

## APPENDICES: Kellogg Company Q1 2015 Financial Results Presentation

May 5, 2015

### **GAAP Reconciliations**

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- 1 Cash Flow - YTD
- 2 Net Sales - QTD
- 3 Operating Profit - QTD
- 4 Gross Profit
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- 8 Segment Net Sales & OP - QTD
- 9 Restructuring and Cost Reduction Activities
- 10 Integration Costs
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**Kellogg Company and Subsidiaries**  
**Reconciliation of Non-GAAP Amounts –**  
**Kellogg-Defined Cash Flow to GAAP Cash Flow (a)**

(unaudited)

(millions)	Quarter ended	
	April 4, 2015	March 29, 2014
<b>Operating activities</b>		
Net income	\$227	\$406
Adjustments to reconcile net income to operating cash flows:		
Depreciation and amortization	131	116
Postretirement benefit plan expense (benefit)	(21)	(22)
Deferred income taxes	(2)	45
Other	46	6
Postretirement benefit plan contributions	(12)	(28)
Changes in operating assets and liabilities, net of acquisitions	(274)	(255)
<b>Net cash provided by (used in) operating activities</b>	<b>95</b>	<b>268</b>
<b>Less:</b>		
Additions to properties	(83)	(97)
<b>Cash Flow (operating cash flow less property additions) (a)</b>	<b>\$12</b>	<b>\$171</b>

- (a) Cash flow is defined as net cash provided by operating activities less capital expenditures. We use this non-GAAP financial measure to focus management and investors on the amount of cash available for debt repayment, dividend distributions, acquisition opportunities and share repurchase.

## Kellogg Company and Subsidiaries Reconciliation of Non-GAAP Amounts – Reported Net Sales to Currency-Neutral Comparable Net Sales Q1 2015

Quarter ended April 4, 2015

(millions)	U.S. Morning Foods	U.S. Snacks	U.S. Specialty	N. America Other	Europe	Latin America	Asia Pacific	Corporate	Kellogg Consolidated
<b>Reported Net Sales</b>	\$ 776	\$ 854	\$ 361	\$ 433	\$ 607	\$ 295	\$ 230	\$ -	\$ 3,556
Project K (a)	-	-	-	(2)	-	-	-	-	(2)
Acquisitions/divestitures (b)	-	-	-	-	8	-	-	-	8
Differences in shipping days	-	-	-	-	(3)	-	-	-	(3)
<b>Comparable Net Sales (c)</b>	\$ 776	\$ 854	\$ 361	\$ 435	\$ 602	\$ 295	\$ 230	\$ -	\$ 3,553
Foreign currency impact	-	-	-	(18)	(110)	(26)	(22)	-	(176)
<b>Currency-Neutral Comparable Net Sales (d)</b>	\$ 776	\$ 854	\$ 361	\$ 453	\$ 712	\$ 321	\$ 252	\$ -	\$ 3,729

Quarter ended March 29, 2014

(millions)	U.S. Morning Foods	U.S. Snacks	U.S. Specialty	N. America Other	Europe	Latin America	Asia Pacific	Corporate	Kellogg Consolidated
<b>Reported Net Sales</b>	\$ 799	\$ 864	\$ 372	\$ 482	\$ 705	\$ 278	\$ 242	\$ -	\$ 3,742
Project K (a)	-	-	-	-	-	-	-	-	-
Acquisitions/divestitures (b)	-	-	2	-	-	-	-	-	2
Differences in shipping days	-	-	-	-	-	-	-	-	-
<b>Comparable Net Sales (c)</b>	\$ 799	\$ 864	\$ 370	\$ 482	\$ 705	\$ 278	\$ 242	\$ -	\$ 3,740
Foreign currency impact	-	-	-	-	-	-	-	-	-
<b>Currency-Neutral Comparable Net Sales (d)</b>	\$ 799	\$ 864	\$ 370	\$ 482	\$ 705	\$ 278	\$ 242	\$ -	\$ 3,740

(a) Costs incurred related primarily to execution of Project K, a four-year efficiency and effectiveness program. The focus of the program will be to strengthen existing businesses in core markets, increase growth in developing and emerging markets, and drive an increased level of value-added innovation. The program is expected to provide a number of benefits, including an optimized supply chain infrastructure, the implementation of global business services, and a new global focus on categories.

