



*Nourishing Families So They Can  
Flourish And Thrive*

**Kellogg's**  
Nutrition

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## Overview

Our company purpose is Nourishing Families So They Can Flourish and Thrive. Millions of families across the globe – including our own – count on Kellogg for great-tasting foods that meet their needs. And these needs vary greatly. That’s why we are constantly listening, learning and evolving, and why we’ll always offer a variety of foods with diverse ingredients. No matter which of our foods people select, they always can count on us for delicious, high-quality products. We believe that this means we must place scientific insight and opportunity alongside consumer insight in creating the most compelling and delicious food for the families of the world.

Kellogg Company has a legacy of delivering innovative and consumer-relevant nutrition solutions. Our founder, William Keith Kellogg, revolutionized the food industry by creating a better-for-you breakfast category while delivering accessible, affordable nutrition through grain-based ready-to-eat-cereals. We led the industry in advancing fortification and delivering value-added nutrition messaging, and were the first to use health claims on pack.

In 2015, we set out to articulate our Global Breakfast Food Beliefs to convey our aspirations and inspire employees worldwide to keep the consumer at the heart of everything we do. And we recognize the company has a role to play in tackling the global challenges of food security including undernutrition, hidden hunger, and obesity in middle- and low-income communities across the globe – from the United States to India. As a food company, we are passionate about nourishing families so they can flourish and thrive. We do this through delivering healthy foods for people of all income levels in every country and by contributing to the U.N. Sustainable Development Goals: #2 – Zero Hunger and #3 – healthy lives and promoting well-being. Our Breakfast Food Beliefs proved so motivating that we created a similar set of Global Snack Foods Beliefs in 2016.

Kellogg has a globally applicable comprehensive Health and Wellness strategy that leads our nutrition work, aligned to our 2020 Growth Strategy. The objectives of this strategy are to build programs to support implementation across multiple categories and regions, while recognizing the priorities set out in the WHO Global Action Plan. To execute this strategy, we are building a foundation based on strong scientific understanding and consumer insights upon which we will build business opportunities. Driving value through strong scientifically supported benefits and health credentials for our foods will ultimately drive nutrition with consumers. Kellogg Company’s CEO has the formal accountability for global execution of this strategy and Kellogg Company’s Senior Vice President of Research Quality Nutrition Technology is accountable for global implementation and annual management review and remuneration based in part on performance on nutrition objectives.

[Kellogg’s Global Nutrition Criteria \(KGNC\)](#) are a pre-cursor to a full nutrition profiling system and are a tool to assess levels of key ingredients (e.g. salt, sugar, fiber) against a threshold for all global Kellogg products, but do not calculate overall nutritional quality. The KGNC were developed with independent external input, including the Food and Drug Administration (FDA), the U.S. Department of Agriculture (USDA), the Center for Science in the Public Interest and members of the Institute of Medicine. We also reached out to dozens of influencers – including nutritionists, regulators, academics and industry leaders – to gather feedback.

Kellogg pledges to work within regional and national frameworks in support of goals set by the nutrition community to address specific fortification needs and undernutrition issues more broadly in the United States and across our company's global footprint. This work is already underway, thanks to our partnerships like Food Reform for Sustainability and Health Program (FReSH), Harvest Plus, and more. Through these partnerships, we engage global and regional stakeholders on nutrition and sustainable lifestyles and are actively engaged in ongoing conversations with multi-lateral organizations, governments, non-governmental organizations, retailers and consumers which have all supported identification of risks and opportunities, new programs, and innovations. Kellogg partners with these organizations, including the EAT Foundation, Feeding America and The Global FoodBanking Network, to help inform our commercial strategy and corporate policies regarding undernutrition.

### Highlight: Supporting Nutrition through Advocacy

Kellogg plays an active and constructive part, especially in developing countries, in supporting governments' efforts to address undernutrition and food security. See the following for examples on how we are engaging governments.

#### *Global Food Security Act*

In July 2016, Congress passed the Global Food Security Act, which President Obama signed into law. This agricultural development initiative aligns with Kellogg's hunger and sustainability efforts by improving access to women and children in some of the world's poorest countries. Kellogg partnered with CARE to support advocacy and communications efforts to advance the bill through Congress.

#### *Nutrition Access in the United States*

The National School Lunch Act and the Child Nutrition Reauthorization Act authorize all of the federal child nutrition programs, including the School Breakfast, National School Lunch, Child and Adult Care Food (CACFP), Summer Food Service, and the Fresh Fruit and Vegetable Programs and Special Supplemental Nutrition Program for the Women, Infants and Children (WIC) program. Kellogg participates in Reimbursable School Meals including The National School Breakfast Program, which feeds 10 million children every day and The National School Lunch Program, which feeds more than 30 million students every day. Kellogg also participates in the WIC program, which feeds more than 8 million women, infants, and children every month. We are actively engaged in discussions in the lead-up to reauthorization.

Kellogg participates in the Supplemental Nutrition Assistance Program (SNAP), a federally authorized, state-administered feeding program which covered 44.2 million participants in FY 2016. SNAP and WIC are programs included in the U.S. Farm Bill, which is slated for reauthorization in 2018. Kellogg actively engages in discussions with congressional stakeholders and other partners in the lead-up to Farm Bill reauthorization.

## Addressing Risk

Kellogg uses a comprehensive Enterprise Risk Management (ERM) process for day-to-day risk management, including assessing nutrition-related business risks. The risk assessment process is global; developed to identify and assess Kellogg's current and emerging risks, including the nature of the risk and to identify steps to mitigate and manage the controllable aspects of each risk. Risks evaluated can include: regulatory, legal, marketing, reputational and commercial nutrition impacts. Several hundred of

our key business leaders, functional heads and other managers are surveyed to develop this information. The Audit committee of the Board is responsible for monitoring the ERM process. The results of the risk assessment are integrated into the Board's processes. Oversight responsibility for each risk is allocated among the full Board and its Committees. Each key risk is reviewed at least annually, with many topics reviewed on several occasions throughout the year.

Nutrition risks are also evaluated in other ways. Nutrition issues are factored into its acquisitions, divestitures, joint venture or partnership decisions. For example, when Kellogg Company was evaluating the acquisition of Mass Foods and Bisco Mas, the production of food for the World Food Programme already underway to provide nutrition to children was evaluated and assessed with Kellogg Values, commitments and commercial opportunities.

