.9	8,741.2	8,747.2	14,085.0	13,995.8	13,823.2	14,082.4	14,378.5
+ Other Intangible Assets	OTHER_INTANGIBL	5,015.1	5,014.3	4,677.0	4,538.6	4,530.4	7,445.1	7,166.8	7,095.8	7,150.6	6,999.9
+ Derivative & Hedging Assets	BS_DERIV_&_HEDG	53.6	37.8	39.2	31.4	48.7	28.8	61.8	48.1	144.7	—
+ Prepaid Pension Costs	BS_PREPAID_PENS	131.8	432.2	138.2	90.9	144.9	309.9	323.5	21.2	30.0	52.6
+ Investments in Affiliates	BS_INVEST_IN_ASS	—	—	—	—	—	499.8	452.9	568.7	588.4	513.8
+ Misc LT Assets	OTHER_NONCURRE	658.3	675.5	662.1	102.7	104.3	88.8	169.9	71.1	248.5	180.2
Total Noncurrent Assets	BS_TOT_NON_CUR	18,359.1	18,752.2	18,178.8	17,775.1	17,751.2	26,500.3	25,924.7	25,685.4	26,087.4	26,000.3
Total Assets	BS_TOT_ASSET	22,658.0	23,145.7	21,964.5	21,712.3	21,812.6	30,624.0	30,111.2	30,806.7	31,841.9	31,090.1