(b) Includes impact of Bisco Misr acquisition during Q1 2015 and the 2014 divestiture of Loma Linda.

(c) Comparable net sales is a non-GAAP measure which is reconciled to the directly comparable measure in accordance with U.S. GAAP within this table. We believe the use of such non-GAAP measures provides increased transparency and assists in understanding our comparable operating performance.

(d) Currency-Neutral Comparable Net Sales is a non-GAAP measure which is reconciled to the directly comparable measure in accordance with U.S. GAAP within this table. We believe the use of such non-GAAP measures provides increased transparency and assists in understanding our comparable operating performance.

## Kellogg Company and Subsidiaries Reconciliation of Non-GAAP Amounts – Reported Operating Profit to Currency-Neutral Comparable Operating Profit Q1 2015

### Quarter ended April 4, 2015

(millions)	U.S. Morning Foods	U.S. Snacks	U.S. Specialty	N. America Other	Europe	Latin America	Asia Pacific	Corporate	Kellogg Consolidated
<b>Reported Operating Profit</b>	\$ 127	\$ 80	\$ 78	\$ 59	\$ 61	\$ 51	\$ 12	\$ (84)	\$ 384
Mark-to-market (a)	-	-	-	-	-	-	-	(67)	(67)
Project K (b)	(8)	(9)	(1)	(6)	(19)	-	(5)	(20)	(68)
Integration impact (c)	-	-	-	-	(5)	-	(3)	-	(8)
<b>Comparable Operating Profit (d)</b>	\$ 135	\$ 89	\$ 79	\$ 65	\$ 85	\$ 51	\$ 20	\$ 3	\$ 527
Foreign currency impact	1	-	-	(4)	(8)	(4)	(2)	(4)	(21)
<b>Currency-Neutral Comparable Operating Profit (e)</b>	\$ 134	\$ 89	\$ 79	\$ 69	\$ 93	\$ 55	\$ 22	\$ 7	\$ 548

### Quarter ended March 29, 2014

(millions)	U.S. Morning Foods	U.S. Snacks	U.S. Specialty	N. America Other	Europe	Latin America	Asia Pacific	Corporate	Kellogg Consolidated
<b>Reported Operating Profit</b>	\$ 126	\$ 86	\$ 87	\$ 83	\$ 65	\$ 48	\$ 16	\$ 103	\$ 614
Mark-to-market (a)	-	-	-	-	-	-	-	116	116
Project K (b)	(11)	(7)	(1)	(3)	(12)	(4)	(6)	(10)	(54)
Integration impact (c)	-	-	-	-	(6)	-	-	(1)	(7)
<b>Comparable Operating Profit (d)</b>	\$ 137	\$ 93	\$ 88	\$ 86	\$ 83	\$ 52	\$ 22	\$ (2)	\$ 559
Foreign currency impact	-	-	-	-	-	-	-	-	-
<b>Currency-Neutral Comparable Operating Profit (e)</b>	\$ 137	\$ 93	\$ 88	\$ 86	\$ 83	\$ 52	\$ 22	\$ (2)	\$ 559