## Addressing Opportunity

In 2015, Kellogg Company launched its [2020 Growth Plan](#) – designed to grow sales and share by accelerating our most promising growth opportunities. It provides prioritization and clarity around where the company will play, including vital sources of growth in which the company aggressively invests. This has been reviewed and approved by the Board of Directors. The 2020 Growth Plan is anchored by the following pillars:

- Win in Breakfast;
- Be a Global Snacking Powerhouse;
- Double our Emerging Market Engine (including non-OECD countries); and,
- Win Where the Shopper Shops.

As part of the creation of this plan and its on-going execution, the company has undertaken a strategic review of the commercial opportunities available to it in developing products for the undernourished and has formally set out how it intends to address undernutrition, especially in children, through commercial strategy. Kellogg has participated in studies in multiple emerging markets to assess specific undernutrition needs through micronutrient fortification and partner with external experts on a regular basis who help us assess not only nutrition needs, but root causes like gender inequity and access to education.

As part of our emerging market strategy, Kellogg is developing and delivering marketing strategies appropriate to reaching undernourished populations in developing countries. In India, we have actively supported new research to understand how our products and the company can contribute to consumer health and wellness. Kellogg supported a first of its kind study, 'India Breakfast Habits Study', that revealed that 1 in 4 urban Indians claim to skip breakfast; 72 percent Indians have a nutritionally inadequate breakfast and only 3 percent of consumers' regard breakfast as 'essential'. Kellogg used the learnings from the study, working with creative agencies and across multiple communication channels to reach undernourished consumers, through a new 'Breakfast Pledge' initiative known as the 'Feeding Dreams' campaign in India around feeding breakfast.

We also believe that consumer nutrition literacy is crucial and that's why we provide education materials to help consumers make informed food choices. We do this through our advertising and product packaging, by creating educational materials for health professionals, and by hosting various continuing education programs and symposiums for health care professionals. For additional

information, log on to our dedicated Kellogg Nutrition websites in each market to access research and resources on a variety of topics, including benefits of breakfast and breakfast cereals, role of cereal fiber, weight management and children's health.

Additionally, we know that an opportunity in all markets is the accessibility and affordability of our healthy foods. We are committed to making our foods more accessible and affordable to low income groups through a variety of means, including creating smaller packaging options and distributing to high frequency stores so that we can win where the shopper shops in every market in which we operate. Kellogg has performed an assessment of price-packaging architecture and distribution of products in developed and developing countries to ensure we are inclusive of low-income populations and has formal plans regarding these opportunities. Kellogg's Chief Growth Officer is responsible for implementation of this affordability and accessibility strategy.

The 2020 Growth plan is clear: we are committed to having a progressive health portfolio and to doubling the emerging market footprint of the company in just five years. This work includes recent expansions into non-OECD countries, like Nigeria and Egypt, and new price-packaging architecture that provides affordable foods that address hidden hunger through progressive nutrition.

*Highlight: Nutrition and Access are Key to Unlocking Emerging Markets*

As part of our emerging markets strategy, we believe in igniting growth with culturally relevant food. In every region in which we operate, we have a regional innovation hub to create new products, new packaging and drive our growth. Through our regional teams, we are focusing on delivering right size, right price products that suit local preferences. Pricing, packaging size and retail format strategies are developed specific to the region and locality. A successful example is the focus on distribution of our fortified foods to consumers in social-economically disadvantaged communities.

For example, Kellogg launched its Low Unit Pack (K-Pak) initiative in emerging markets with the main objective of increasing access among the lower socio economic strata. The low unit packs were launched in 3 different variants. As a result of high levels of trial and repeat purchases, K-Pak volumes started clocking at a much better rate than the plan, indicating increasing frequency of purchase and expansion across the Emerging Market business. Through this accessibility and affordability strategy, K-Pak NSV performance has tripled in the market between 2012 and 2017.



Similarly, Colombia launched a single serve package that makes our foods more accessible and affordable for low income families. This is a very popular product in the traditional retail channel making it easier for low income families to access our fortified foods at its current price point of about 1,000 Colombian peso (about USD \$0.34). Over 50 percent of our sales in Colombia in the traditional channel is through the 1,000-peso single serve fortified product.

In India, Kellogg has made large investments in manufacturing and also established its first Research & Development facility in the country at Taloja, near Mumbai. After making an investment of \$60 million in its second manufacturing plant at Sri City (Andhra Pradesh), Kellogg Company has plans to set up a third cereal facility in India in 3-4 years. With an R&D facility in India, Kellogg Company is looking to improve upon its technical capability to make products specifically for India. New products have launched focusing on high nutrition with local grains and local food formats. Kellogg launched a Daliya

product, leveraging local wheat supply chains and local preferences for porridges. This product launched at a low cost price point, improving accessibility for lower income consumers. Another example from India includes a novel ingredient – ragi – which has great nutrition and traditional use, but the dark color and taste doesn't appeal to kids. Kellogg's innovation is to create "Ragi Chocos", a great kids brand with protein and calcium.

### Highlight: Reaching Underserved Populations in the United States

The lower income population make up 60 percent of the US households but only accounts for 25 percent of the US income. The majority of our consumers that shop within the value channel – in stores like Dollar General and Family Dollar – make \$35K to \$60K per year in their household. Stretching their food dollars is a must. Thus, it's imperative that Kellogg's brands are accessible in these types of channels to meet the needs of the low income shopper.

Low income shoppers often select these value channels since they are small format, making them more convenient to shop, with products that they want at a price they can afford. Value is two-prong, including both the price point when money is really tight (pay-day holdover) and availability of larger sizes, with a better price per ounce, when they can stock up. Both are equally important to shoppers.

Kellogg has made a conscious effort to provide items that offer "affordable value" to the shopper. For example, Kellogg has three size offerings, ranging from \$1 bags (3-4 oz.) to \$4 Family Size (24 oz.), providing them the ability to buy cereal that has been fortified to address their needs, no matter their financial situation. Kellogg was first to introduce \$1 cereal bags in this channel. We understand that 71 percent of Dollar shoppers say \$1 items are the main reason they shop in the channel with 75 percent of shoppers purchasing at least one \$1 item per trip. Kellogg has also innovated in the snacks categories around the \$1 price point. We have several \$1 offerings that have 4 pouches of food that a mom can use to provide several servings of healthy snacks to her children.

### Highlight: Specialty Channels in the United States

In 2015, the Dietary Guidelines for Americans committee found that several nutrients are under-consumed or are considered "shortfall" nutrients for many children. Of these shortfall nutrients, calcium, vitamin D, fiber and potassium are also considered nutrients of public health concern as not consuming adequate levels of them has been associated with adverse health concerns<sup>1</sup>.