Balance Sheet Part Two

Liabilities & Shareholders' Equity													
+ Payables & Accruals	ACCT_PAYABLE_&	1,702.8	1,644.8	1,711.9	2,070.3	2,141.3	2,763.7	2,873.3	4,249.2	4,692.9	4,917.6		
+ Accounts Payable	BS_ACCT_PAYABLE	1,423.2	1,611.3	1,684.0	2,046.5	2,119.8	2,746.2	2,854.1	3,247.7	3,653.5	3,982.3		
+ Accrued Taxes	BS_TAXES_PAYABLE	0.0	0.0	0.0	0.0	—	—	—	—	—	—		
+ Interest & Dividends Payable	BS_INTEREST_&_DI	279.6	33.5	27.9	23.8	21.5	17.5	19.2	20.7	24.1	25.3		
+ Other Payables & Accruals	BS_ACCRUAL	0.0	0.0	0.0	0.0	0.0	0.0	0.0	980.8	1,015.3	910.0		
+ ST Debt	BS_ST_BORROW	2,043.0	2,362.3	1,616.2	1,373.2	1,838.8	3,149.9	2,865.2	2,712.5	2,936.3	2,592.3		
+ ST Borrowings	SHORT_TERM_DEB	599.7	1,111.7	615.8	269.8	1,234.1	1,549.8	1,468.7	279.0	361.3	811.4		
+ ST Lease Liabilities	ST_CAPITALIZED_LE	—	—	—	—	—	—	—	102.0	111.2	106.7		
+ ST Operating Leases	BS_ST_OPERATING	—	—	—	—	—	—	—	102.0	111.2	106.7		
+ Current Portion of LT Debt	BS_CURR_PORTION	1,443.3	1,250.6	1,000.4	1,103.4	604.7	1,600.1	1,396.5	2,331.5	2,463.8	1,674.2		
+ Other ST Liabilities	OTHER_CURRENT_L	1,548.1	1,416.4	1,562.0	1,571.2	1,350.7	1,428.3	1,348.6	529.8	636.6	510.0		
+ Deferred Revenue	ST_DEFERRED_REV	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.2	0.9	3.0		
+ Derivatives & Hedging	BS_DERIVATIVE_&	0.0	0.0	0.0	0.0	0.0	0.0	0.0	39.2	39.2	19.9		
+ Misc ST Liabilities	OTHER_CURRENT_L	1,548.1	1,416.4	1,562.0	1,571.2	1,350.7	1,428.3	1,348.6	489.4	596.5	487.1		
Total Current Liabilities	BS_CUR_LIAB	5,293.9	5,423.5	4,890.1	5,014.7	5,330.8	7,341.9	7,087.1	7,491.5	8,265.8	8,019.9		
+ LT Debt	BS_LT_BORROW	5,926.1	6,423.5	7,607.7	7,057.7	7,642.9	12,668.7	11,624.8	11,206.0	10,070.1	9,383.1		
+ LT Borrowings	LONG_TERM_BORR	5,922.1	6,421.1	7,606.3	7,055.2	7,641.8	12,668.4	11,624.5	10,928.8	9,785.1	9,133.6		
+ LT Lease Liabilities	LT_CAPITALIZED_LE	4.0	2.4	1.4	2.5	1.1	0.3	0.3	277.2	285.0	249.5		
+ LT Finance Leases	LT_CAPITAL_LEASE	4.0	2.4	1.4	2.5	1.1	0.3	0.3	0.2	1.8	1.2		
+ LT Operating Leases	BS_LT_OPERATING	—	—	—	—	—	—	—	277.0	283.2	248.3		
+ Other LT Liabilities	OTHER_NONCUR_L	3,342.0	3,309.2	3,295.1	3,487.2	3,242.5	3,344.8	3,479.9	3,215.1	3,127.9	2,899.1		
+ Accrued Liabilities	BS_ACCRUED_LIAB	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
+ Pension Liabilities	PENSION_LIABILITIES	315.3	6.2	493.6	908.6	533.4	238.6	459.1	647.0	254.2	18.0		
+ Deferred Revenue	LT_DEFERRED_REV	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
+ Deferred Tax Liabilities	BS_DEFERRED_TAX	1,389.1	1,666.0	1,550.3	1,399.6	1,719.4	2,003.8	2,031.0	1,947.1	2,118.4	2,218.3		
+ Derivatives & Hedging	BS_DERIVATIVE_&	36.2	28.0	132.5	44.4	24.4	16.1	17.3	0.0	0.0	0.0		
+ Misc LT Liabilities	OTHER_NONCURRE	1,601.4	1,609.0	1,118.7	1,134.6	965.3	1,086.3	972.5	621.0	755.3	662.8		
Total Noncurrent Liabilities	NON_CUR_LIAB	9,268.1	9,732.7	10,902.8	10,544.9	10,885.4	16,013.5	15,104.7	14,421.1	13,198.0	12,282.2		
Total Liabilities	BS_TOT_LIAB2	14,562.0	15,156.2	15,792.9	15,559.6	16,216.2	23,355.4	22,191.8	21,912.6	21,463.8	20,302.1		
+ Preferred Equity and Hybrid C	BS_PFD_EQTY_&_H	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
+ Share Capital & APIC	BS_SH_CAP_AND_A	1,242.1	1,307.3	1,372.2	1,252.5	1,196.4	1,278.0	1,462.2	1,424.1	1,441.0	1,258.4		
+ Common Stock	BS_COMMON_STOCK	75.5	75.5	75.5	75.5	75.5	75.5	75.5	75.5	75.5	75.5		
+ Additional Paid in Capital	BS_ADD_PAID_IN_C	1,168.6	1,231.8	1,296.7	1,177.0	1,120.9	1,202.5	1,386.7	1,348.6	1,365.5	1,182.9		
- Treasury Stock	BS_AMT_OF_TSY_S	3,687.2	5,219.4	6,055.6	6,326.6	7,762.9	7,167.5	6,779.0	6,433.3	6,611.2	7,278.1		
+ Retained Earnings	BS_PURE_RETAINED	10,702.6	11,787.2	11,990.8	12,616.5	13,138.9	14,459.6	14,996.7	15,982.1	17,069.8	18,532.6		
+ Other Equity	OTHER_EQUITY_RA	-1,585.3	-1,340.3	-2,310.7	-2,612.2	-2,244.5	-2,429.0	-2,625.4	-2,914.4	-2,429.2	-1,970.5		
Equity Before Minority Interest	EQTY_BEF_MINORI	6,672.2	6,534.8	4,996.7	4,930.2	4,327.9	6,141.1	7,054.5	8,058.5	9,470.4	10,542.4		
+ Minority/Non Controlling Inter	MINORITY_NONCON	1,423.8	1,454.7	1,174.9	1,222.5	1,268.5	1,127.5	864.9	835.6	907.7	245.6		
Total Equity	TOTAL_EQUITY	8,096.0	7,989.5	6,171.6	6,152.7	5,596.4	7,268.6	7,919.4	8,894.1	10,378.1	10,788.0		
Total Liabilities & Equity	TOT_LIAB_AND_EQ	22,658.0	23,145.7	21,964.5	21,712.3	21,812.6	30,624.0	30,111.2	30,806.7	31,841.9	31,090.1		



