

Agenda



8:00am - 9:30am

- **Deploying For Growth**
*Steve Cahillane
Chairman & CEO*
- **Emerging Markets – Latin America**
*Maria Fernanda Mejia
President, Latin America*
- **Emerging Markets – AMEA**
*Amit Banati
President, Asia, Middle East & Africa*
- **Developed Markets – RX**
*Peter Rahal
President, RX*
- **Q&A**

9:30am - 11:30am

- **Developed Markets – Frozen**
*Chris Hood
President, North America*
- **Developed Markets – Snacks**
*Chris Hood
President, North America*
- **Developed Markets – Cereal**
*Doug VanDeVelde
Senior Vice President, Global Breakfast Categories*
- **Q&A**

11:30am - 12:30pm

- **Capabilities – E-Commerce**
*Monica McGurk
Chief Revenue & E-Commerce Officer*
- **Financial Outlook**
*Fareed Khan
Chief Financial Officer*
- **Final Remarks**
*Steve Cahillane
Chairman & CEO*
- **Q&A**

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Developed Markets – Overview

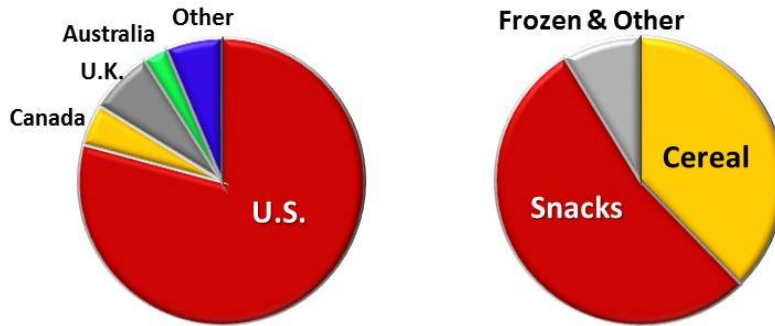
Chris Hood, President, North America



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Kellogg's Developed Markets

% of Net Sales, 2017

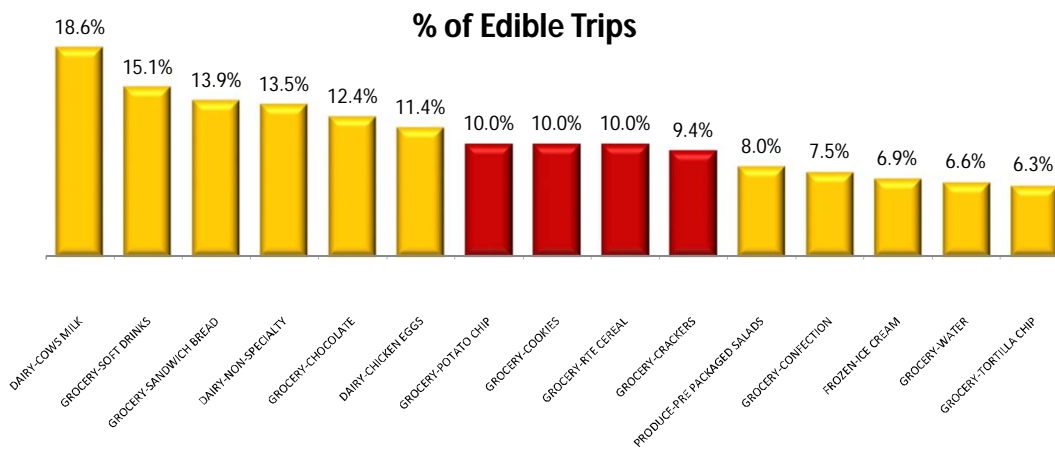


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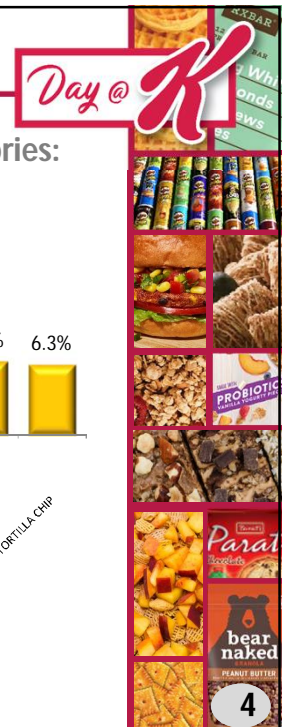
Big, Attractive Categories