Children at nutritional risk, who start the day off right with breakfast, may be better focused and have sharper memories when compared to breakfast skippers<sup>2</sup>. And children and adolescents who report consuming a cereal breakfast had higher intakes of nutrients including fiber, vitamin A, calcium, potassium, and iron compared to breakfast skippers<sup>3,4</sup>. Combining Kellogg's K-12 whole grain-rich cereals with milk and fruit helps supply many of these key nutrients.

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<sup>1</sup> 2015 DGAC Scientific Report

<sup>2</sup> Adolphus K, Lawton CL, Champ CL, Dye L. The Effects of Breakfast and Breakfast Composition on Cognition in Children and Adolescents: A Systematic Review. *Adv Nutr.* 2016 May 16;7(3):590S-612S

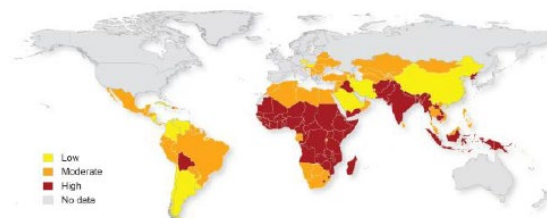
<sup>3</sup> Deshmukh-Taskar PR, Radcliffe JD, Liu Y, Nicklas TA. Do breakfast skipping and breakfast type affect energy intake, nutrient intake, nutrient adequacy, and diet quality in young adults? NHANES 1999-2002. *J Am Coll Nutr.* 2010 Aug;29(4):407-18.c

<sup>4</sup> Berner, et al. *JAND*, 2014

If kids don't eat breakfast at home, nutritious breakfast options are available through the USDA School Breakfast Program. Besides helping to bridge nutrient gaps, participation in the school breakfast program also has been linked to improvement in academic performance and psychosocial functioning. And for those at nutritional risk, breakfast consumption has been linked to improved attention and behavior and reduced absenteeism and tardiness<sup>5</sup>. Besides cereal, Kellogg provides food that kids love such as wholesome bars, grahams, pancakes, waffles, French toast and plant based proteins to schools that meet rigorous K-12 nutrition guidelines for the School Breakfast Program, the National School Lunch Program, Smart Snacks and after school feeding programs to nourish kids throughout the day.

## Preventing and Addressing Under Nutrition in Developing Countries

Kellogg Company is committed to helping tackle undernutrition and micronutrient deficiencies, aligned to international guidance, in developing countries through targeted fortification of our foods. As part of our advanced nutrition work, we seek to use ingredients with high inherent levels of micronutrients, including a large expansion of products with ancient grains like amaranth, quinoa and ragi, particularly targeting developing countries. We reinforce this commercial objective in our philanthropic work within our supply chain and through our global signature cause, Breakfasts for Better Days.



Our research and development teams are supporting research to develop solutions to undernutrition. Through our partnership with HarvestPlus, we are growing high pro-vitamin A maize in Nigeria. We will be testing it in our foods and processes next year with the intent to use this bio-fortified corn to help address vitamin A deficiencies in Africa and perhaps Asia in the future. Kellogg is also focused on our current fortification profiles for each region to ensure we are delivering key nutrients specific for the needs of the area. This work will directly inform innovation, renovation and brand strategies across the globe.

### Highlight: Sowing the seeds of Women's Empowerment through Vegetable Gardening in India

As a child, Rachna Sharma dreamed of becoming a teacher just like several male members of her family. However, she never expected to make this dream a reality, as girls were not allowed to work in her family. Little did she know that she would become a mentor to 300 local women, helping them to increase their families' nutrition and establish their roles in family and agricultural decision-making.

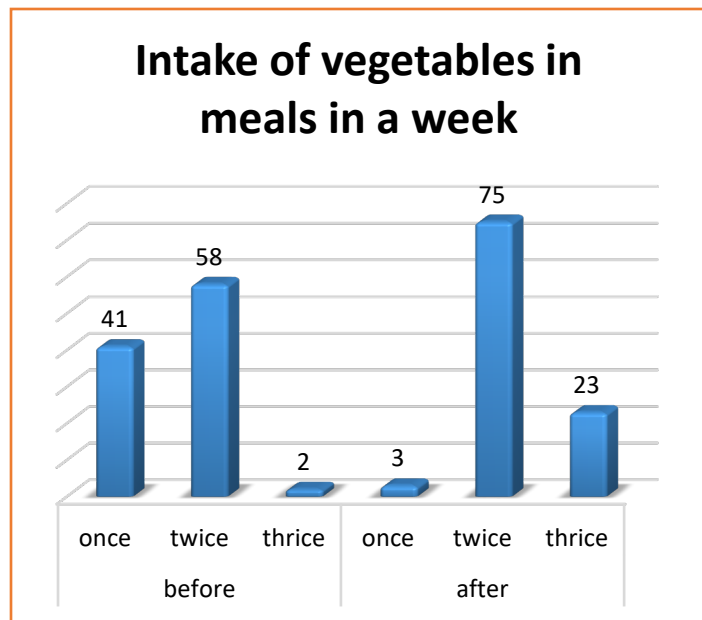
Rachna's dream of becoming a teacher came to fruition through TechnoServe's partnership with a charitable fund of Kellogg Company, which seeks to improve the livelihoods of over 12,000 smallholder farmers in India through the promotion of climate-smart agriculture (CSA) techniques led by TechnoServe. As research and TechnoServe's past experience demonstrates, investing in opportunities for women leads to additional benefits at the household level and beyond; thus the initiative prioritizes

<sup>5</sup> O'Neil CE, Byrd-Bredbenner C, Hayes D, Jana L, Klinger SE, Stephenson-Martin S. The Role of Breakfast in Health: Definition and Criteria for a Quality Breakfast. JAND .2014; 114 (3): S8-21



the inclusion of women. In addition to training women farmers on CSA, TechnoServe and Kellogg identified an opportunity to increase the role women play in the farm economy while simultaneously enhancing the nutritional intake of participating households by training women in organic kitchen gardening.

The project helps women to establish backyard gardens using organic inputs and farming practices for four nutritionally diverse crops at a time. With fresh produce at hand in the garden, women gain better quality vegetables without spending at market, saving travel time and money while diversifying their families' access to essential nutrients.



In this way, the program generates multiple benefits, providing women with the expertise and tools they need to put nutritious food on the table for their families while simultaneously creating a space for themselves as decision-makers capable of contributing to the family and farm economies. Rachna sums it up well, “I feel so much more confident and ready to take on the world!”

To date, TechnoServe and Kellogg have collaborated to train 2,060 women in kitchen gardening, and are recruiting more female lead producers now that Rachna has paved the way for future change-makers.

