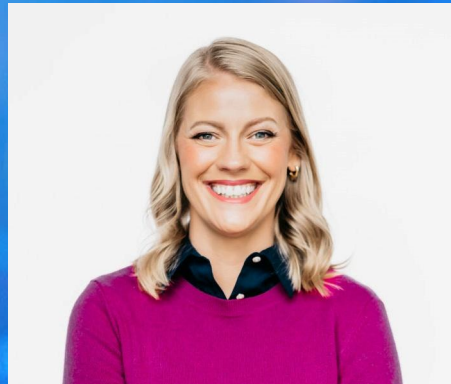


Building Agile Supply Chains

*Innovating across planning, sourcing,
manufacturing, and logistics for maximum value*



Katie Holman

Vice President of Supply Chain, Meals & Baking

General Mills

November 2025



Snapshot of our Scale



\$19+ billion in fiscal 2025 net sales

Our *eight* largest brands each generate more than **\$1 billion in annual retail sales**

Our brands are enjoyed by people in more than **100 markets globally**

Our team of over **30,000 employees** brings passion & creativity to work each day

 **Making Food** the **World Loves**

We make food the world loves...






On a journey to
reimagine our
Supply Chain

Transforming
end-to-end **Process**,
Physical network
and **Digital** ecosystem





Paving a path to
**transform how
we work...**
efficient and effective

Investment Flywheel

Reinvest



Sustain



Business Outcomes

Sustainable **Productivity**

Efficient **Route to Market**

New sources of **Growth**

Advantaged **Global Impact**

*Operating at lowest competitive
cost*

Our Supply Chain is Large and Complex



With PEOPLE Making 50 Million Decisions

Changing How We Work

From Reactive to Predictive



We are on a path to **Reimagine our Supply Chain** and fundamentally **change how we work**