Cash Flow

General Mills Inc (GIS US) - Standardized												
in Millions of USD except Per Share		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Last 12M	
23 Months End		06/25/2014	06/01/2015	05/28/2016	02/26/2017	02/01/2018	03/26/2019	03/01/2020	03/01/2021	02/29/2022	06/29/2022	
Cash from Operating Activities												
+ Net Income	CF NET INC	1,824.4	1,221.3	1,697.4	1,657.5	2,131.0	1,752.7	2,181.2	2,339.8	2,707.3	2,900.3	
+ Depreciation & Amortization	CF DEPR AMORT	585.4	588.3	606.1	603.6	616.8	620.1	594.7	601.3	570.3	598.8	
+ Non-Cash Items	NON CASH ITEMS DETAILED	103.4	518.5	160.2	348.3	-450.9	441.7	106.4	198.0	-238.9	-581.2	
+ Stock-Based Compensation	CF STOCK BASED COMPENSA	39.2	31.8	89.8	95.7	77.0	84.9	94.0	89.9	98.7	105.4	
+ Deferred Income Taxes	CF DEF INC TAX	172.5	25.3	120.6	183.9	-504.3	93.5	-29.6	118.8	62.2	51.8	
+ Other Non-Cash Adj	OTHER NON CASH ADJ LESS	-48.3	461.4	-50.2	68.7	-23.0	263.3	41.1	-10.7	-399.8	-738.4	
+ Chg in Non-Cash Work Cap	CF CHNG NON CASH WORK C	-32.2	214.7	298.5	-194.2	542.1	-7.5	793.9	-155.9	277.4	457.2	
+ (Inc) Dec in Accts Receiv	CF ACCT RCV UNBILLED REV	-41.0	6.8	0.0	0.0	-122.7	0.0	37.9	27.9	-166.3	-112.1	
+ (Inc) Dec in Inventories	CF CHANGE IN INVENTORIES	-88.3	-24.2	0.0	0.0	15.6	0.0	103.1	-354.7	-85.8	-213.0	
+ Inc (Dec) in Accts Payable	CF CHANGE IN ACCOUNTS PA	191.5	145.8	0.0	0.0	575.3	0.0	392.5	343.1	456.7	541.2	
+ Inc (Dec) in Other	INC DEC IN OT CP AST LIAB	-94.4	86.3	298.5	-194.2	73.9	-7.5	256.4	-172.2	72.8	241.1	
+ Net Cash From Disc Ops	CF NET CASH DISCONT OPS	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Cash from Operating Activities	CF_CASH_FROM_OPER	2,541.0	2,542.8	2,764.2	2,415.2	2,841.0	2,807.0	3,676.2	2,983.2	3,316.1	3,335.1	
Cash from Investing Activities												
+ Change in Fixed & Intang	CHG IN FXD & INTANG AST D	-656.8	-701.4	-724.9	-680.2	-621.3	-523.3	-458.1	-528.1	-565.4	-552.6	
+ Dispo in Fixed & Intang	DISP FXD & INTANGIBLES DET	6.6	11.0	4.4	4.2	1.4	14.3	1.7	2.7	3.3	3.0	
+ Dispo of Fixed Prod Assets	CF DISPOSAL OF FIXED PROD	6.6	11.0	4.4	4.2	1.4	14.3	1.7	2.7	3.3	3.0	
+ Dispo of Intangible Assets	CF DISPOSAL OF INTANGIBLE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
+ Acq of Fixed & Intang	ACQUIS FXD & INTANG DETAIL	-663.5	-712.4	-729.3	-684.4	-622.7	-537.6	-460.8	-530.8	-568.7	-555.6	
+ Acq of Fixed Prod Assets	CF PURCHASE OF FIXED PROD	-663.5	-712.4	-729.3	-684.4	-622.7	-537.6	-460.8	-530.8	-568.7	-555.6	
+ Acq of Intangible Assets	CF ACQUISITION OF INTANG A	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
+ Net Change in LT Investment	NET CHG IN LT INVEST DETAI	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
+ Dec in LT Investment	CF DECR INVEST	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