- (a) Includes mark-to-market adjustments for pension plans and commodity contracts as reflected in cost of goods sold and selling, general and administrative expense. Actuarial gains/losses for pension plans are recognized in the year they occur. A portion of these mark-to-market adjustments were capitalized as inventoriable cost at the end of 2014 and 2013. The amounts capitalized at the end of 2014 and 2013 have been recognized in the first quarter of 2015 and 2014, respectively. Mark-to-market adjustments for commodities reflect the changes in the fair value of contracts for the difference between contract and market prices for the underlying commodities. The resulting gains/losses are recognized in the quarter they occur.
- (b) Costs incurred related primarily to execution of Project K, a four-year efficiency and effectiveness program. The focus of the program will be to strengthen existing businesses in core markets, increase growth in developing and emerging markets, and drive an increased level of value-added innovation. The program is expected to provide a number of benefits, including an optimized supply chain infrastructure, the implementation of global business services, and a new global focus on categories.
- (c) Includes impact of integration costs associated with the Bisco Misor and Pringles acquisitions.
- (d) Comparable operating profit is a non-GAAP measure which is reconciled to the directly comparable measure in accordance with U.S. GAAP within this table. We believe the use of such non-GAAP measures provides increased transparency and assists in understanding our comparable operating performance.
- (e) Currency-Neutral Comparable operating profit is a non-GAAP measure which is reconciled to the directly comparable measure in accordance with U.S. GAAP within this table. We believe the use of such non-GAAP measures provides increased transparency and assists in understanding our comparable operating performance.

**Kellogg Company and Subsidiaries**  
**Reconciliation of Non-GAAP Amounts –**  
**Reported Gross Profit to Currency-Neutral Comparable Gross Profit**

Quarter ended

(millions)	April 4, 2015	March 29, 2014
<b>Reported Gross Profit (a)</b>	<b>\$1,245</b>	\$1,504
Mark-to-market (b)	(68)	116
Project K (c)	(34)	(25)
Integration impact (d)	(6)	(4)
Acquisitions/divestitures (e)	2	—
<b>Comparable Gross Profit (g)</b>	<b>\$1,351</b>	\$1,417
Foreign currency impact	(64)	—
<b>Currency-Neutral Comparable Gross Profit (g)</b>	<b>\$1,415</b>	\$1,417

- (a) Gross profit is equal to net sales less cost of goods sold.
- (b) Includes mark-to-market adjustments for pension plans and commodity contracts as reflected in cost of goods sold and selling, general and administrative expense. Actuarial gains/losses for pension plans are recognized in the year they occur. A portion of these mark-to-market adjustments were capitalized as inventoriable cost at the end of 2014 and 2013. The amounts capitalized at the end of 2014 and 2013 have been recognized in the first quarter of 2015 and 2014, respectively. Mark-to-market adjustments for commodities reflect the changes in the fair value of contracts for the difference between contract and market prices for the underlying commodities. The resulting gains/losses are recognized in the quarter they occur.
- (c) Costs incurred related primarily to execution of Project K, a four-year efficiency and effectiveness program. The focus of the program will be to strengthen existing businesses in core markets, increase growth in developing and emerging markets, and drive an increased level of value-added innovation. The program is expected to provide a number of benefits, including an optimized supply chain infrastructure, the implementation of global business services, and a new global focus on categories.
- (d) Includes impact of integration costs associated with the Bisco Misr and Pringles acquisitions.
- (e) Includes impact of Bisco Misr acquisition during the first quarter of 2015 and the divestiture of Loma Linda in 2014.
- (f) Comparable Gross Profit is a non-GAAP measure which is reconciled to the directly comparable measure in accordance with U.S. GAAP within this table. We believe the use of such a non-GAAP measure provides increased transparency and assists in understanding our comparable operating performance.
- (g) Currency-Neutral Gross Profit is a non-GAAP measure which is reconciled to the directly comparable measure in accordance with U.S. GAAP within this table. We believe the use of such a non-GAAP measure provides increased transparency and assists in understanding our comparable operating performance.