2020

2022

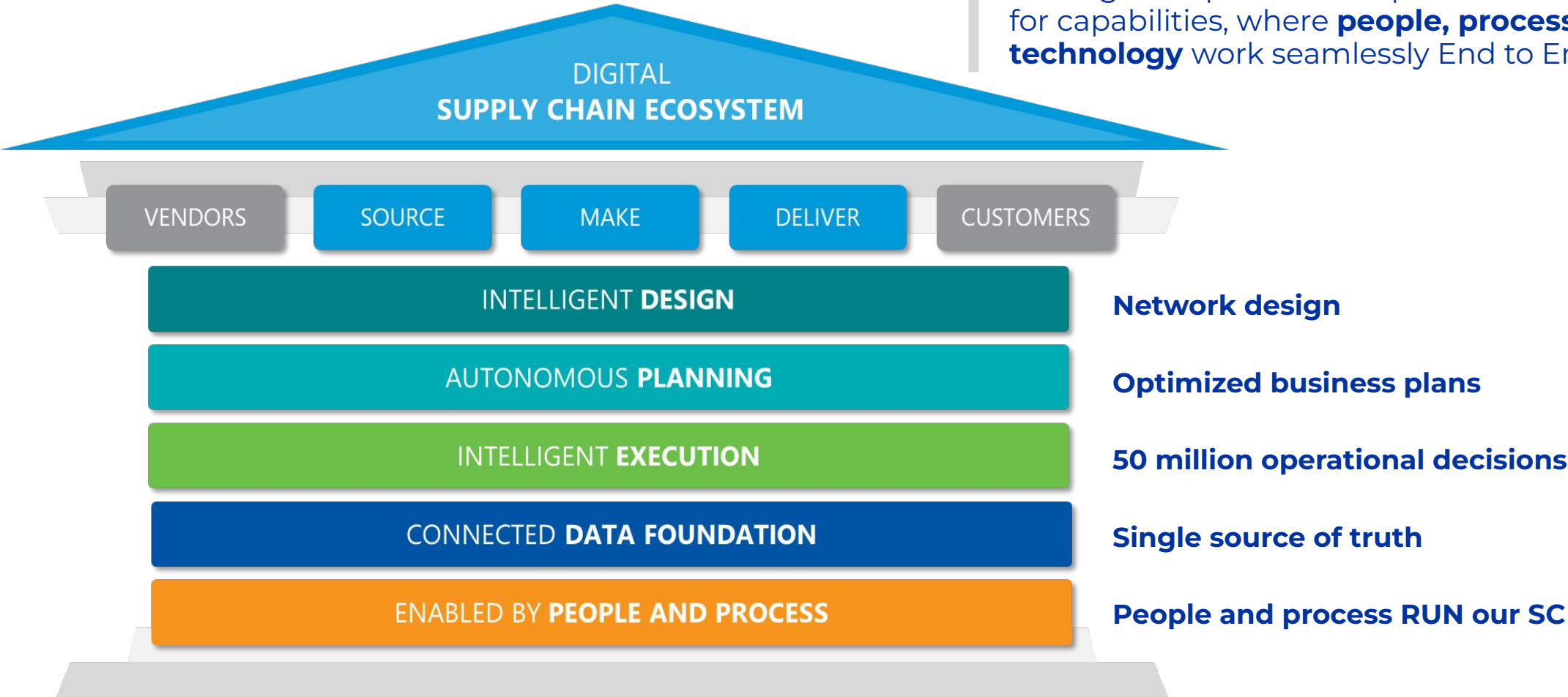
2024

2026

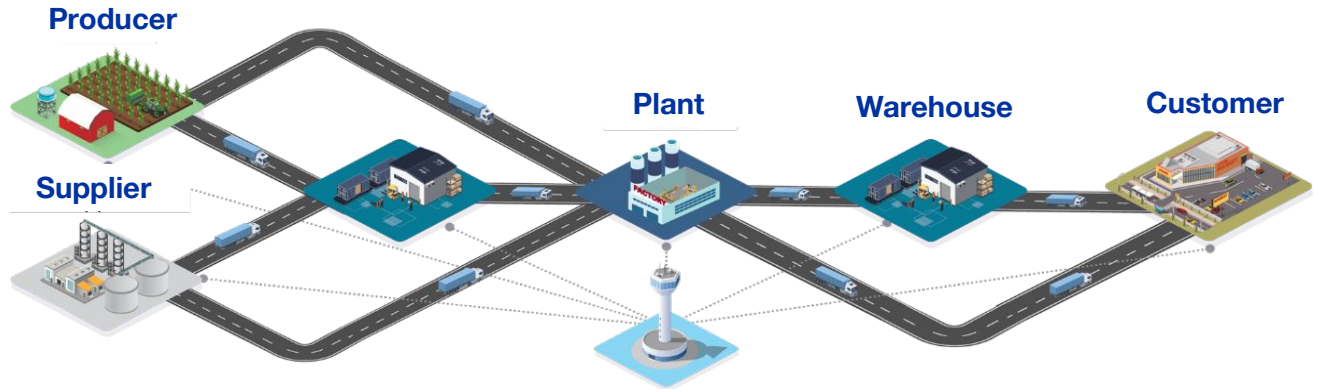
2028

Our Digital Supply Chain Ecosystem

Moving from pillar-led to “pillar less” design for capabilities, where **people, process** and **technology** work seamlessly End to End



Design for Decision Intelligence



Supply Chain Command Center
BPM – S&OE – S&OP

strategy ↓ ↑ *options*

Decision Automation



Risk Supply Mgmt **Contract** Management **Raw Mat'l** Planning **Mfg** Loss **Logistics** Management **Waste** Age Mgmt **Customer** Order Mgmt

AI Native Design

Activated Use Cases

Connected Ecosystem

Internally integrated E2E
Externally connected

Command Center

“Single pane of glass” for SC & Bus
Simulate and recommend
Translate strategy to action

