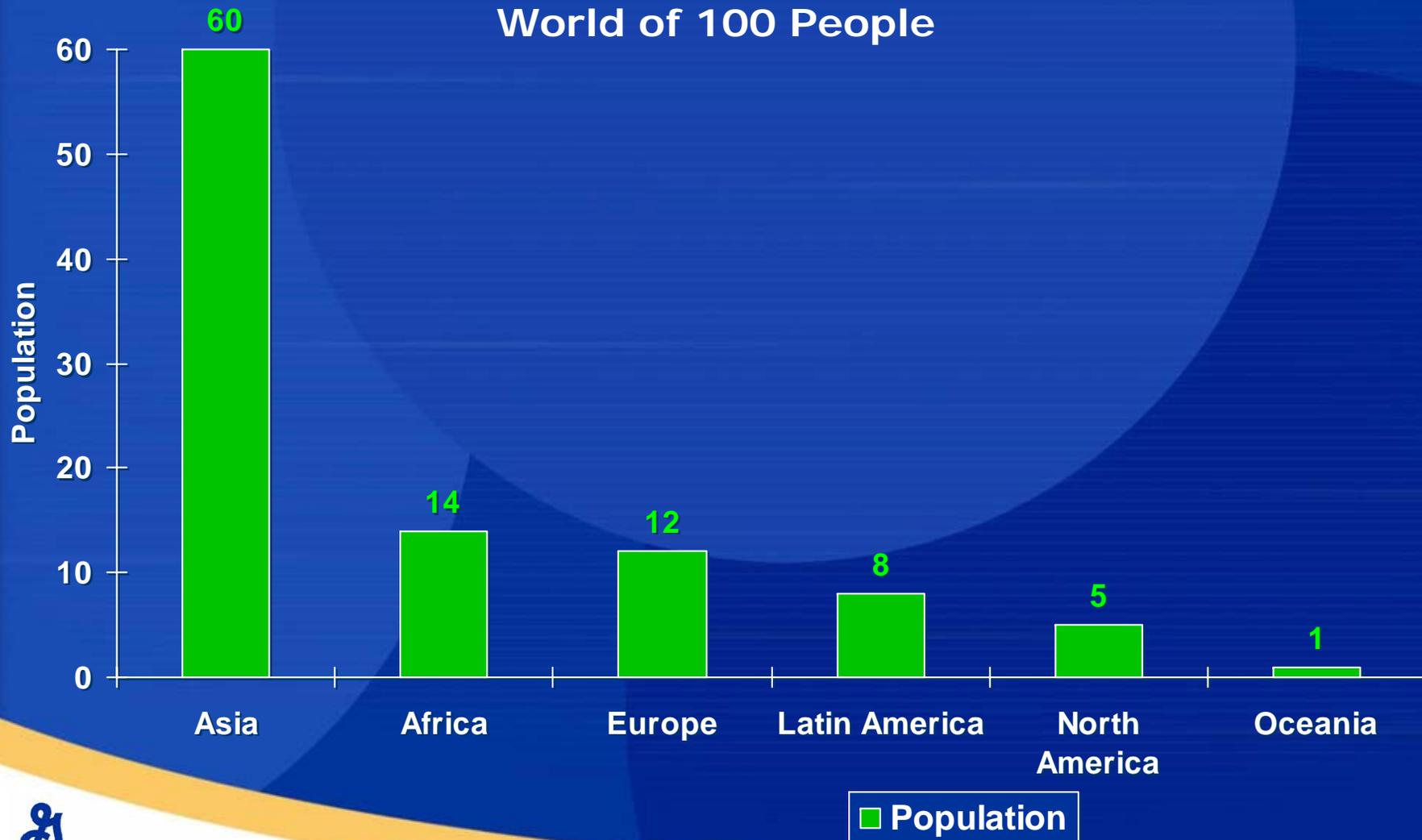


# Targeting Opportunities and Managing Change