#### Highlight: Unlocking a Community's Well-Being through the Ancient Grain, Amaranth, in Mexico

Some 20 years ago, Dr. Benito Manrique visited Huixcazhdha Mexico after graduating from medical school and working at the World Health Organization. He found a community where nearly two out of three children in the village were malnourished, lacked access to drinkable water, and had no electricity. He was inspired to find a way to help the community gain access to basic needs.

In 1987, Benito founded San Miguel de Proyectos Agropecuarios, a grain processing company. The ancient grain amaranth, known for its outstanding nutrition profile of being a good source of protein and fiber, is a staple food for many communities in Mexico.

While amaranth had never been grown in Huixcazhdha, Benito had the vision to bring the processing of amaranth into the community to create jobs to boost the local economy. His theory was that this ancient grain could unlock their well-being by fighting malnutrition and creating a better, more sustainable future.

During the early years of the partnership, Kellogg's quality team was instrumental in enabling San Miguel to match quality standards that would open their opportunities to a greater marketplace, including with Kellogg's supply chain. Today, the company and the community are thriving. “Working with the communities has always been our mission,” said Diego. “The model is built beyond economic

growth. It's about the happiness and well-being of the people. We don't make any decisions or investments without consulting with the community first."

Today, 20 years later, the town is free of undernutrition and every family in the community works at the processing facility. Amaranth is part of their diet, but the economic growth has enabled them to overcome malnourishment.

## Recognizing leadership

In addition, Kellogg supports leadership in nutrition around the world through sponsorships with key partners that supports researchers and innovators in the field:

1. The Kellogg International Prize in Nutrition is awarded each year to a nutrition professional actively engaged in research to benefit populations in non-industrialized countries, as demonstrated through publications in the scientific literature, and actively engaged in training new scientists for international nutrition research. Kellogg has sponsored this award for 23 years through the American Society for Nutrition. The nutrition professional is recognized at an award ceremony, receives a plaque and \$2,500 award, and gives a lecture of their life's work to a crowd of several hundred at the annual conference.
2. The W.K. Kellogg International Food Security Award & Lectureship is given each year at the Institute of Food Technologists (IFT) to recognize a researcher working in academics, research institutes or the government, regardless of geographic origin, whose outstanding efforts result in one or more of the following:
  - a. Enabling and increasing access to nutritious food in non-industrialized countries;
  - b. Developing emerging technologies and/or research that addresses non-industrialized countries food needs, food safety, and food security; and/or
  - c. Contributing toward the technological development in one or more local food industries to help foster economic development in non-industrialized countries.

This award has been sponsored by Kellogg since its inception in 2012. The researcher is recognized at an award ceremony, receives an honorarium, plaque and complimentary registration (total value of \$4,000) and presents their work at specially scheduled lecture at IFT.

3. Kellogg sponsors the American Society for Nutrition (ASN) international investigator travel awards recognizes three young, international investigators who have submitted high quality, new, original research to a global nutrition category. They present their research in a poster competition at the Global Nutrition Council meeting at ASN's annual meeting.
4. American Association of Cereal Chemists (AACCI), Nutrition Division – Best Student Research Award for Grain Nutrition Science recognizes students presenting high quality nutrition research on the benefits of grains. This is Kellogg's third year to sponsor this award. The students present their research and are recognized at the Nutrition Division meeting at the annual AACCI meeting.

5. In Latin America, through our initiative called APIN (Apoyo a Proyectos de Investigación en Nutrición) from our Kellogg's Nutrition and Health Institute (INSK) we recognize the effort of Mexican and Colombian researchers from public and private centers, which have relevant contributions to the health local needs in these populations. The economic award handed among the winners is around \$65,000 USD. After 8 years of this initiative in Mexico, it has become a reference for the scientific and research community in the country.

In addition to these initiatives, Kellogg leads in a number of global platforms on food security and healthy food systems. In June 2016, Kellogg joined the EAT Foundation and the World Business Council for Sustainable Development (WBCSD) to build a collaboration aimed at transforming the global food system, known as the Food Reform for Sustainability and Health Program (FReSH). Through this joint program, we aim to accelerate transformational change in global food systems, to reach healthy, enjoyable diets for all, that are produced responsibly within planetary boundaries. Achieving a goal this complex needs all the related stakeholders at the table. No expert, government or individual can single-handedly change the way the world eats. So we are jointly creating a global platform that brings together science, business, civil society and academia to work together. Kellogg co-leads one of the work streams for FReSH and is working on high-impact business solutions that help advance nutrition and sustainability.

## Supporting Health through Product Development, Reformulation and Programs

Kellogg continues to invest in research and development – including innovation and reformulation – to improve the nutritional quality of its products. Our global teams assess existing usage of key ingredients and nutrients within products and region. These teams partner with regional team member to develop a prioritized plan and investment to invent a robust set of new technology tools capable of delivering category-leading sugar reductions in Kids ready-to-eat cereal products while meeting consumer expectations vs current offerings. This effort was funded at \$1.9 million in 2016 and \$1.54 million in 2017 and driven by the CEO as part of our Global 2020 Growth Strategy. There are currently active projects in multiple markets leveraging these tools. Following are highlights some of our notable projects in each region. Through our global strategy and regional execution, we have made progress across many of our brands.

### Highlight: Reducing Sugar in Choco Krispis by 18 percent

As part of our commitment to innovate and renovate products to provide a balanced diet, Choco Krispis in Mexico and Colombia reduced the amount of sugar from 11 grams to 9 grams. "According to data



from the National Health and Nutrition Survey 2012, in Mexico, the population that eats box cereals has, on average, higher intakes of energy, fiber, macro and micronutrients compared to those who eat other options and / or don't not eat breakfast. In addition to lower prevalence of obesity," said Marybel Yañez, Master in Nutrition with specialties in obesity and pediatric nutrition.



This new reformulation of Choco Krispis has Forticalcium Plus, calcium that contributes to the growth of children, and vitamin D that helps the proper formation of bones and teeth, and the function of muscles. This addresses key micronutrient deficiencies present in Mexican and Colombian communities. Choco Krispies provides 25 percent of the vitamin D they need per day and contains up to 60 percent chocolate-flavored cereals on the market.

more calcium than the other

Highlight: Reducing Sugar in Europe

We are committed to providing people with more of what they want in our food, like fiber and visible grains, and less of what they don't, like salt and sugar.

Through our ongoing sugar reduction program, we have now reduced the sugar in Kellogg's Coco Pops by 14 percent. We also reduced the sugar Special K and Bran Flakes by between 10 and 30 percent across Europe in 2015.

The reduction is aligned to the regional dietary guidelines and consumer testing indicates that people like it just as much as before. After successful start-ups across Europe, these new lower-sugar Coco pops are available across the region including UK, Italy, Spain and beyond.