Intelligent Execution

Automate and optimize decisions
Orchestrate process

Using Technology to Unleash the Power of Our People



Sourcing



Generative
AI

Logistics



Artificial
Intelligence

Customer



Decision
Automation

BPM



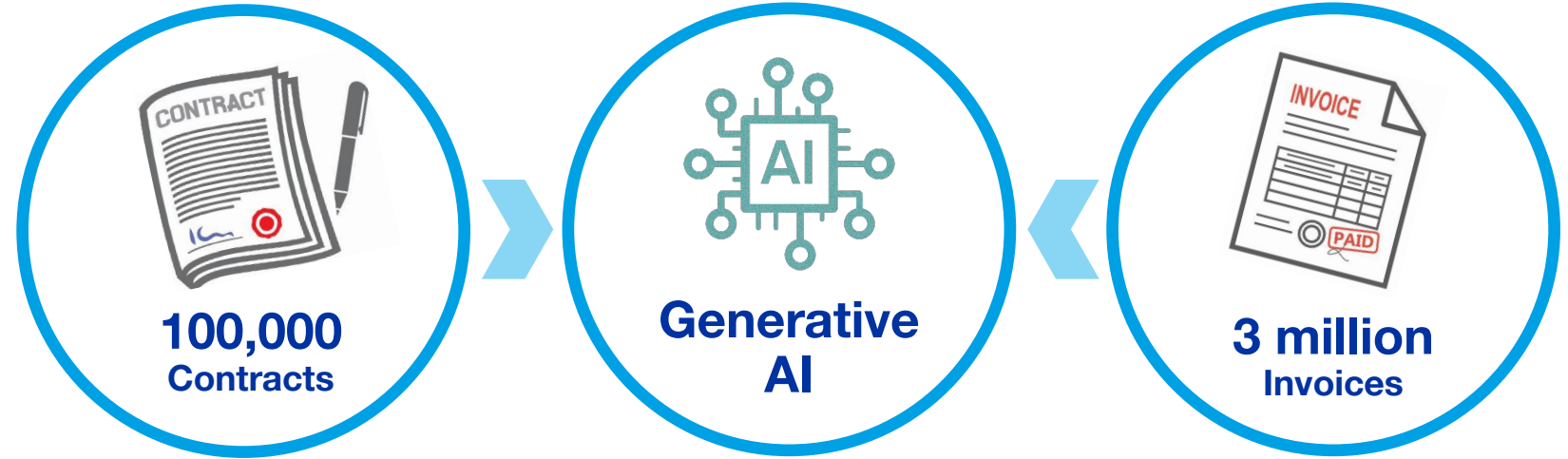
Agentic
AI

AI is making a real impact NOW.
We are making the **50 million decisions faster and better.**

Improving Analytics with Generative AI



Generative AI in Sourcing



\$billions

Locked in PDF contracts

20,000
Suppliers

100,000
Contracts



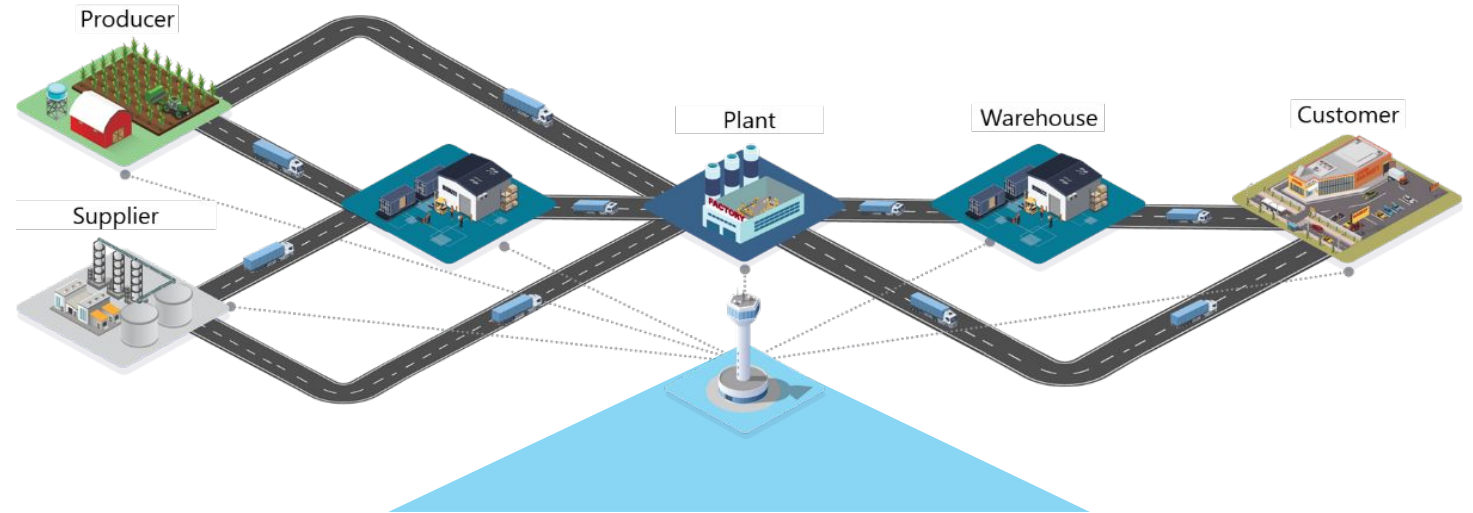
[Link to demo](#)