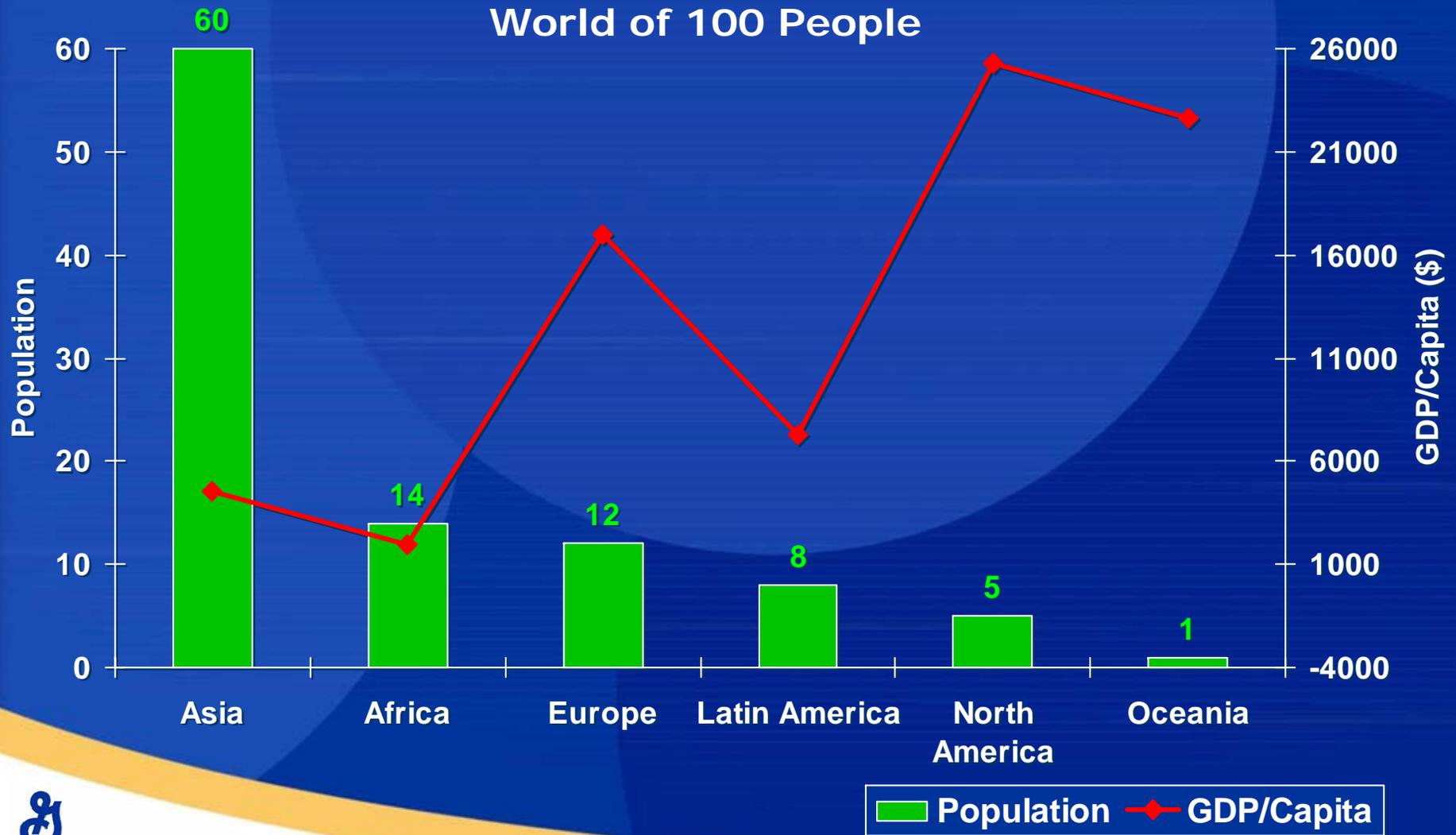
Shay Wyley  
General Mills International