64% of all supermarket trips contain at least one of the top 10 categories:



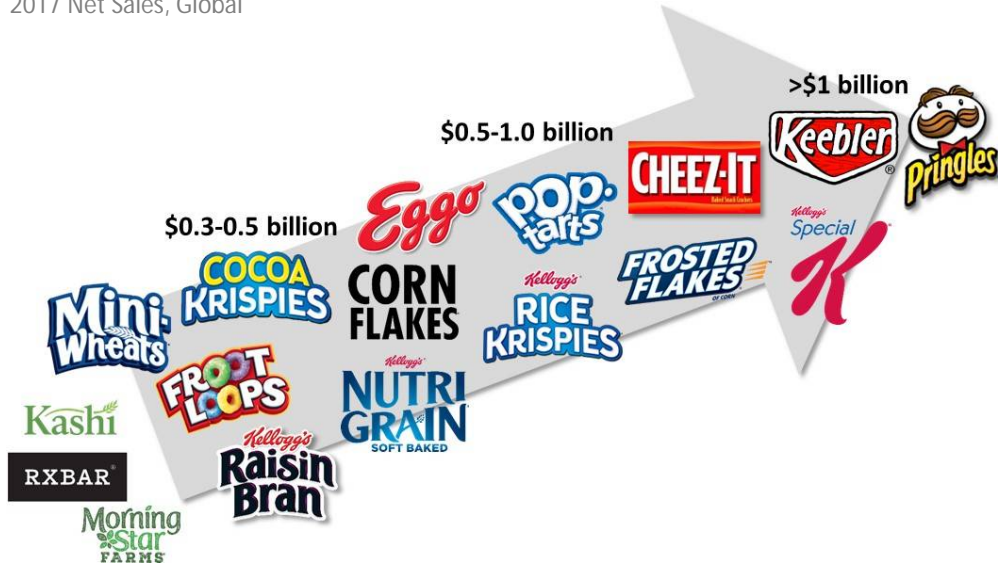
Source: Nielsen; Panel data, 52 weeks ended 9/8/18

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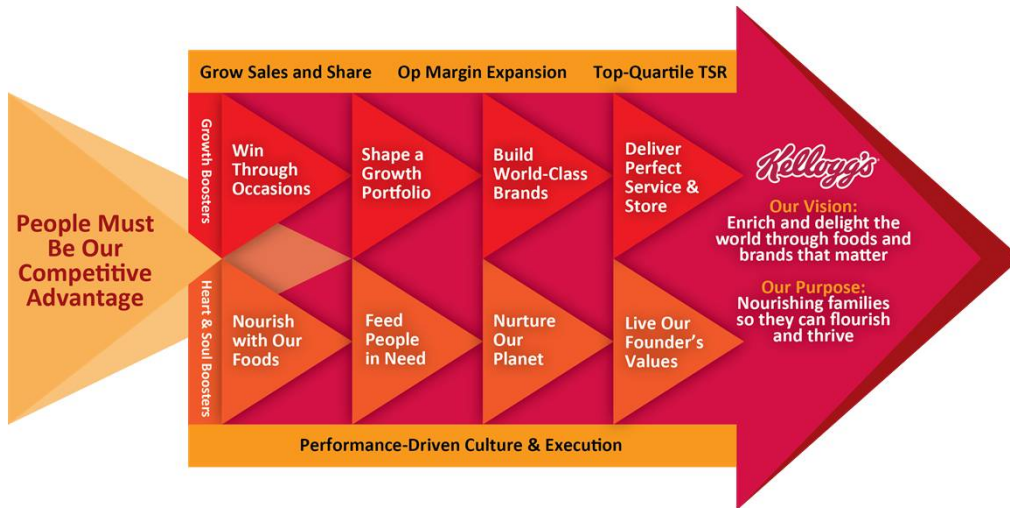
Big, Attractive Brands