- ✓ Monitor contract terms
- ✓ Mitigate penalty risks
- ✓ Sourcing AI Agent
- ✓ Highlight Opportunities

Decision Automation in Logistics

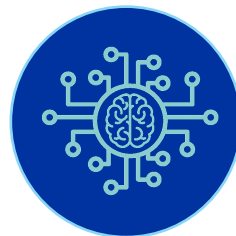


Decision Automation



Decision automation is driving real value NOW

Every Day



5,000
Orders Assessed



2,000
Recommendations



50%
"No Touch"



1.5%
Logistics Cost Saved



\$millions

In freight daily

250

Locations

9,000

SKUs

The Path to Automation is Through People



Culture Drives Adoption



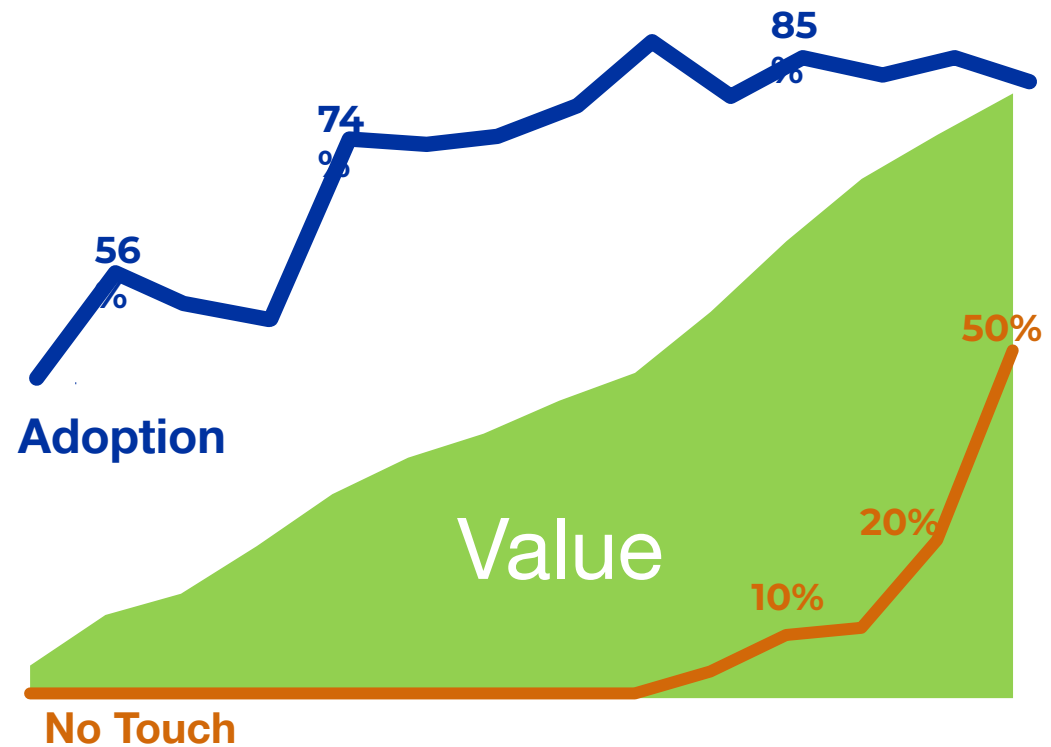
Unlocking Value

>85% User Adoption

Automation

>50% no-touch

ELF Journey



Extending Capabilities to our Customers



Customer Ecosystems



\$Millions
in customer
transportation

10,000 Customers

250,000 Orders

Region	Region	Sold to pt	Sold to party	SOQ	DOY	Saty	Stays	Purchase order no	Item	Material	Material number	Customer material no	EAU/UPC	Ship To
1	71	WALMAR 10515000	WAL-MART DIV I	GMJUS	RT	OR	63238682	8776011716	60	4555000	CM SVRY SNCK MX CHEDDAR	005642855	10016000159508	1201700
2	71	WALMAR 10515000	WAL-MART DIV I	GMJUS	RT	OR	63238682	8776011716	20	1598000	CM SVRY SNCK MX TRADITIONAL	005654859	10016000159805	1201700
4	71	WALMAR 10515000	WAL-MART DIV I	GMJUS	RT	OR	63238682	8776011716	70	54913000	BOLS CRSPY CORN SNCKS NACHO CHS VAL	553348764	00016000419131	1201700
5	71	WALMAR 10515000	WAL-MART DIV I	GMJUS	RT	OR	63238683	9929650850	10	191810000	PRO VEG GLSCS SOUP TOMATO BASIL	09202465	0041190919131	1201700
6	71	WALMAR 10515000	WAL-MART DIV I	GMJUS	RT	OR	63238683	9929650850	20	128880000	OEP TACO SEAS MX ORIGINAL	005213137	10046800208904	1201700
7	71	WALMAR 10515000	WAL-MART DIV I	GMJUS	RT	OR	63238683	9929650850	30	40295000	BC FAV SM CAKE MX VANILLA	009219516	10016000409562	1201700
8	71	WALMAR 10515000	WAL-MART DIV I	GMJUS	RT	OR	63238683	9929650850	40	4092000	BC FAV SM CAKE MX DEVIL'S FOOD	009216906	10016000409525	1201700
9	71	WALMAR 10515000	WAL-MART DIV I	GMJUS	RT	OR	63238683	9929650850	50	181560000	OEP TACO SEASONING MX ORIGINAL VAL SZ	009247945	10046800015661	1201700
10	71	WALMAR 10515000	WAL-MART DIV I	GMJUS	RT	OR	63238683	9929650850	60	191080000	PRO TRAD SOUP CHICKEN NOODLE	009226316	0041190919089	1201700