# Large Opportunities exist outside the Traditional and Established Markets



# Large Opportunities exist outside the Traditional and Established Markets



# General Mills

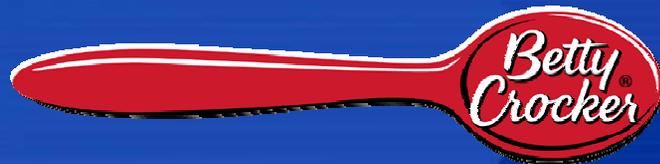
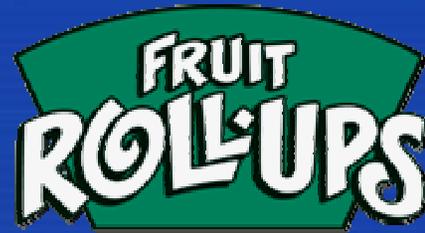
## *The Company of Champions*

- World's 6<sup>th</sup> largest food company
- \$12.5 billion in FY05 net sales\*
- 28,000 employees
- Marketed in more than 100 countries



# Championship Brands

Cheerios

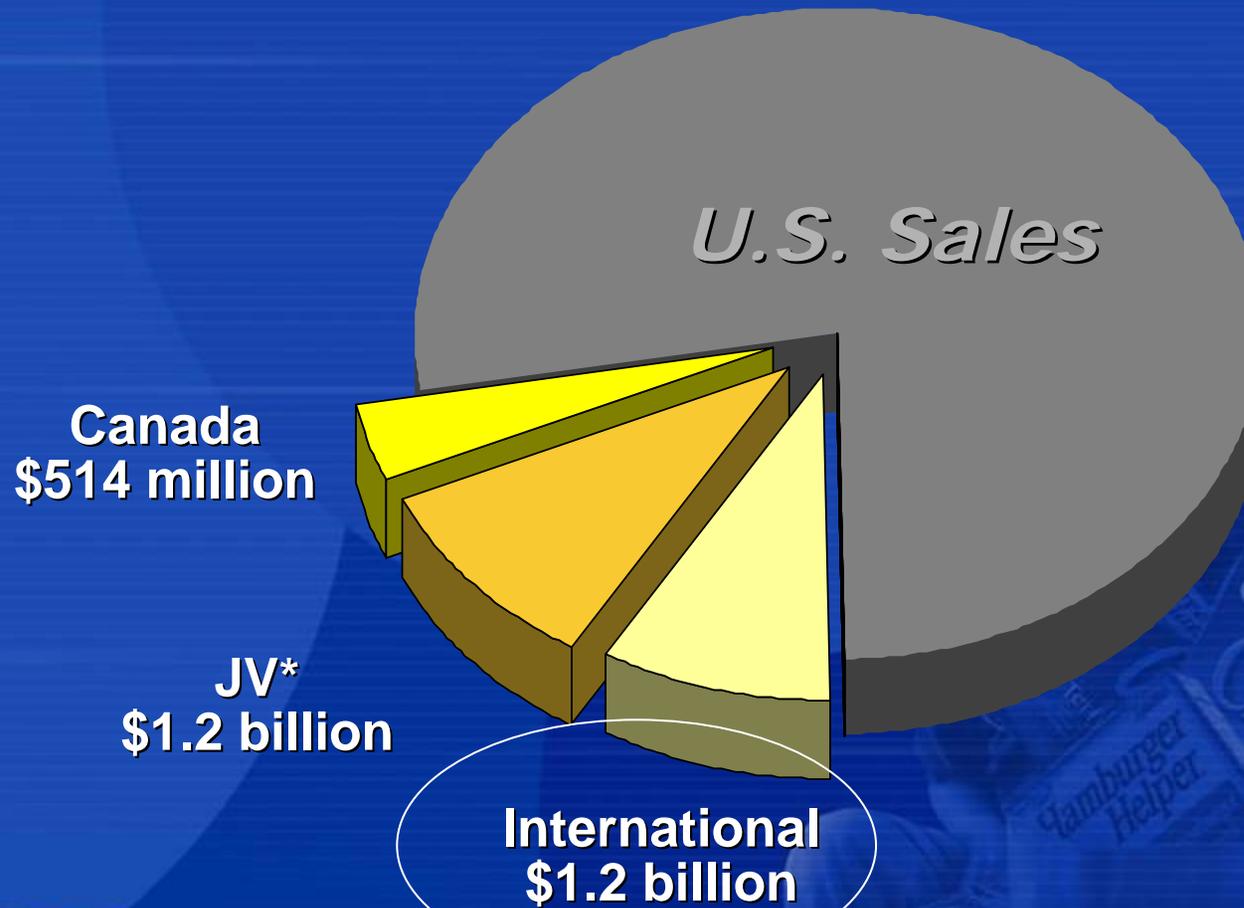


Hamburger Helper





# FY05 International Net Sales: \$3 billion



\* Includes proportionate share of unconsolidated JVs

# International Expansions



# General Mills International



- Operations in 33 countries
- 8,000 employees
- Marketed in 100 countries
- 19 self Manufacturing locations

