



Accelerating Digital Manufacturing:

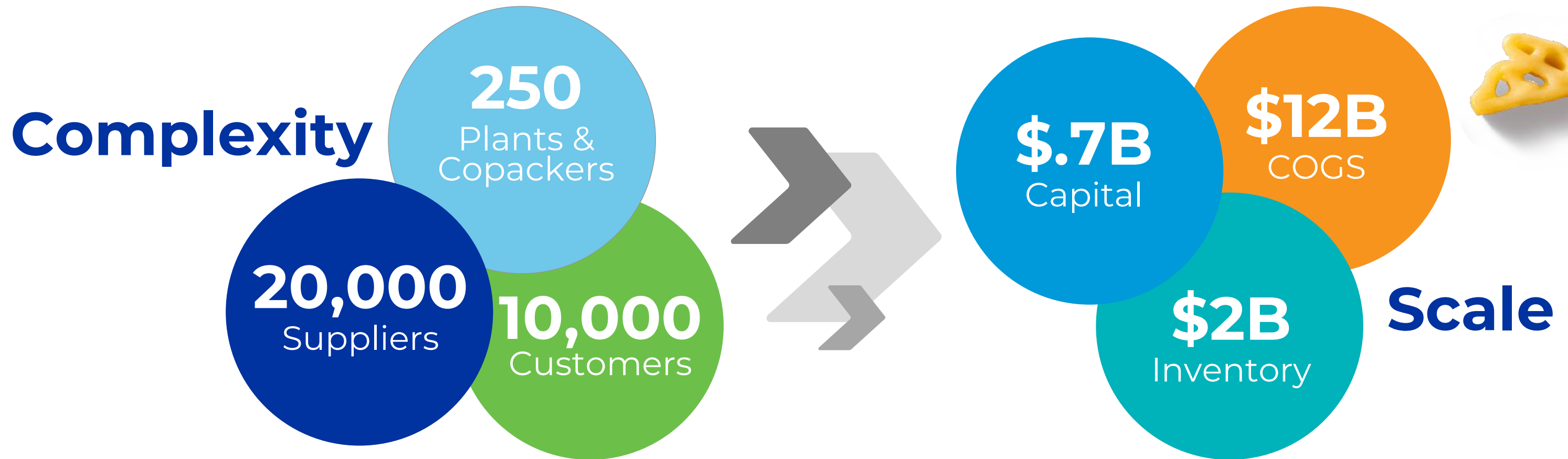
Enhancing Connectivity and Agility in a Global Production Network