Highlight: Reducing Sugar in the United States

As part of the business's objectives to Win in Breakfast and Win Where the Shopper Shops through our 2020 Growth Strategy, Kellogg United States has been making strides in our nutrition strategy. In the United States, we have begun our journey to purposeful fortification so that consumers can choose our foods and ensure they are getting enough nutrients. In addition, our objectives are to:

1. Ensure that 90 percent of our cereals have 10 grams or less of sugar per 30-gram serving
2. Ensure that 85 percent of our cereals have 150 mg or less of sodium per 30-gram serving
3. Reduce the sodium in our cereals on average by more than 30 percent
4. Include positive nutrients or ingredients in every snack food in the convenient nutrition category
5. Reduce sugar on average by 10 percent per serving, excluding fruit, in our convenient nutrition snacks

6. At least 85 percent of convenient nutrition snacks will have 150 or fewer mg of sodium per serving
7. Ensure that at least 75 percent of our cracker portfolio has 230 mg or less of sodium per serving

To date, we have incorporated this into our innovation and renovation strategy across Kellogg USA. We are seeking to expand our R&D efforts focused on nutrition science, substantiate the benefits of our foods, and develop tools to improve the nutrition of our foods both in the U.S. and globally. We know that consumers views of health is evolving to include eating right, being active and emotional wellness. We're pairing our products with fresh foods – like milk and fruits – to reinforce the benefits of micronutrients and health criteria. We're even providing coupons to shopper who pair our healthy foods like Mini-Wheats with a fresh fruit purchase.



The Kellogg USA team completed a landscape assessment on how to engage consumers with us on our health and nutrition journey, with consumer research and implementation starting at the end of 2017.

Some actions resulting from that research are already underway. "We know that people are looking for a variety of things when they choose food for themselves and for their families. They want food that is fun and exciting, wholesome and nutritious, convenient and, of course, delicious," said Paul Norman, president of Kellogg North America. "We are passionate about delivering products that meet a wide range of needs."

Brand teams are leading the way in embedding nutrition into the innovation and renovation process. Many of the new foods launched in 2016 and 2017 were made with flavor and colors from natural sources, including new Kellogg's Disney Princess cereal and snacks including Special K Nourish Bites and Nutri-Grain Bakery Delights crumb cakes. Also, the entire lineup of Eggo® frozen breakfast products is made with flavors and colors from natural sources. This is part of Kellogg's global goal to remove artificial colors and flavors from Kellogg's branded cereals and a variety of Kellogg's branded snack bars, as well as Eggo frozen foods. Our goal is to complete this transition by the end of 2018. In 2016, we budgeted R&D spend of \$7.5 million for plant testing and consumer testing related to our commitments to these initiatives. Of the \$7.5 million, \$4.7 million was budgeted for North America. This budget increased to \$10.10 million in 2017 with \$6.1 million budgeted in North America. In 2017, over half of all Kellogg's cereals are made without artificial flavors and 75 percent are made without artificial colors.

In Asia Pacific, our R&D teams have been renovating our ingredients and delivering sugar reductions. To date, they have completed 28 projects addressing 87 foods focused on clean labels and nutrition. They have an additional 26 projects targeting sugar and sodium reduction impacting 62 foods. In Japan, they have reformulated Genmai Flakes to achieve a 31 percent sodium reduction. In Indonesia, the team continues to make tremendous progress, including a 10 percent sugar reduction in Froot Loops. In South Korea, Chex Choco is launching in 2017 with a 14 percent sugar reduction.

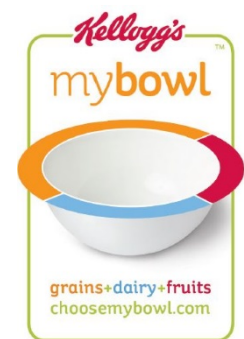
Similarly, in the U.S., some of our largest brands – Froot Loops, Corn Pops, & Apple Jacks – have averaged sugar reductions per 100g of cereal of 20-30 percent over the last few years. Similarly, the original Rice Krispies “blue box” reduced the sodium from 190mg to 160mg per serving (33g). In addition, 8.9 percent of US snack foods meet the Smart Snacks nutrition standards, 18 percent of U.S. foods meet US CFBAI standards, and 43.7 percent of Canada products meet Canadian CFBAI standards. Kellogg has increased the number of U.S. products that meet the company's "composite healthy standard"<sup>6</sup> 61 percent between 2014-2016.

Another Kellogg brand in the U.S. has taken a different approach to embedding nutrition into its innovation process. Morningstar Farms is now innovating all of its portfolio with vegan ingredients. The brand, which already is already 28 percent vegan<sup>7</sup>, wants to ensure that it continues to delight consumers with foods that are aligned to its values and health credentials.

## Healthy Lifestyles

Kellogg Company is committed to supporting healthy eating, nutrition education, and active lifestyle programs for its consumers and/or local communities that are developed and implemented by independent groups and through its own programs. As part of our Breakfast Food Beliefs, we have committed to contributing to a healthier world through a journey of continually developing better breakfast foods and encouraging a healthy and active lifestyle, aligned to national dietary guidelines. We're committed to educating consumers about nutrition, enabling them to make informed choices that meet their dietary needs. To meet these commitments and policies, we support many programs across all markets that support a healthy balanced diet with fruits and vegetables, as well as active lifestyles. These include:

- The MyBowl™ tool, an educational resource for parents, healthcare professionals and caregivers developed by Kellogg and showcasing how to meet dietary recommendations with meals served in bowls, such as cereal breakfast. This tool is utilized the most in driving awareness on increasing iron and folate intake for women and children in the United States through the WIC program.
- Since 2011, Kellogg Latin America has built a strong nutrition education digital platform based on our strong commitment with nutrition science. We know consumers are interested in learning more about what they eat, but are often confused by the amount of information that is available to them and it is unclear if the data is science-based. Since 2016, Kellogg Latin America has promoted nutrition information through social media and provide friendly messages for Mexican and Colombian health professionals and their patients. Recognized health and nutrition associations in the countries often contribute and share this content on their channels.
- The Mission Nutrition® program in Canada provides teachers with creative, easy-to-use, curriculum-based resources to teach students from kindergarten to grade 8 about healthy eating, active living and positive self- esteem. Mission Nutrition® has been developed by



<sup>6</sup> Composite healthy standard in the U.S. is defined by regional dietary guidelines

<sup>7</sup> By number of products, as of 2017

Canadian dietitians, with input from teachers and leading experts in physical activity, psychology and health education.