**Kellogg Company and Subsidiaries**  
**Reconciliation of Non-GAAP Amounts –**  
**Reported Gross Margin to Currency-Neutral Comparable Gross Margin**

	Quarter ended	
	April 4, 2015	March 29, 2014
<b>Reported Gross Margin (a)</b>	<b>35.0%</b>	40.2%
Mark-to-market (b)	-1.9%	3.1%
Project K (c)	-0.9%	-0.7%
Integration impact (d)	-0.2%	-0.1%
Acquisitions/divestitures (e)	—	—
<b>Comparable Gross Margin (f)</b>	<b>38.0%</b>	37.9%
Foreign currency impact	0.1%	—
<b>Currency-Neutral Comparable Gross Margin (g)</b>	<b>37.9%</b>	37.9%

- (a) Reported gross margin as a percentage of net sales. Gross margin is equal to net sales less cost of goods sold.
- (b) Includes mark-to-market adjustments for pension plans and commodity contracts as reflected in cost of goods sold and selling, general and administrative expense. Actuarial gains/losses for pension plans are recognized in the year they occur. A portion of these mark-to-market adjustments were capitalized as inventoriable cost at the end of 2014 and 2013. The amounts capitalized at the end of 2014 and 2013 have been recognized in the first quarter of 2015 and 2014, respectively. Mark-to-market adjustments for commodities reflect the changes in the fair value of contracts for the difference between contract and market prices for the underlying commodities. The resulting gains/losses are recognized in the quarter they occur.
- (c) Costs incurred related primarily to execution of Project K, a four-year efficiency and effectiveness program. The focus of the program will be to strengthen existing businesses in core markets, increase growth in developing and emerging markets, and drive an increased level of value-added innovation. The program is expected to provide a number of benefits, including an optimized supply chain infrastructure, the implementation of global business services, and a new global focus on categories.
- (d) Includes impact of integration costs associated with the Bisco Misr and Pringles acquisitions.
- (e) Includes impact of Bisco Misr acquisition during the first quarter of 2015 and the divestiture of Loma Linda in 2014.
- (f) Comparable Gross Margin is a non-GAAP measure which is reconciled to the directly comparable measure in accordance with U.S. GAAP within this table. We believe the use of such a non-GAAP measure provides increased transparency and assists in understanding our comparable operating performance.
- (g) Currency-Neutral Gross Margin is a non-GAAP measure which is reconciled to the directly comparable measure in accordance with U.S. GAAP within this table. We believe the use of such a non-GAAP measure provides increased transparency and assists in understanding our comparable operating performance.

## Kellogg Company and Subsidiaries

### Reconciliation of Non-GAAP Amounts – Reported EPS to Currency-Neutral Comparable EPS

	Quarter ended		Change vs. prior year	Year-to-date
	April 4, 2015	March 29, 2014		period ended January 3, 2015
<b>Reported EPS</b>	<b>\$0.64</b>	\$1.12	-42.9%	\$1.75
Mark-to-market (a)	(0.13)	0.22		(1.42)
Project K (b)	(0.13)	(0.10)		(0.61)
Other costs (c)	(0.07)	-		(0.01)
Integration impact (d)	(0.01)	(0.01)		(0.09)
Difference in shipping days (e)	-	-		0.07
<b>Comparable EPS (f)</b>	<b>\$0.98</b>	\$1.01	-3.0%	\$3.81
Foreign currency impact	(0.06)	-		(0.01)
<b>Currency-Neutral Comparable EPS (g)</b>	<b>\$1.04</b>	\$1.01	3.0%	\$3.82