Becky Crane

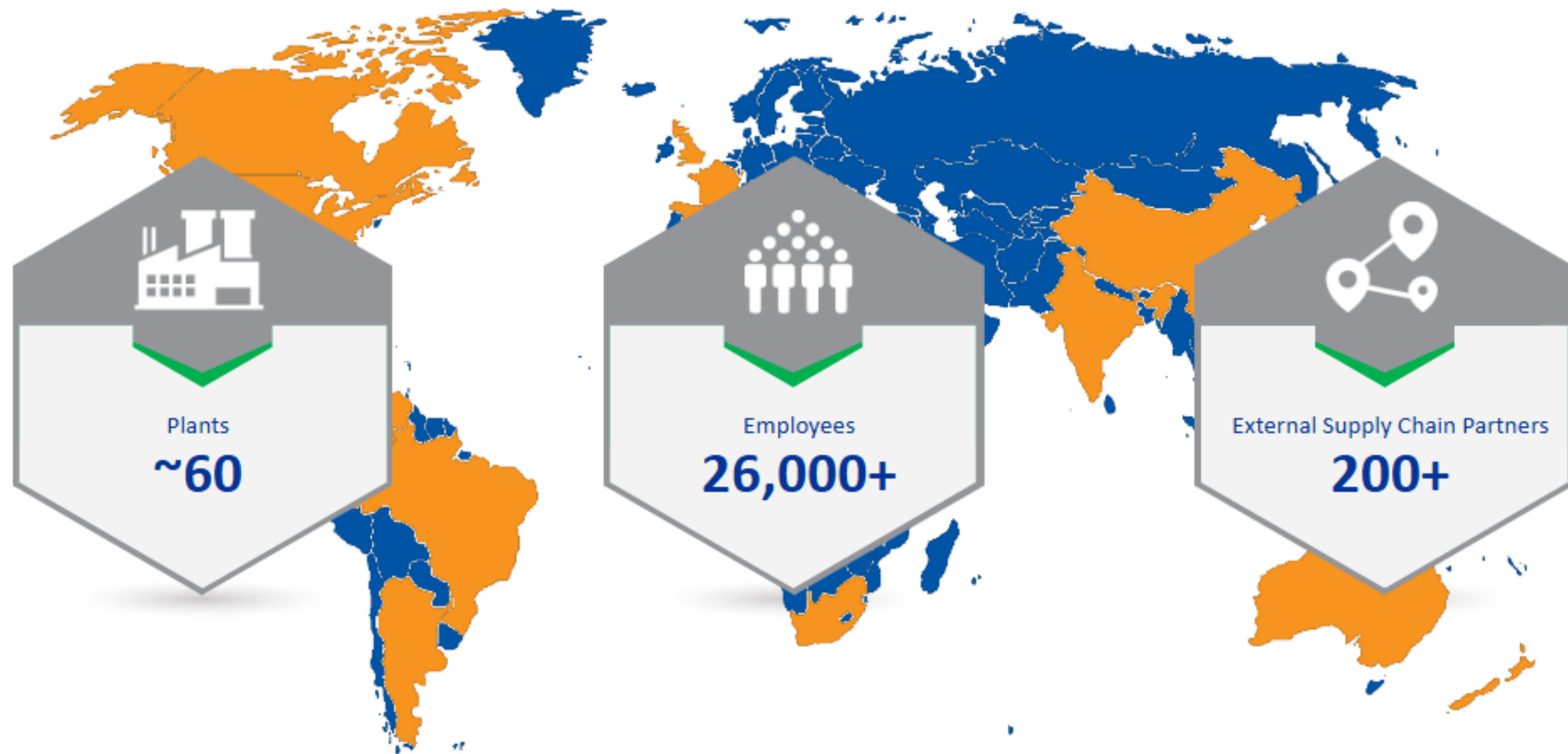
Vice President of Manufacturing & Engineering
General Mills, Inc.

Our Supply Chain is Large and Complex



With PEOPLE Making 50 Million Decisions

Global Manufacturing Footprint





Augmenting People

with Process & Technology

Declining Expertise



2019

2025

Industry average tenure has declined from

20 years to **<5 years**

And that's why we need to change:

From:

Tenure and Knowledge



To:

Systems and Processes



Leveraging Technology to Unleash the Power of our People

Connected Worker

- Modernizing learning and development
- Digitizing work and standardizing process



Flex Scheduling

- Enhancing Employee Value Proposition
- Expanding labor market and reducing attrition