- The American Academy of Pediatrics through funding to develop a bi-lingual fiber brochure to be distributed in pediatric offices around the US. The content was developed and the brochure was distributed by the AAP with only financial support from Kellogg.
  - The “Invest in your health. Invest in yourself” consumer campaign that featured multiple brands including Kellogg’s® Raisin Bran®, All-Bran®, and Smart Start®. The campaign used multiple media platforms to illustrate that daily exercise and a balanced diet that includes Kellogg’s cereals could contribute to consumers’ health and produce healthy returns in the future.
- Examples of independent active lifestyle programs

## Breakfasts for Better Days

Through Breakfasts for Better Days, our global signature cause platform addressing food insecurity, Kellogg has already helped make billions of days better for people in need, providing more than 1.9 billion servings of food since 2013. That includes a focus on making sure children have the best start to their day by getting breakfast at school. We’ve far surpassed our goal of one billion servings by 2016— but we’re only just getting started. Our new goal is to create three billion better days for people worldwide by 2025, especially those suffering from or struggling with undernutrition. We’ll accomplish this in five different ways:

1. Donating 2.5 billion servings of food
2. Expanding breakfast programs to reach 2 million children
3. Supporting the livelihoods of 500,000 farmers
4. Involving our employees in 45,000 volunteer days
5. Engaging 300 million people to help these efforts

Our donations of food serving make more than just full bellies. These donations help provide important nourishment to those in need, either due to short-term or chronic hunger, or natural disasters. For example, in the U.S., cereal and milk are among the top food sources of vitamin A, vitamin D, folic acid, fiber and iron in the diets of children and adolescents. And a cereal breakfast provides so many of the nutrients that are under consumed by virtually all age groups, including vitamin A, vitamin D, vitamin E, folate, vitamin C, calcium, magnesium, potassium and fiber.

Our focus on food banks and school feeding programs supports those most vulnerable to lack of access to fortified foods in developed and developing countries. Our aim is to increase the availability of foods that address hidden hunger (a lack of needed vitamins and minerals) in undernourished populations where our program is in place. Since we expanded our commitments in 2015, we have supported programs in 22 countries, including Egypt, India, Malaysia, Peru, Russia, Syria and the United States. This is supported through direct food donations and funding of programs to address access issues.

In the U.S., we joined with our non-profit partners to expand federally funded school breakfast programs, so more children could start their day with breakfast. Our support helped increase participation in hundreds of schools across the U.S., in partnership with Action for Healthy Kids®, the Food Research and Action Center and Share Our Strength’s No Kid Hungry campaign. The food provided

in these programs are aligned to nutritional guidelines in the United States and help to increase micronutrient uptake on vitamins and minerals needed in children.

In Europe we've helped create breakfast programmes in communities with a low socio-economic status (many in the lowest 25 percent income bracket) including in Russia, UK, Ireland, Spain, Italy, Denmark and Sweden. These programs help provide children and young people with access to the micro-nutrients which evidence shows are often missing. For example, in the UK we've supported over 3,000 breakfast clubs, serving children under 18 years of age, in areas of high social need in the last 19 years. The breakfasts served in these breakfast clubs comply with nutritional standards set out by the UK Government and address nutritional gaps within these vulnerable populations. In Spain, we currently support 6 school breakfast clubs where the food served complies with local nutritional standards and guidelines.

Kellogg is working in Egypt with the Egypt food bank to open and run a school feeding project in Cairo providing local nutritionally appropriate foods. The menus have been designed by food bank nutritionists to ensure they are meeting the nutritional needs of children in the community. In Mexico, we are building opportunities for nutrition education with school children, teachers and parents. We conducted our School Program "Ponte Pila" pilot plan in Mexico, focused on elementary schools. Through interactive materials and activities, relevant messages were delivered to support the importance of nutritional breakfast and balanced diet to obtain all the healthy benefits of this morning meal. We also encourage kids to learn more about their own nutrition needs.

In addition to our Breakfasts for Better Days platform, Kellogg contracts to provide food to the U.S. Federal Emergency Management Agency (FEMA) and agencies like it in other countries, to aid in natural disaster relief. The meals provided by FEMA to the people within these natural disasters areas are often the only food available and help those struggling with hunger in these areas.

## Addressing Nutrition with Employees

Kellogg is commitment to support health and wellness through regional programs for all global employees focused on nutrition, diet and activity, including our United States Feeling Gr-r-reat™ wellness program. These programs focus on diet and nutrition through health assessments and activity tracking focused on increasing healthy lifestyles, increasing consumption of positive nutrition (e.g. fruits and vegetables) and increasing awareness on key wellness issues. Our Battle Creek, MI headquarters

**Hidden Hunger: The Nutritional Benefits of Breakfast Clubs**

Micronutrients, also known as vitamins and minerals, are required in small amounts in the diet but are essential for life and good health.

If children's diets lack these critical micronutrients needed for development they can experience 'hidden hunger' and could be malnourished. This may not be immediately apparent but could result in long term negative health consequences. So although they might not feel it in their stomach, it can strike at the very core of their health.

**The importance of micronutrients**

- Vitamin D & Calcium: helps build bones
- Folic Acid: important for cognitive development
- Iron: contributes to the reduction of tiredness and fatigue
- Riboflavin: helps normal functioning of the nervous system

There is consistent evidence that some children and young people are deficient in essential micronutrients necessary for their growth and development. For example, low intakes of vitamin D has led to the re-emergence of rickets in UK children, a disease which affects bone development.

**Evidence also suggests that the effects of hidden hunger are more pronounced in children and young people from lower socio-economic groups.**

**Children with hidden hunger are:**

- More likely to be overweight or obese
- More likely to miss breakfast in the morning
- More likely to eat fewer fruits & vegetables
- More likely to have lower intakes of micronutrients

**Expanding our Breakfast Programmes**

Since 1998 Kellogg's has helped to create school and community breakfast programmes which provide children with a nutritional breakfast, critical for child development. Thanks to the success of the project which started here in the UK, the initiative has now expanded to Ireland, Spain, Germany, Sweden, Denmark and Russia.

**Breakfast clubs play an important role in providing children with nutritious balanced breakfasts, helping to address the effects of hidden hunger.**

For example, a 30g serving of Kellogg's Corn Flakes and 125ml of semi-skimmed milk will provide an 11 year old girl with the following percentages of her daily requirements of these essential micronutrients:

- 13% Calcium
- 54% Vitamin B2
- 25% Vitamin D
- 23% Folic Acid
- 22% Iron

A 30g bowl of Kellogg's Corn Flakes (excluding milk) contributes 3% of a child's reference value of sugar (based on 85g/day).