11	71	WALMAR 10515000	WAL-MART DIV I	GMJUS	RT	OR	63238683	9929650850	70	5094000	BC IDEAL PITA BLD BRANCH BAKON	009206502	10016000094022	1201700
12	71	WALMAR 10515000	WAL-MART DIV I	GMJUS	RT	OR	63238683	9929650850	80	128734000	OEP TACO DINNER KIT HARD-SOFT	009206843	10046800028745	1201700
13	71	WALMAR 10515000	WAL-MART DIV I	GMJUS	RT	OR	63238683	9929650850	90	141942000	PRO RS SOUP CREAMY TOMATO BASIL	009229264	10041190419426	1201700
14	71	WALMAR 10515000	WAL-MART DIV I	GMJUS	RT	OR	63238683	9929650850	100	126480000	OEP SNS TACO SHELLS 5 TCT	504829579	10046800029447	1201700
15	71	WALMAR 10515000	WAL-MART DIV I	GMJUS	RT	OR	63238683	9929650850	110	143151000	OEP SFT TORTILLA BOWL FLOUR BCT	550510152	10046800431519	1201700
16	71	WALMAR 10515000	WAL-MART DIV I	GMJUS	RT	OR	63238683	9929650850	120	43770000	BC PREM FROSTING HRSH'S MILK CHOCOL 55	15325218	10016000437767	1201700
17	71	WALMAR 10515000	WAL-MART DIV I	GMJUS	RT	OR	63238683	9929650850	130	40620000	GM CEREAL BREAKFAST PN BCT	551370238	00016000406263	1201700
18	71	WALMAR 10515000	WAL-MART DIV I	GMJUS	RT	OR	63238683	9929650850	140	48147000	BC MASHED PLD/ROASTED GARLIC	009206843	10046800028745	1201700
19	71	WALMAR 10515000	WAL-MART DIV I	GMJUS	RT	OR	63238683	9929650850	150	48148000	BC MASHED POT CREAMY BUTTER	009206843	10046800028745	1201700
20	71	WALMAR 10515000	WAL-MART DIV I	GMJUS	RT	OR	63238683	9929650850	160	43950000	BC BRQCK SHIP PANCAKE MX SF	009206843	10046800028745	1201700
21	71	WALMAR 10515000	WAL-MART DIV I	GMJUS	RT	OR	63238683	9929650850	170	147885000	OEP BSTRIT STYL FLR TORTS GRA	009206843	10046800028745	1201700
22	71	WALMAR 10515000	WAL-MART DIV I	GMJUS	RT	OR	63238683	9929650850	180	47864000	BC BRQCK PANCAKE BKG MX SF	009206843	10046800028745	1201700
23	71	WALMAR 10515000	WAL-MART DIV I	GMJUS	RT	OR	63238683	9929650850	190	35743000	HH PSTA CHEV SC MX DBL CHSBR	009206843	10046800028745	1201700
24	71	WALMAR 10515000	WAL-MART DIV I	GMJUS	RT	OR	63238683	9929650850	200	36795000	BC SUDENLY PASTA SALAD RANG	009206843	10046800028745	1201700
25	71	WALMAR 10515000	WAL-MART DIV I	GMJUS	RT	OR	63238683	9929650850	210	36792000	HH PSTA CRMY SC MX STROGANO	009206843	10046800028745	1201700
26	71	WALMAR 10515000	WAL-MART DIV I	GMJUS	RT	OR	63238683	9929650850	220	144800000	PRO BREAKF CRUMBS CABL C HF SF	009206843	10046800028745	1201700