**\$1.4 billion\***

\* Includes proportionate share of unconsolidated JVs

# International Manufacturing Facilities



# Targeting Opportunities

## *Regional Management*



# Targeting Opportunities

Flexibility is essential

- Global Brands vs. Local Brands
- Global competencies vs. Local concepts
- Established Markets vs. Developing Markets
- Aggressive Growth vs. Patient Growth

# International Portfolio of Brands

## Mega-Brands



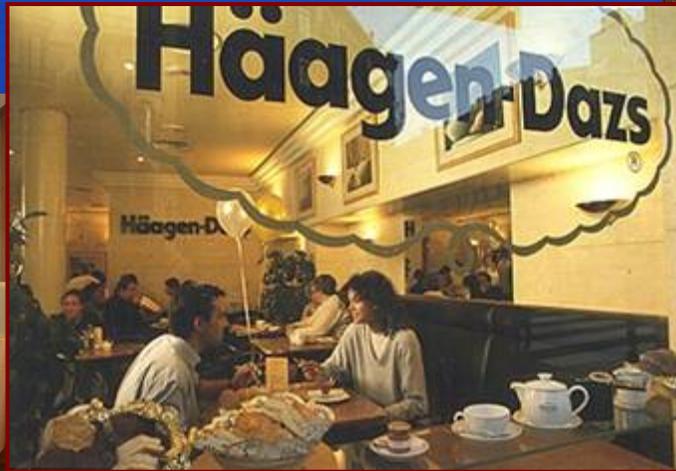
## Local Brands



## Bakeries & Foodservice

Häagen-Dazs

# Häagen-Dazs



*Over 500 Cafés around the world*



# Old El Paso



Market leader in Mexican food





# Green Giant



Premium specialty vegetables





# Dough and Baking Mixes

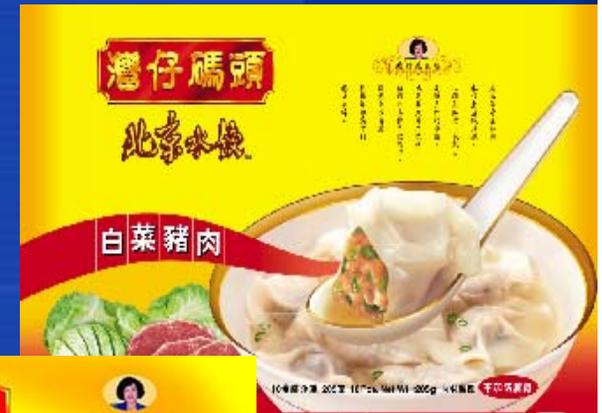


Premium dough products



# China: Wanchai Ferry

灣仔碼頭



#1 Brand: Guangzhou, Shanghai, Beijing

# Australia: Latina



**# 1 Market position**



# Brazil: Forno de Minas



**Market leader:  
A national snack**

# China: Bugles



**Shaped snacks: # 1**  
*National brand in 200 cities*



# Managing Change - *A given in International*

*"The Pace of change is as fast as it has ever been  
and as slow as it ever will be" Oliver Wight*

## *Development Change*

- Flat World
- Economic Growth
- Business Growth

## *Surprise Change*

- Catastrophes
- Political Changes
- Currency Fluctuation

➤ *Requires Agile and Resilient Talent*

# Targeting Opportunities & Managing Change

- Balance
  - Global Understanding
  - Entrepreneurial Spirit
  - Agile and Resilient Talent
- Long Term View and Commitment

# A World of Opportunities