- (a) Includes mark-to-market adjustments for pension plans and commodity contracts as reflected in cost of goods sold and selling, general and administrative expense. Actuarial gains/losses for pension plans are recognized in the year they occur. A portion of these mark-to-market adjustments were capitalized as inventoriable cost at the end of 2014 and 2013. The amounts capitalized at the end of 2014 and 2013 have been recognized in the first quarter of 2015 and 2014, respectively. Mark-to-market adjustments for commodities reflect the changes in the fair value of contracts for the difference between contract and market prices for the underlying commodities. The resulting gains/losses are recognized in the quarter they occur.
- (b) Costs incurred related primarily to execution of Project K, a four-year efficiency and effectiveness program. The focus of the program will be to strengthen existing businesses in core markets, increase growth in developing and emerging markets, and drive an increased level of value-added innovation. The program is expected to provide a number of benefits, including an optimized supply chain infrastructure, the implementation of global business services, and a new global focus on categories.
- (c) During the quarter ended April 4, 2015, the Company has determined that certain assets related to a portion of the business may not be fully recoverable and has recorded a non-cash charge within other income (expense). Year-to-date period ended January 3, 2015 includes impact of costs related to evaluation of potential acquisitions.
- (d) Includes impact of integration costs associated with the Bisco Misr and Pringles acquisitions.
- (e) Difference in shipping days resulting from 53rd week of business results that occurred in the fourth quarter of 2014.
- (f) Comparable EPS is a non-GAAP measure which is reconciled to the directly comparable measure in accordance with U.S. GAAP within this table. We believe the use of such non-GAAP measures provides increased transparency and assists in understanding our comparable operating performance.
- (g) Currency-Neutral Comparable EPS is a non-GAAP measure which is reconciled to the directly comparable measure in accordance with U.S. GAAP within this table. We believe the use of such non-GAAP measure provides increased transparency and assists in understanding our comparable operating performance.

**Kellogg Company and Subsidiaries**  
**Reconciliation of Non-GAAP Amounts –**  
**Reported Effective Tax Rate to Currency-Neutral Comparable Effective Tax Rate**

	Quarter ended	
	April 4, 2015	March 29, 2014
<b>Reported Effective Tax Rate</b>	<b>25.1%</b>	28.9%
Mark-to-market (a)	-1.0%	0.5%
Project K (b)	-0.8%	-0.4%
Other costs (c)	1.4%	0.0%
Integration impact	0.1%	0.0%
<b>Comparable Effective Tax Rate (d)</b>	<b>25.4%</b>	28.8%
Foreign currency impact	0.7%	0.0%
<b>Currency-Neutral Comparable Effective Tax Rate (e)</b>	<b>24.7%</b>	28.8%

- (a) Mark-to-market adjustments, in general, were incurred in jurisdictions with tax rates higher than our reported effective tax rate during the quarters ended April 4, 2015 and March 29, 2014.
- (b) Costs incurred related to the execution of restructuring and cost reduction activities, in general, were incurred in jurisdictions with tax rates higher than our effective tax rate during the quarters ended April 4, 2015 and March 29, 2014.
- (c) During the quarter ended April 4, 2015, the Company has determined that certain assets related to a portion of the business may not be fully recoverable and has recorded a non-cash charge within other income (expense).
- (d) Comparable Effective Tax Rate is reconciled to the directly comparable measure in accordance with U.S. GAAP within this table.
- (e) Currency-Neutral Comparable Effective Tax Rate is reconciled to the directly comparable measure in accordance with U.S. GAAP within this table.



**Kellogg Company and Subsidiaries**  
**Analysis of Net Sales and Operating Profit Performance**  
**First Quarter 2015 versus 2014**