Project Floodlight

- Real time insights to drive out waste → **\$40MM** of HMM through F25



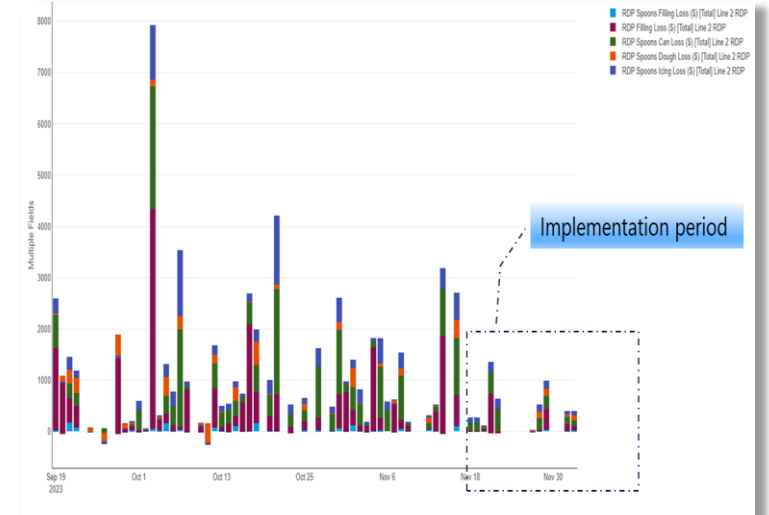
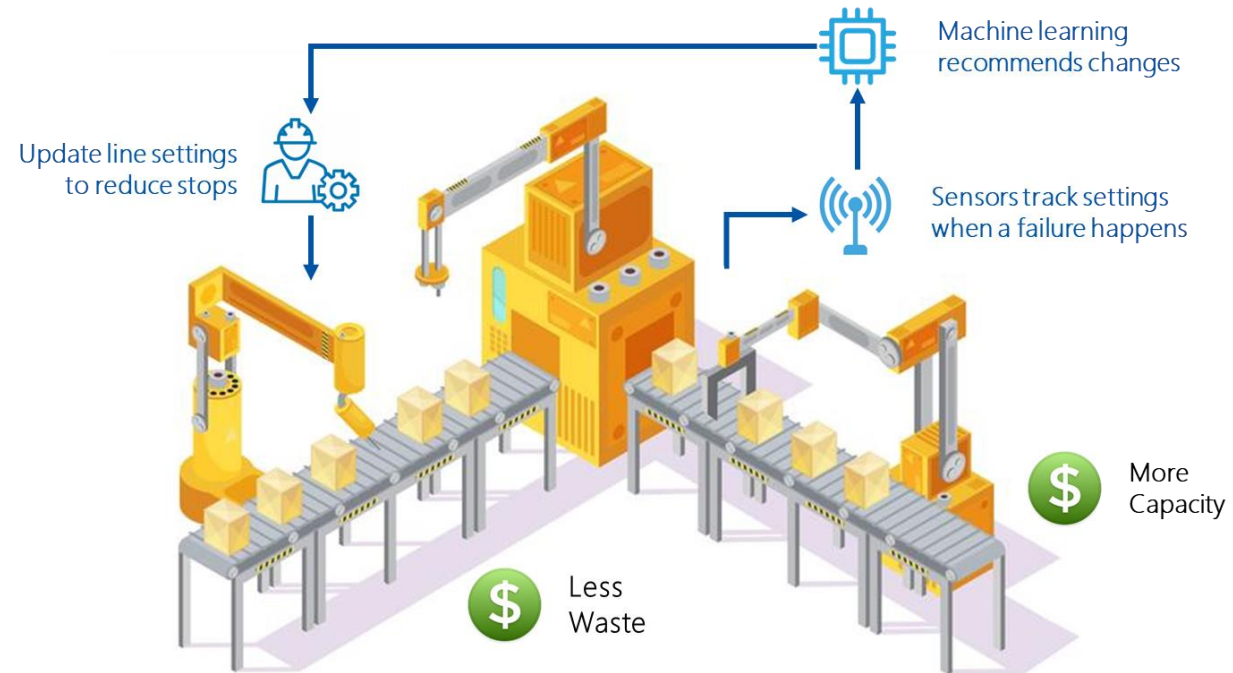
Augmenting our People with Technology

Machine Learning in Manufacturing



Unleashing ML to shine a light on manufacturing loss

40 plants
5,500 products



- ✓ 5% system performance
- Increased capacity
- ✓ 30% loss reduction
- Food waste commitment