- \$millions in COGS
- 15k tons of carbon
- 18 hours \square 30 minutes
- Less dock congestion

Bots connect directly to customer systems to automatically adjust orders

Powering our BPM Process with Agentic AI

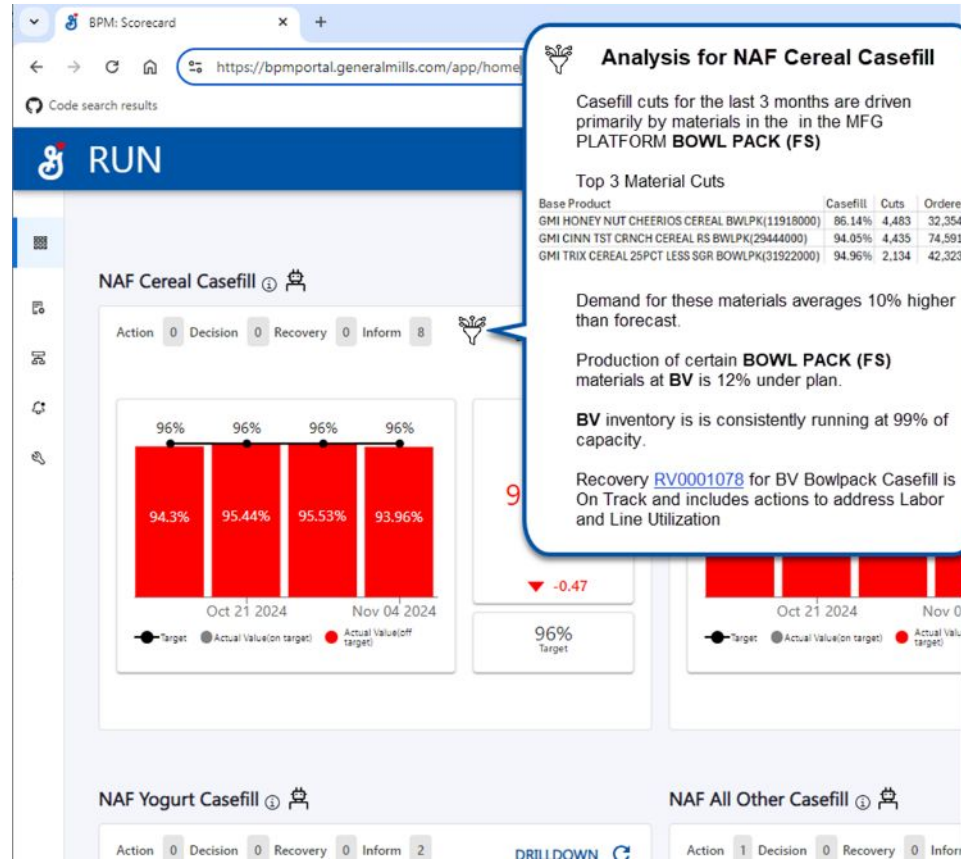


Agentic AI



BPM is the **Heartbeat** of our Supply Chain

3,700 Users



Agent works in the background to analyze data



Google Cloud

Business Performance Management (BPM)

Where are we going next...

Building an **ecosystem** with our Suppliers and Customers

Accelerating **automation**

Unleashing **Agentic AI**



Q&A

