



Transforming our portfolio

Expanding our portfolio

with the **ACQUISITIONS** of Pringles (2012), Parati (2016), and RXBAR (2017), building Kellogg's presence in the growing global snacking category



Parati.

Growing our global footprint

through the **JOINT VENTURE** with Tolaram (2015), and Egypt expansion (2015), creating a significant African footprint and advancing Kellogg's emerging market presence



Tolaram Group



Reinvesting in snacking

by **EXITING** from Direct Store Delivery (DSD) (2017)

Exit from Direct Store Delivery

Focusing our portfolio

through the **DIVESTITURE** of the Keebler business (2019)



Where we are today

Over the years, Kellogg has transformed its portfolio to enhance performance and increase long-term shareowner value. This announcement is the next step in that transformation and will position each business to pursue its distinct strategic priorities and unlock its full standalone potential.

Global Snacking Co.

North America Cereal Co.

Plant Co.

... 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022...

Enhanced performance and increased long-term shareowner value