+ Inc in LT Investment	CF INCR INVEST	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
+ Net Cash From Acq & Div	CF NT CSH RCV D PD FOR AC	121.6	-822.3	744.5	17.5	-8,035.8	26.4	0.0	2.9	-1,127.2	430.0	
+ Cash from Divestitures	CF CASH FOR DIVESTITURES	121.6	0.0	826.5	17.5	0.0	26.4	0.0	2.9	74.1	884.8	
+ Cash for Acq of Subs	CF CASH FOR ACQUIS SUBSID	0.0	-822.3	-84.0	0.0	-8,035.8	0.0	0.0	0.0	-1,201.3	-254.8	
+ Cash for JVs	CF CASH FOR JOINT VENTURE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
+ Other Investing Activities	OTHER INVESTING ACT DETAIL	-26.5	-78.5	73.8	15.8	-28.3	-59.6	-27.1	12.4	1.9	-4.4	
+ Net Cash From Disc Ops	CF NET CASH DISCONTINUED	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Cash from Investing Activities	CF_CASH_FROM_INV_ACT	-661.8	-1,602.2	93.4	-646.9	-8,685.4	-556.5	-486.2	-512.8	-1,690.7	-127.0	
Cash from Financing Activities												
+ Dividends Paid	CF DIV PD	-883.3	-1,017.7	-1,071.7	-1,135.1	-1,139.7	-1,181.7	-1,195.8	-1,246.4	-1,244.5	-1,257.2	
+ Cash From (Repayment) Debt	PROC FR REPAYMENTS BOR DI	801.1	597.6	-781.7	1,034.5	6,277.4	-1,221.0	-917.2	-960.8	-885.8	-866.6	
+ Cash From (Repay) ST Debt	CF NET CHG IN ST DET & CP	572.9	-509.8	-323.8	962.4	327.5	-66.3	-1,158.6	71.7	551.4	-39.2	
+ Cash From LT Debt	CF PROC LT DEBT & CAPITAL	1,679.0	2,253.2	542.5	1,072.1	6,550.0	339.1	1,636.1	1,576.9	2,203.7	1,383.0	
+ Repayments of LT Debt	CF PYMT LT DEBT & CAPITAL	-1,444.8	-1,145.8	-1,000.4	-1,000.0	-400.1	-1,489.8	-1,396.7	-2,809.0	-3,140.9	-1,666.1	
+ Cash (Repurchase) of Equity	PROC FR REPURCH EQUITY DET	-1,567.9	-823.6	-434.8	-1,538.9	467.6	240.3	260.0	-227.1	-715.1	-1,008.2	
+ Increase in Capital Stock	CF INCR CAP STOCK	177.4	238.3	171.9	112.6	1,069.2	241.4	263.4	74.3	161.7	219.3	
+ Decrease in Capital Stock	CF DECR CAP STOCK	-1,745.3	-1,161.9	-606.7	-1,651.5	-601.6	-1.1	-3.4	-301.4	-876.8	-1,227.5	
+ Other Financing Activities	OTHER FIN AND DEC CAP	-74.8	-74.8	-131.8	-107.9	-158.8	-144.0	-86.5	-281.2	-157.8	-175.3	
+ Net Cash From Disc Ops	CF NET CASH DISCONTINUED	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Cash from Financing Activities	CF_ACTIVITIES_DETAILED	-1,824.1	-1,384.8	-2,420.0	-1,747.4	8,445.5	-2,176.4	-1,941.5	-2,715.5	-2,503.2	-3,307.3	
Effect of Foreign Exchange Rate												
	CF EFFECT FOREIGN EXCHANG	-29.2	-88.9	-8.1	-18.5	31.8	-23.1	-20.7	72.5	-58.0	-60.4	
Net Changes in Cash	CF_NET_CHNG_CASH	125.9	-533.1	429.5	2.4	-367.1	51.0	1,227.8	-172.6	-936.8	-159.8	
Cash Paid for Taxes	CF_CASH_PAID_FOR_TAX	767.2	562.6	533.8	551.1	489.4	440.8	403.3	636.1	545.3	521.2	
Cash Paid for Interest	CF_ACT_CASH_PAID_FOR_INT	288.3	305.3	292.0	285.8	269.5	500.1	418.5	412.5	357.8	343.1	