Breakfast clubs that provide a varied breakfast menu help children and young people get the magnesium, potassium, vitamin c, calcium and fibre that they need.

- wholegrains and fibre: wholemeal bread and high fibre breakfast cereals
- fruit: bananas, apples and oranges
- dairy: milk and yoghurt

**Kellogg's Breakfasts for Better Days**



employees have had seminars on nutrition, online materials and support on diet and healthy lifestyles, healthy options in the cafeteria including dietary information on menus, work place gyms, employee sports teams, and a farmer’s market in Battle Creek every Wednesday in the summer.

In office cafeterias around the globe, we offer healthy options and different menus supporting a healthy balanced diet. As part of Kellogg’s global work life strategy, we have an intranet portal where employees can find information regarding well-being and health topics in multiple local languages. Annual on-site health check-ups and e-learning are provided on nutrition, health and wellness.

Kellogg is also working with our employees to better understand the nutrition of our foods and why we are using the ingredients we do. Our education platform, “Know our Foods,” is led by our nutrition team globally and accessible for all salaried employees. Topics have included: sourcing of ingredients, an overview of the nutrition of our foods, how we sweeten our foods and sugar reductions. This education campaign continues into 2018.

Additionally, our Sales teams are being trained to have a robust understanding of nutrition and health guidelines present in their region, especially with priority groups like women and children. Through this strategy, the sales organizations are given direct training, reference guides and other tools. Our goal for this program is both personal education and driving a business benefit as they will be more well-versed on nutrition aspects when working with their customers.

## Assessing nutrition within Kellogg products

We are committed to providing our consumers with a wide choice of quality food products that can be part of a balanced diet and meet their varying taste requirements. We are as committed today to protecting and promoting consumer confidence in our products as our founder, W.K. Kellogg, was when he had his name placed on every product as his personal assurance of quality. Key to that understanding is our commitment to responsibly market our brands and communicate their intrinsic qualities so that our consumer can make informed choices. At least 75 percent of our total single serve choices globally will continue to be 200 calories or less<sup>8</sup>.

To ensure that we have high uniform standards across the world, our [Worldwide Marketing and Communication Guidelines](#) (KWWMCG) are the basis for all of our consumer communication. We believe that the basis of the principles offered here provide sound guidance for Kellogg marketing and consumer communication, no matter where in the world our consumers live. As part of this approach, we adopted the Kellogg Global Nutrient Criteria to address the needs and communication limits to children under 12 years old and to help inform our approach to all of our consumers. Kellogg is a signatory to the International Food and Beverage Alliance (IFBA) Global Policy, which provides minimum criteria for advertising and marketing communications directed to children under 12 years that are paid for, or controlled by, IFBA companies in every country where they market their products and is in line with the aims of the 2010 WHO Set of Recommendations on the Marketing of Foods and Non-alcoholic



<sup>8</sup> Excluding meal replacement bars

Beverages to Children. Kellogg Company does not advertise to children under the age of 6. We use the 35 percent threshold aligned to our commitments with IFBA and the Children's Food and Beverage Advertising Initiative (CFBAI).

As part of our KWWMCG, IFBA and CFBAI commitments, Kellogg ensures:

- The display of company or brand name when advertising on virtual media, and does not brand merchandise aimed at children except related to healthy products
- Marketing/advertising 'healthy' products only occurs in secondary schools in agreement with schools/parents
- Design of websites/pages is appropriate for children over 12s predominantly, i.e. not designed to attract younger children,
- A review of traffic data to determine demographic visiting sites, ensuring advertisements are designed deliberately not to appeal to children younger than 12, and
- Ensures the nature of third-party websites chosen to advertise on (i.e. ages targeted)

Commitments aligned to IFBA and CFBAI are third party assessed by these organizations as part of these pledges.

As part of our Food Beliefs, we have a set of global targets to drive our work across our foods and brands. By 2020, we will:

1. Ensure that 90 percent of our cereals have 10 grams or less of sugar per 30-gram serving (met).
2. Ensure that 85 percent of our cereals have 150 mg or less of sodium per 30-gram serving (88 percent = Exceeded).
3. Reduce the sodium in our cereals on average by more than 30 percent (met).
4. Include positive nutrients or ingredients in every snack food in the convenient nutrition category (underway).
5. Reduce sugar on average by 10 percent per serving, excluding fruit, in our convenient nutrition snacks (underway).
6. At least 85 percent of convenient nutrition snacks will have 150 or fewer mg of sodium per serving (underway).
7. Ensure that at least 75 percent of our cracker portfolio has 230 mg or less of sodium per serving (met)
  - a. In addition, for the U.S., by 2020 we will have reduced the sodium in our crackers on average by 20 percent

INTERNATIONAL  
**FOOD & BEVERAGE**  
ALLIANCE

### Commitment on Product Formulation and Innovation

IFBA member companies are committed to continuous product improvement and innovation, with the goal of making available food choices that help people eat a healthy, balanced diet.

#### Framework commitment

In order to provide a measurable framework for companies' ongoing efforts to innovate and wherever appropriate reformulate products, each IFBA member company undertakes to make a specific corporate commitment, which addresses one or more of the following, as relevant to each company's portfolio:

- Improve the formulation of products, continuing to reduce nutrients such as sodium, sugar and saturated fats;
- Increase components to encourage wherever possible (fibre, whole grains, vitamins and minerals, fruits and vegetables and low-fat dairy);
- Provide reduced sugar/saturated fat/salt options;
- Replace trans-fatty acids (TFAs) with unsaturated fats; and/or continue progress on trans-fat reductions;
- Provide a variety of portion size packaging, including small and/or reduced portion sizes and/or low- and no-calorie options, as well as portion guidance.

In addition to these targets, we are working across many other aspects of nutrition. We are proud to be part of the International Food & Beverage Alliance commitment on saturated and trans fats and have committed that no more than 2g saturated fat/0g trans fat per serving for products marketed to children. We have been reducing the trans fats in our foods for nearly 10 years and we continue to seek ways to reduce or eliminate partially hydrogenated oils (PHOs) in the small percentage of our foods that have them. We are also proud that over 95 percent our products have 0 grams of trans fats and more than 85 percent of our foods do not include any PHOs on the ingredient list. We aspire to maintain this impressive performance.

For the purpose of this assessment, Kellogg defines healthy at a regional level, aligned to local guidelines developed by independent experts. This approach allows us to customize our targets to the regional portfolio of products and drive nutrition into the business.

