The Journey to SMART Manufacturing

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Who we are

Our Challenges

Supply Chain at General Mills

Making Connections
Let’s talk business.

FY15 Global Net Sales: $17.6 billion*

Convenience & Foodservice
$2.0 BILLION

International
$5.1 BILLION

U.S. Retail
$10.5 BILLION

*Does not include $1.1 billion of joint venture sales.
Let’s talk business, globally.

Our Business Portfolio is a Strategic Advantage

Fiscal 2015
Net Sales by Platform

$18.7 Billion*

20% Cereal
18% Snacks
16% Yogurt
15% Convenient Meals
10% Dough
10% Baking Mixes and Ingredients
5% Super-premium Ice Cream
5% Vegetables
1% Other

*Non-GAAP measure. Includes $17.6 billion consolidated net sales plus $0.9 billion proportionate share of CPW (cereal) net sales plus $0.2 billion proportionate share of HDJ (ice cream) net sales.
Supply Chain at General Mills
End to End Supply Chain Management

- Suppliers
- Raw Materials
- Manufacturing Plants & Co Packers
- Logistics
- Customers

- Safety
- Environment
- Social Responsibility
Our Partners are Critical

• Ingredients and Materials
• Technology
• Services
• Thought Leadership

We MAKE Food
And we’re asking more from them

- Innovation
- Reliable/Scaleable
- Connected
- Standardization
- Leverage Past Investments
Connecting
GMI Journey to Connected ...
More with Less

• Increase Asset Intensity
• Connect across Boundaries
• Improved Agility
Creating **Windows** where there are **Walls**

Unlock Productivity, Accelerate **Growth** and Build Consumer **Trust**
We sell TRUST
Asset Intensity – 2X

- Eliminate Losses
- Drive System Efficiency
- First Pass Quality
- Zero Unplanned Failure
- Free Capacity
Connect across Boundaries

“Field to Fork”
Creating Agility with Information

Real time Information

1.5 MM # Flour/Day

24 Silos, Multiple Lines, 125,000 Lbs/hr Dough,
10,000 Finished Pallets,
500,000 Finished Cases

Just in Time
Suppliers

Plant

Warehouse

Trans

Store

Consumer

Real time Information

Transparent Supply Chain

Reliability + Synchronized Flow

Raw Material Trace Time Reduced from 2-3 Hours to 10 Minutes

A “Better Flashlight” That Will Enable Cost Savings

Agility That Drives A Competitive Advantage
Value Creation

• Improved Safety
• Increased Sales
• Reduced Manufacturing Cost
• Improved Customer Service
Automation and Culture Delivering Returns

Visibility Transforming our Business

Insights into Opportunities
Real Food - Genealogy
Partners Helping Partners
Connecting…

… Creating Value
Connecting Contextualization Value