DCF

Bull

PV terminal (GGM)	36233.41708
+ PV cash flows	13,103
= value of operating assets (EV)	49,336
+ cash & other non operating assets	644
= Value of equity	49,980
= Adjusted equity value	49,980
# of shares	590
value per share	\$ 84.71

Standard

PV terminal (GGM)	34991.91839
+ PV cash flows	13,121
= value of operating assets (EV)	48,113
+ cash & other non operating assets	644
= Value of equity	48,757
= Adjusted equity value	48,757
# of shares	590
value per share	\$ 82.64

Bear

PV terminal (GGM)	32698.38419
+ PV cash flows	12,746
= value of operating assets (EV)	45,445
+ cash & other non operating assets	644
= Value of equity	46,089
= Adjusted equity value	46,089
# of shares	590
value per share	\$ 78.12



Multiples Comparison

Ticker	Name	Ticker	Mkt Cap (USD)	P/E:D-3	EV / EBITDA Adj
None (26 securities)					
Median	Median		5911.50	21.98	13.86
GIS US Equity	GENERAL MILLS INC	GIS US	47333.95	18.26	15.06
K US Equity	KELLOGG CO	K US	23312.83	18.00	13.94
BRID US Equity	BRIDGFORD FOODS CORP	BRID US	115.64		8.02
POST US Equity	POST HOLDINGS INC	POST US	5441.13	34.47	11.95
JBSS US Equity	JOHN B. SANFILIPPO & SON INC	JBSS US	1059.56	17.34	9.94
JJSF US Equity	J & J SNACK FOODS CORP	JJSF US	2790.18	62.48	22.83
HSY US Equity	HERSHEY CO/THE	HSY US	48940.06	28.56	18.99
MDLZ US Equity	MONDELEZ INTERNATIONAL INC-A	MDLZ US	90291.81	22.54	18.87
TR US Equity	TOOTSIE ROLL INDS	TR US	3133.28	41.97	24.52
RMCF US Equity	ROCKY MOUNTAIN CHOC FACT INC	RMCF US	31.06		23.78
KHC US Equity	KRAFT HEINZ CO/THE	KHC US	48485.63	14.18	11.50
LW US Equity	LAMB WESTON HOLDINGS INC	LW US	14574.09	30.82	18.66
SMPL US Equity	SIMPLY GOOD FOODS CO/THE	SMPL US	3792.61	30.84	18.13
HAIN US Equity	HAIN CELESTIAL GROUP INC	HAIN US	1660.48	25.86	14.29
TSN US Equity	TYSON FOODS INC-CL A	TSN US	21956.35	9.16	6.40
SJM US Equity	JM SMUCKER CO/THE	SJM US	15914.81	21.64	12.63
HRL US Equity	HORMEL FOODS CORP	HRL US	24813.12	25.81	17.76
SENEB US Equity	SENECA FOODS CORP - CL B	SENEB US	431.54	8.69	7.21
HLF US Equity	HERBALIFE NUTRITION LTD	HLF US	1880.08	6.34	6.37
MKC US Equity	MCCORMICK & CO-NON VTG SHRS	MKC US	20318.22	29.83	23.39
CAG US Equity	CONAGRA BRANDS INC	CAG US	17277.57	14.05	12.58
CPB US Equity	CAMPBELL SOUP CO	CPB US	15865.79	18.49	12.11
FLO US Equity	FLOWERS FOODS INC	FLO US	6002.32	22.32	12.70
PPC US Equity	PILGRIM'S PRIDE CORP	PPC US	5820.69	7.83	5.61
LANC US Equity	LANCASTER COLONY CORP	LANC US	5413.29	42.53	25.79
TWNC US Equity	HOSTESS BRANDS INC	TWNC US	3287.47	19.81	13.78

Ticker	Market Cap	Price/Sales	EV/EBITDA	Price/Earnings
GIS US	\$45,264	2.39x	14.55x	18.26x
K US	\$23,337	1.52x	13.85x	18.00x
HSY US	\$49,109	4.75x	18.98x	28.56x
MDLZ US	\$91,137	2.92x	18.93x	22.54x
KHC US	\$49,000	1.85x	11.40x	14.18x
TSN US	\$21,825	0.39x	6.45x	9.16x
SJM US	\$15,989	1.97x	12.62x	21.64x
HRL US	\$24,993	2.00x	17.85x	25.81x
MKC US	\$20,303	3.20x	23.44x	29.83x
CAG US	\$17,354	1.45x	12.59x	14.05x
CPB US	\$15,677	1.77x	11.94x	18.49x
Average		2.20x	14.78x	20.05x
Median		1.97x	13.85x	18.49x



WACC

$$\text{WACC} = 7.76\% \times 48.6\% + 5.5\% \times (79\%) \times 51.3\% = 6.00\%$$

Cost of Debt- 4.00%+1.5%
-10yr yield + 150 BPS
=5.50%

Cost of Equity- CAPM model
Risk free + (B*(S&P Return – Risk free))
4.00 + (0.47*(12-4.00)) = 7.76%