(dollars in millions)	U.S. Morning Foods	U.S. Snacks	U.S. Specialty	N. America Other	North America	Europe	Latin America	Asia Pacific	Corp- orate	Consoli- dated
<b>2015 net sales</b>	<b>\$776</b>	<b>\$854</b>	<b>\$361</b>	<b>\$433</b>	<b>\$2,424</b>	<b>\$607</b>	<b>\$295</b>	<b>\$230</b>	<b>\$0</b>	<b>\$3,556</b>
<b>2014 net sales</b>	<b>\$799</b>	<b>\$864</b>	<b>\$372</b>	<b>\$482</b>	<b>\$2,517</b>	<b>\$705</b>	<b>\$278</b>	<b>\$242</b>	<b>\$0</b>	<b>\$3,742</b>
% change - 2015 vs. 2014:										
<b>As Reported</b>	<b>-2.9%</b>	<b>-1.1%</b>	<b>-3.0%</b>	<b>-10.2%</b>	<b>-3.7%</b>	<b>-13.8%</b>	<b>6.3%</b>	<b>-5.3%</b>	<b>0.0%</b>	<b>-5.0%</b>
Project K (b)	0.0%	0.0%	0.0%	-0.5%	-0.1%	0.0%	0.0%	0.0%	0.0%	-0.1%
Acquisitions/divestitures (d)	0.0%	0.0%	-0.5%	0.0%	-0.1%	1.1%	0.0%	0.0%	0.0%	0.2%
Differences in shipping days	0.0%	0.0%	0.0%	0.0%	0.0%	-0.4%	0.0%	0.0%	0.0%	-0.1%
<b>Comparable growth (e)</b>	<b>-2.9%</b>	<b>-1.1%</b>	<b>-2.5%</b>	<b>-9.7%</b>	<b>-3.5%</b>	<b>-14.5%</b>	<b>6.3%</b>	<b>-5.3%</b>	<b>0.0%</b>	<b>-5.0%</b>
Foreign currency impact	0.0%	0.0%	0.0%	-3.6%	-0.7%	-15.5%	-9.4%	-9.3%	0.0%	-4.7%
<b>Currency-Neutral Comparable growth (f)</b>	<b>-2.9%</b>	<b>-1.1%</b>	<b>-2.5%</b>	<b>-6.1%</b>	<b>-2.8%</b>	<b>1.0%</b>	<b>15.7%</b>	<b>4.0%</b>	<b>0.0%</b>	<b>-0.3%</b>
Volume (tonnage) (g)					-2.3%	1.4%	4.5%	5.0%	0.0%	-0.7%
Pricing/mix					-0.5%	-0.4%	11.2%	-1.0%	0.0%	0.4%

(dollars in millions)	U.S. Morning Foods	U.S. Snacks	U.S. Specialty	N. America Other	North America	Europe	Latin America	Asia Pacific	Corp- orate	Consoli- dated
<b>2015 operating profit</b>	<b>\$127</b>	<b>\$80</b>	<b>\$78</b>	<b>\$59</b>	<b>\$344</b>	<b>\$61</b>	<b>\$51</b>	<b>\$12</b>	<b>(\$84)</b>	<b>\$384</b>
<b>2014 operating profit</b>	<b>\$126</b>	<b>\$86</b>	<b>\$87</b>	<b>\$83</b>	<b>\$382</b>	<b>\$65</b>	<b>\$48</b>	<b>\$16</b>	<b>\$103</b>	<b>\$614</b>
% change - 2015 vs. 2014:										
<b>As Reported</b>	<b>0.2%</b>	<b>-7.3%</b>	<b>-10.2%</b>	<b>-27.9%</b>	<b>-9.9%</b>	<b>-5.8%</b>	<b>4.8%</b>	<b>-22.8%</b>	<b>-182.1%</b>	<b>-37.5%</b>
Mark-to-market (a)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-154.1%	-28.1%
Project K (b)	1.8%	-3.1%	-0.1%	-4.2%	-1.2%	-9.4%	8.1%	2.3%	-213.8%	-3.5%
Integration impact (c)	0.0%	-0.1%	0.0%	0.0%	0.0%	0.9%	-0.1%	-8.9%	-24.8%	-0.2%
Acquisitions/divestitures (d)	0.0%	0.0%	0.1%	0.0%	0.0%	0.7%	0.0%	0.0%	0.0%	0.2%
Differences in shipping days	0.0%	0.0%	0.0%	0.0%	0.0%	-0.5%	0.0%	0.0%	0.0%	-0.1%
<b>Comparable growth (e)</b>	<b>-1.6%</b>	<b>-4.1%</b>	<b>-10.2%</b>	<b>-23.7%</b>	<b>-8.7%</b>	<b>2.5%</b>	<b>-3.2%</b>	<b>-16.2%</b>	<b>210.6%</b>	<b>-5.8%</b>
Foreign currency impact	0.4%	0.0%	0.0%	-4.3%	-0.7%	-10.3%	-8.4%	-13.0%	-87.1%	-3.9%
<b>Currency-Neutral Comparable growth (f)</b>	<b>-2.0%</b>	<b>-4.1%</b>	<b>-10.2%</b>	<b>-19.4%</b>	<b>-8.0%</b>	<b>12.8%</b>	<b>5.2%</b>	<b>-3.2%</b>	<b>297.7%</b>	<b>-1.9%</b>