- In Europe, Kellogg is aligned to the EU Pledge and 67 percent of our cereals and wholesome snack foods in the region meet this standard.
- In the United States, 100 percent Kellogg's, Eggo, and Kashi branded foods are in compliance with FDA regulations. In addition, 63 percent of our products qualify for a positive nutrient content claim and 21.4 percent of US products meet the FDA definition of healthy. The US met 2016 Food Belief targets for both snacks and cereals.
- Across Latin America, we have been working to innovate and renovate our foods to reduce the sugar and sodium levels. By the end of 2016, 46 percent of total portfolio complied with the nutrient profile established by the government in Mexico and aligned to the Colombia & Brazil nutrient profile voluntary pledges. In Brazil, all of our breakfast cereals meet the sodium targets to reduce from 180 mg to 125 mg per serving (30 g).

Our brands own nutrition as part of their strategy. Special K, for example, has had robust commitments to nutrition including targets on calories, fat, fiber, protein, whole grain, sugar, sodium and on addressing micronutrient deficiencies for our core consumers – women. In addition to the work focused on our foods, Special K partnered with the United Nations Foundation’s Girl Up campaign to provide 500,000 young women with access to key nutrition education through customized workshops, experts and digital programs. The program focuses on making positive nutrition choices and builds awareness on the [Strength Gap](#), what “inner strength” means to women around the world, and how positive nutrition can support strength.

The company works to empower consumers to make good nutritional choices by providing comprehensive nutrition and ingredient information on product packages. Back in the 1930s, Kellogg was among the first companies to include labelling and product information on boxes; starting in 2005, we pioneered front-of-pack Guideline Daily Amounts (GDAs) to give consumers information on calories, sugar, sodium and other nutrients. This fact-based labelling system complements the more detailed nutrition and ingredient labels found the side or back panels of packages. For countries where no national regulatory system exists, Kellogg places a health or nutrition claim on a product only when it complies with Codex. Today, Kellogg products around the globe include both nutrition information on the side or back panel and front-of-pack labelling in accordance with local dietary guidance and regulations. Kellogg products include front-of-pack GDAs in the UK, Europe, Australia, Latin America, Canada, South Korea and South Africa.

At the end of 2016, 100 percent of products included seven nutrients - energy, total carbohydrates, sugars, protein, fats, saturated fats, sodium – and GDAs on the side- or back-of-pack; and 80 percent of products listed calories and GDAs for one or more of seven nutrients on the front-of-pack.

In the United States, the Nutrition Facts label recently received its most substantial update in two decades. It’s been improved to provide more helpful nutrition information that realistically reflects the way we eat today.

As these labels are phased in by 2019, Kellogg will be supporting consumers who are seeing the more user-friendly labels appearing on food packages everywhere. Kellogg wants to help consumers navigate these changes. For more information on how we are educating consumers, please visit our [website here](#).

## Sharing Nutrition Information with Customers

Data synchronization enables trading partners to share standard product and location information automatically through ongoing electronic exchange, eliminating manual processes. The Global Data Synchronization Network™ (GDSN) connects suppliers and retailers, operators, providers, distributors, and other recipients to centralized data on products, including nutrition criteria. Kellogg uses this system to connect with our customers and supply chain partners to:

- Enable sharing the same product data, accurately across the world

### Kellogg’s Corn Flakes®

<b>Nutrition Facts</b>			
Serving Size		1 Cup (28g)	
Amount Per Serving		Cereal	with 1/2 cup skim milk
<b>Calories</b>		100	140
Calories from Fat		0	0
<b>% Daily Value**</b>			
<b>Total Fat</b> 0g*		<b>0%</b>	<b>0%</b>
Saturated Fat 0g		<b>0%</b>	<b>0%</b>
Trans Fat 0g			
Polysaturated Fat 0g			
Monounsaturated Fat 0g			
<b>Cholesterol</b> 0mg		<b>0%</b>	<b>0%</b>
<b>Sodium</b> 200mg		<b>8%</b>	<b>11%</b>
<b>Potassium</b> 45mg		<b>1%</b>	<b>7%</b>
<b>Total Carbohydrate</b> 24g		<b>8%</b>	<b>10%</b>
Dietary Fiber 1g		<b>4%</b>	<b>4%</b>
Sugars 3g			
<b>Protein</b> 2g			
Vitamin A	10%	15%	
Vitamin C	10%	10%	
Calcium	0%	15%	
Iron	45%	45%	
Vitamin D	10%	25%	
Thiamin	25%	30%	
Riboflavin	25%	35%	
Niacin	25%	25%	
Vitamin B <sub>6</sub>	25%	25%	
Folic Acid	25%	25%	
Vitamin B <sub>12</sub>	25%	35%	

\* Amount in cereal. One half cup of skim milk contributes an additional 40 calories, 65mg sodium, 6g total carbohydrates (9g sugars), and 4g protein.

\*\* Percent Daily Values are based on a 2,000 calorie diet. Your daily values may be higher or lower depending on your calorie needs:

	Calories	2,000	2,500
Total Fat	Less than	65g	80g
Sat. Fat	Less than	20g	25g
Cholesterol	Less than	300mg	300mg
Sodium	Less than	2,400mg	2,400mg
Potassium		3,500mg	3,500mg
Total Carbohydrate		300g	375g
Dietary Fiber		25g	30g

**Ingredients:** Milled corn, sugar, malt flavor, contains 2% or less of salt. BHT added to packaging for freshness.  
**Vitamins and Minerals:** Iron, vitamin C (sodium ascorbate, ascorbic acid), niacinamide, vitamin B<sub>6</sub> (pyridoxine hydrochloride), vitamin B<sub>2</sub> (riboflavin), vitamin B<sub>1</sub> (thiamin hydrochloride), vitamin A palmitate, folic acid, vitamin D, vitamin B<sub>12</sub>.  
**CORN USED IN THIS PRODUCT CONTAINS TRACES OF SOYBEANS.**

NLI#08502

- Allow the producer to track the products globally
- Provide greater product transparency to information-demanding consumers
- Support regulatory requests for traceability and product recalls

## Facts up Front

Kellogg is a proud partner with the Grocery Manufacturers Association and the Food Marketing Institute in implementing the Facts Up Front labels in the United States. The Facts Up Front label display how many calories and how much saturated fat, sodium and sugar is in each serving. Some labels may also provide information about other good nutrients, such as fiber and calcium. Facts Up Front are grounded in consensus nutrition science and are straight from the Nutrition Facts Panel that consumers are used to seeing on the side or back of food packages. Kellogg has implemented the Facts Up Front labelling in all of our U.S. Kellogg-branded cereal, cookies, cracker, snack bar, and frozen food products. We are still rolling out these labels across our Pringles brand.

**Please learn more about our global programs and our progress against key indicators across all our markets in our [Corporate Responsibility Report](#).**