\$	82.64	5.50%	5.75%	6.00%	6.25%	6.50%
4.00%		110.04	97.65	88.36	81.14	75.36
3.50%		100.99	92.36	85.46	79.81	75.11
3.00%		95.47	88.91	83.44	78.82	74.86
2.75%		93.42	87.58	82.64	78.40	74.73
2.50%		91.70	86.44	81.93	78.02	74.61
2.00%		88.93	84.56	80.73	77.36	74.36
1.50%		86.80	83.07	79.75	76.78	74.11

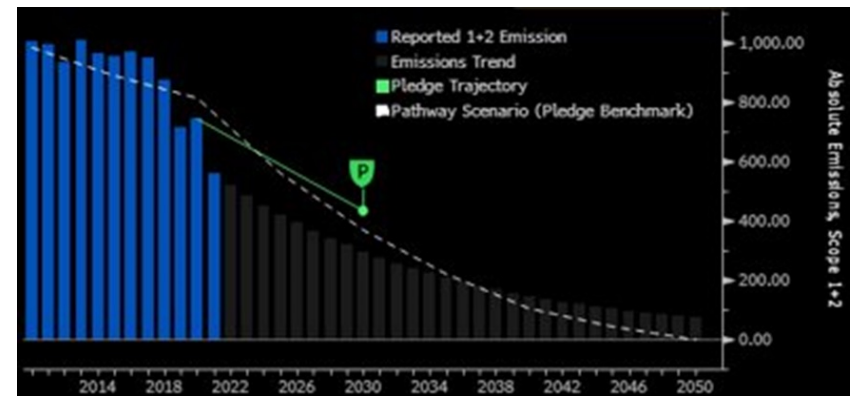
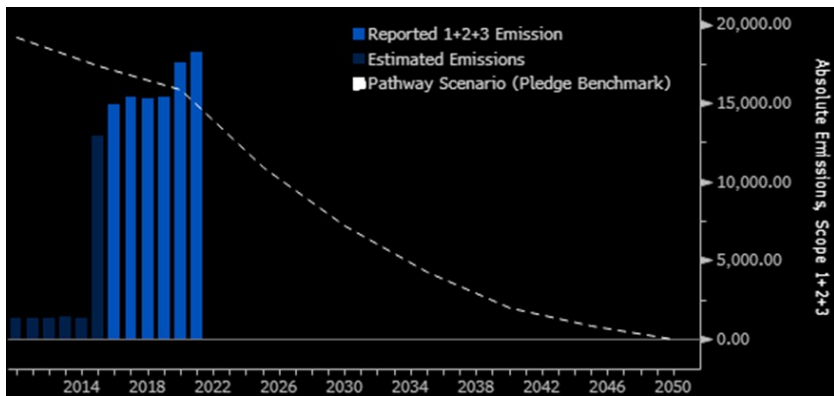
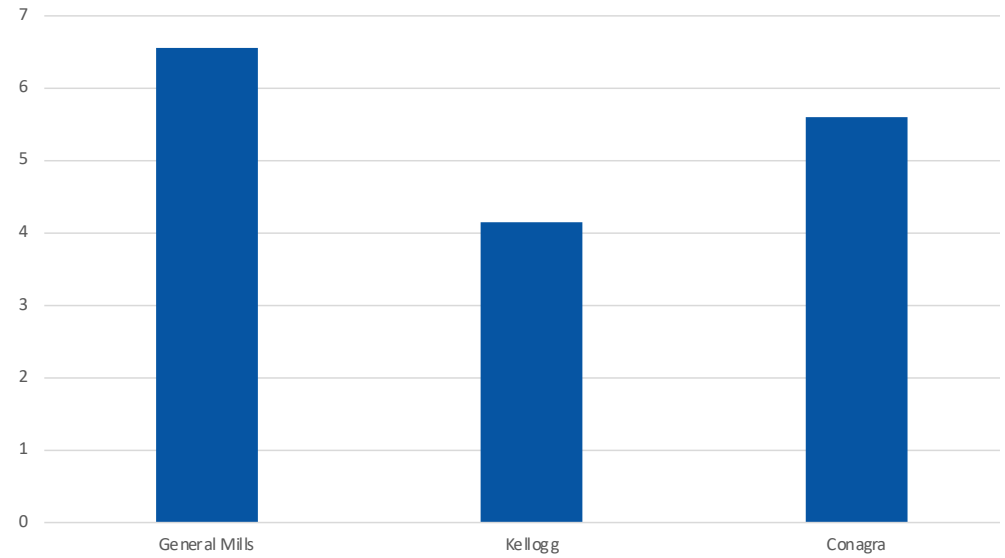