- (a) Includes mark-to-market adjustments for pension plans and commodity contracts as reflected in cost of goods sold and selling, general and administrative expense. Actuarial gains/losses for pension plans are recognized in the year they occur. A portion of these mark-to-market adjustments were capitalized as inventoriable cost at the end of 2014 and 2013. The amounts capitalized at the end of 2014 and 2013 have been recognized in the first quarter of 2015 and 2014, respectively. Mark-to-market adjustments for commodities reflect the changes in the fair value of contracts for the difference between contract and market prices for the underlying commodities. The resulting gains/losses are recognized in the quarter they occur.
- (b) Costs incurred related primarily to execution of Project K, a four-year efficiency and effectiveness program. The focus of the program will be to strengthen existing businesses in core markets, increase growth in developing and emerging markets, and drive an increased level of value-added innovation. The program is expected to provide a number of benefits, including an optimized supply chain infrastructure, the implementation of global business services, and a new global focus on categories.
- (c) Includes impact of integration costs associated with the Bisco Misr and Pringles acquisitions.
- (d) Includes impact of Bisco Misr acquisition during the first quarter of 2015 and the divestiture of Loma Linda in 2014.
- (e) Comparable net sales growth and comparable operating profit growth are non-GAAP measures which are reconciled to the directly comparable measure in accordance with U.S. GAAP within this table. We believe the use of such non-GAAP measures provides increased transparency and assists in understanding our comparable operating performance.
- (f) Currency-Neutral Comparable Net Sales growth and Currency Neutral Comparable Operating Profit growth are non-GAAP measures which are reconciled to the directly comparable measure in accordance with U.S. GAAP within this table. We believe the use of such non-GAAP measures provides increased transparency and assists in understanding our comparable operating performance.
- (g) We measure the volume impact (tonnage) on revenues based on the stated weight of our product shipments.

**Kellogg Company and Subsidiaries**  
**Restructuring and cost reduction activities**

(millions)

	Quarter ended April 4, 2015			
	Net Sales	Cost of goods sold	Selling, general and administrative expense	Total
<b>2015</b>				
U.S. Morning Foods	\$ -	\$ 5	\$ 3	\$ 8
U.S. Snacks	-	5	4	9
U.S. Specialty	-	-	1	1
North America Other	2	2	2	6
Europe	-	16	3	19
Latin America	-	-	-	-
Asia Pacific	-	4	1	5
Corporate	-	-	20	20
<b>Total</b>	<b>\$ 2</b>	<b>\$ 32</b>	<b>\$ 34</b>	<b>\$ 68</b>

	Quarter ended March 29, 2014			
	Net Sales	Cost of goods sold	Selling, general and administrative expense	Total
<b>2014</b>				
U.S. Morning Foods	\$ -	\$ 9	\$ 2	\$ 11
U.S. Snacks	-	5	2	7
U.S. Specialty	-	-	1	1
North America Other	-	2	1	3
Europe	-	5	7	12
Latin America	-	-	4	4
Asia Pacific	-	4	2	6
Corporate	-	-	10	10
<b>Total</b>	<b>\$ -</b>	<b>\$ 25</b>	<b>\$ 29</b>	<b>\$ 54</b>