Digitizing Process with Connected Worker



Augment
frontline teams
with digital



\$Millions

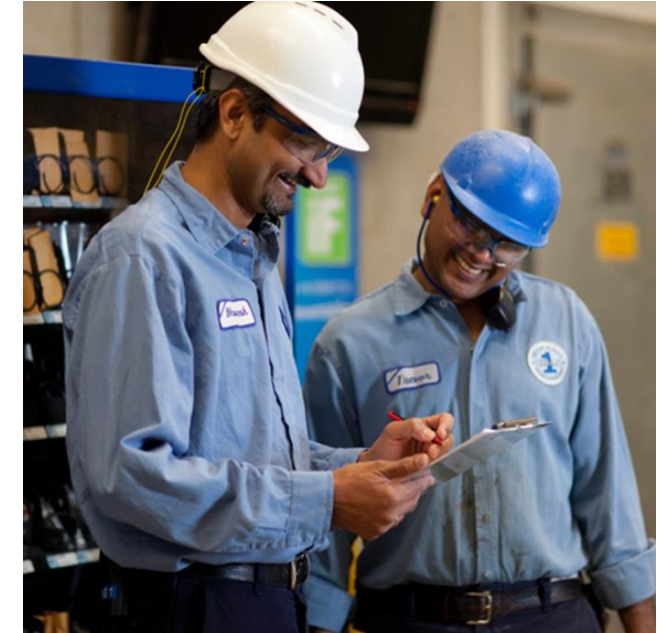
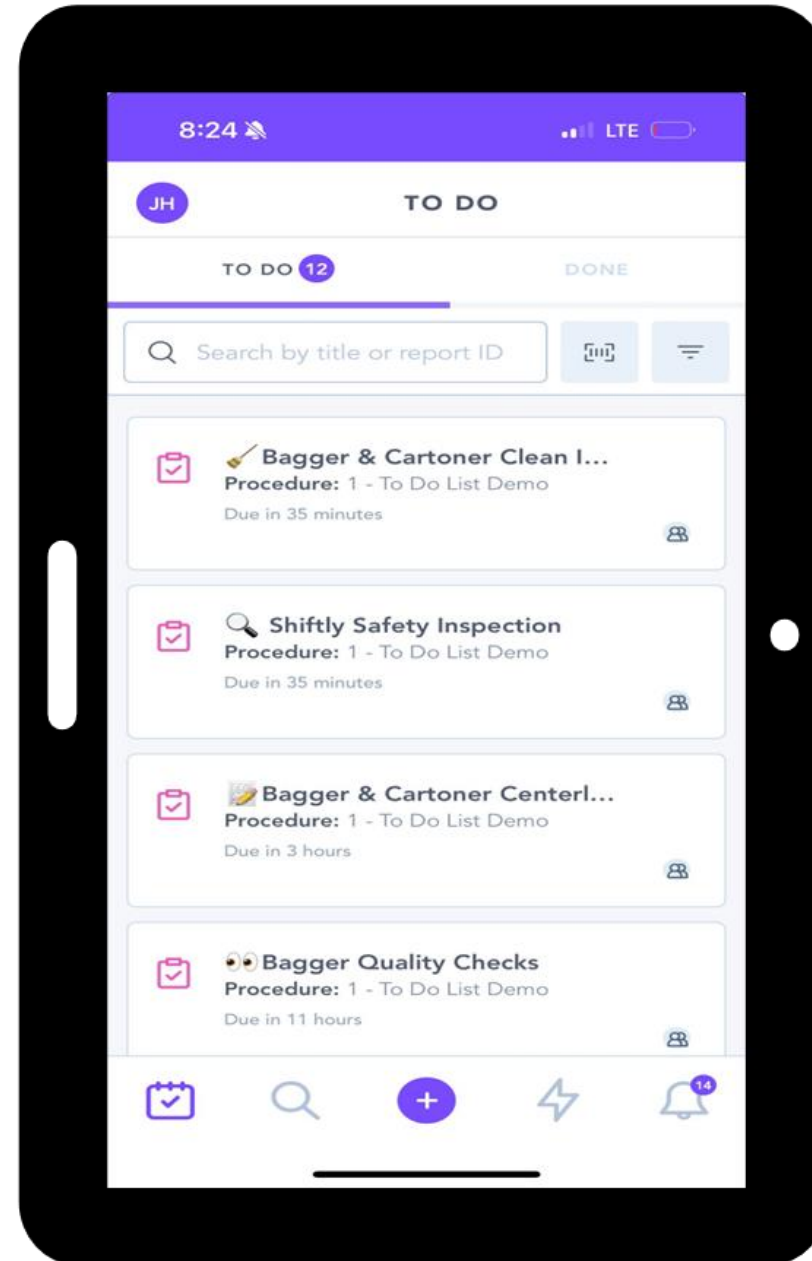
in training

40

Plants

9,000

Employees



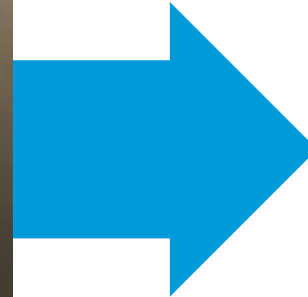
- ✓ Step by Step Instructions
- ✓ Scheduled Tasks
- ✓ Troubleshooting Guides
- ✓ Equipment Manuals

Evolving Our Mission:

Empowering Our People, Fueling Our Growth



Our Foundation



Our Future



Q&A