2017 Net Sales, Global



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Developed Markets Are Deploying For Growth



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Simplifying North America in 2019



- ❑ Eliminating fully-integrated business units
- ❑ Establishing category-specific teams
- ❑ Leveraging full North America support functions
- ❑ Eliminating management layers
- ❑ Part of Project K



Alignment

- Holistic resource allocation
- Faster decision-making

Focus

- Commercial organization focused on demand creation

Scale

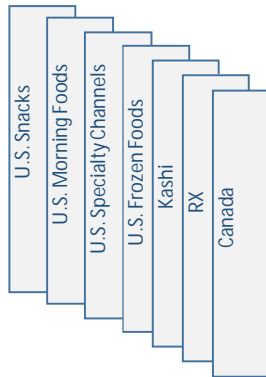
- Leverage full Sales and Supply Chain

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Reorganization of Kellogg North America



From:



Fully integrated business units

To:

Category Teams	Sales	Supply Chain	Support Functions
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Win Our Occasions; Build World Class Brands

Perfect Service, Perfect Store

Perfect Service, Perfect Store

People as Competitive Advantage, Performance-Driven Culture & Execution

Single-Category Teams:

- Cereal
- Portable Wholesome Snacks
- Salty Snacking
- Frozen Breakfast
- Frozen Veggie

Organized by Customer and Channel

Organized by Product Platform and Functional Expertise

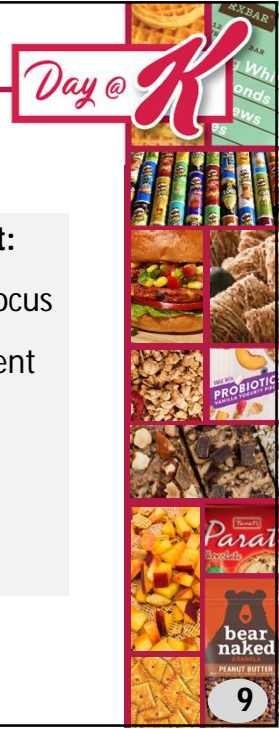
Organized by Functional Expertise

Direct Linkage to Categories

Direct Linkage to Categories, Sales, and Supply Chain

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Portfolio Reshaping – Exploring Possible Divestitures



North America



Divestiture:

- Cookies
- Fruit Snacks
- Pie Crusts
- Ice-Cream Cones

Rationale:

- Better fit in another company's portfolio

Kellogg Impact:

- Increased focus
- More efficient resource allocation

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Potential Divestitures in North America

2018 Net Sales, \$ in Millions *

Cookies
~ \$725

Fruit Snacks
~ \$100

Cones & Pie Crusts
~ \$75

* Estimated full-year 2018 net sales, across all reporting segments

Developed Markets – Pivoting to Growth



Current Progress



- Consumers to protein
- *Special K* decline

- Stabilized Canada, U.K., Australia
- Stabilizing *Special K*
- Slowing U.S. decline

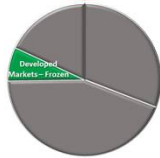
- **Expanding occasions**
- **Influencing food beliefs**
- **New pack formats**
- **Executing playbook**
- **Channels expansion**



- *Special K* decline
- DSD declining ROI

- *Pringles* global growth
- Transitioned from DSD
- Rationalized SKUs

- **Increased Brand Building**
- **New pack formats**
- **RX growth platform**
- **Focused portfolio**



- Over-extended product lines

- Strong growth
- Innovation/renovation

- **On-trend categories**
- **Focus on core**

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