Dividend Discount Model

A	B	C	D	E	F	G	H	I	J	K
Current Yearly Divide	\$ 2.10			3.50%	67.77					
				4.00%	84.71					
				4.5	112.95					
Year	Dividends	Terminal	PV							
1	\$ 2.14		\$ 2.02							
2	\$ 2.18		\$ 1.94							
3	\$ 2.22		\$ 1.86							
4	\$ 2.14		\$ 1.69							
5	\$ 2.14	\$ 88.55	\$ 67.77							
g	3.50%									
k	\$0.06									
		V0	\$ 75.28							
	2.92	3.08	3.11	3.22	3.61	3.8	3.94	4.14	4.35	
		5.48%	0.97%	3.54%	12.11%	5.26%	3.68%	5.08%	5.07%	
	Growth Rate	3.90%								
	Current Yearly Divide	\$ 2.10								
	average growth-->	4.16%								



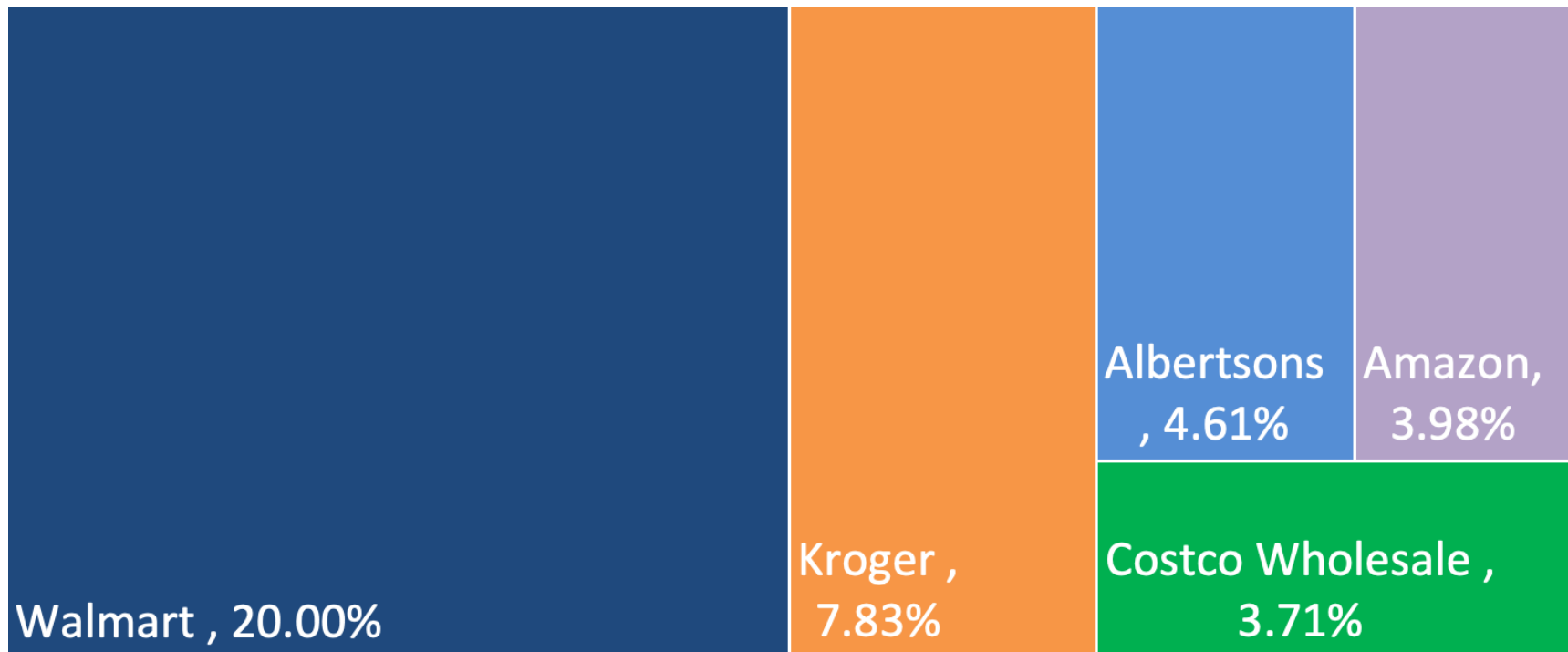
ESG Environmental



Graphs: NGFS



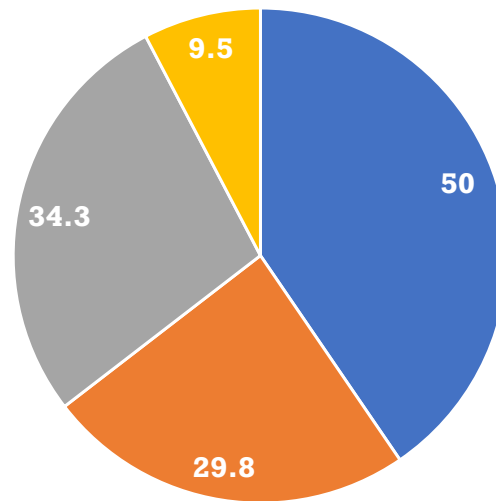
Top 5 customers by % of revenue



Source: Bloomberg Supply Chain Function



Total US Pet Food Market Sales In Billions USD

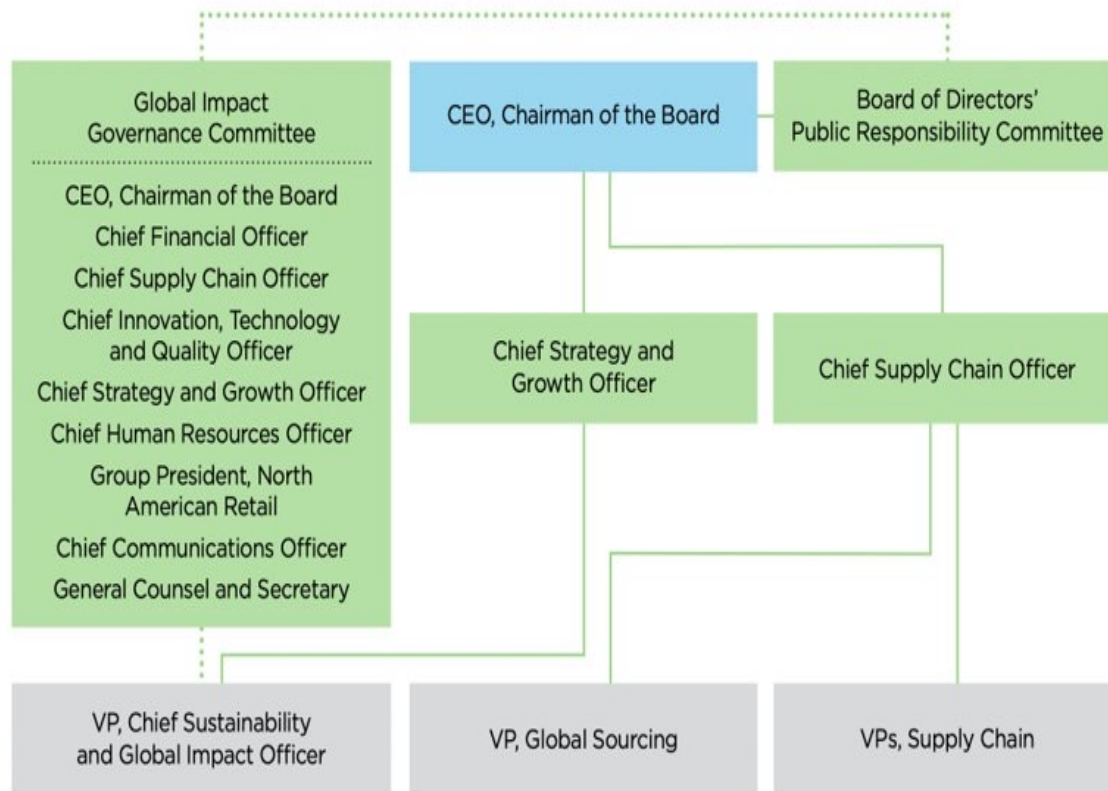



■ Pet Food & Treats ■ Supplies, Live Animals, OTC Meds ■ Vet Care and Product Services ■ Other Services

Source: American Pet Products Association



ESG



-  **Best Employer for Diversity**
Forbes
-  **Best employers for women**
Forbes
-  **Best employers for veterans**
Forbes
-  **Best place to work for LGBTQ equality**
Human Rights Campaign

Social and Governance Ratings