<b>2015 Variance - better(worse) than 2014</b>				
U.S. Morning Foods	\$ -	\$ 4	\$ (1)	\$ 3
U.S. Snacks	-	-	(2)	(2)
U.S. Specialty	-	-	-	-
North America Other	(2)	-	(1)	(3)
Europe	-	(11)	4	(7)
Latin America	-	-	4	4
Asia Pacific	-	-	1	1
Corporate	-	-	(10)	(10)
<b>Total</b>	<b>\$ (2)</b>	<b>\$ (7)</b>	<b>\$ (5)</b>	<b>\$ (14)</b>

**Kellogg Company and Subsidiaries**  
**Integration Costs \***

(millions)

	Quarter ended April 4, 2015			
	Net Sales	Cost of goods sold	Selling, general and admin. expense	Total
<b>2015</b>				
Europe	\$ -	\$ 3	\$ 2	\$ 5
Asia Pacific	-	3	-	3
Corporate	-	-	-	-
Total	\$ -	\$ 6	\$ 2	\$ 8

	Quarter ended March 29, 2014			
	Net Sales	Cost of goods sold	Selling, general and admin. expense	Total
<b>2014</b>				
Europe	\$ -	\$ 4	\$ 2	\$ 6
Asia Pacific	-	-	-	-
Corporate	-	-	1	1
Total	\$ -	\$ 4	\$ 3	\$ 7

<b>2015 Variance - better(worse) than 2014</b>				
Europe	\$ -	\$ 1	\$ -	\$ 1
Asia Pacific	-	(3)	-	(3)
Corporate	-	-	1	1
Total	\$ -	\$ (2)	\$ 1	\$ (1)

\*Integration costs are charges incurred by the Company as a direct result of the work performed for the acquisition of the Pringles and Bisco Misr businesses.

**Kellogg Company and Subsidiaries**  
**Recast Operating Segment Data**

2014 (millions)	Quarter ended				Year-to-date period ended		
	March 29, 2014	June 28, 2014	September 27, 2014	January 3, 2015	June 28, 2014	September 27, 2014	January 3, 2015
<b>Net Sales (Recast*)</b>							
U.S. Morning Foods	\$ 799	\$ 759	\$ 782	\$ 768	\$ 1,558	\$ 2,340	\$ 3,108
U.S. Snacks	864	851	807	807	1,715	2,522	3,329
U.S. Specialty	372	276	270	280	648	918	1,198
North America Other	482	464	470	448	946	1,416	1,864
North America Total	2,517	2,350	2,329	2,303	4,867	7,196	9,499
Europe	705	767	720	677	1,472	2,192	2,869
Latin America	278	320	320	287	598	918	1,205
Asia Pacific	242	248	270	247	490	760	1,007
Consolidated	\$ 3,742	\$ 3,685	\$ 3,639	\$ 3,514	\$ 7,427	\$ 11,066	\$ 14,580
<b>Operating Profit (Recast*)</b>							
U.S. Morning Foods	\$ 126	\$ 137	\$ 115	\$ 101	\$ 263	\$ 378	\$ 479
U.S. Snacks	86	124	59	95	210	269	364
U.S. Specialty	87	63	59	57	150	209	266
North America Other	83	74	69	68	157	226	294
North America Total	382	398	302	321	780	1,082	1,403
Europe	65	50	59	58	115	174	232
Latin America	48	47	50	24	95	145	169
Asia Pacific	16	5	18	14	21	39	53
Total Reportable Segments	511	500	429	417	1,011	1,440	1,857
Corporate	103	(33)	(64)	(839)	70	6	(833)
Consolidated	\$ 614	\$ 467	\$ 365	\$ (422)	\$ 1,081	\$ 1,446	\$ 1,024

\* During the first quarter of 2015, the Kashi operating segment was established and is included in North America Other. The Kashi financial results that were previously included in the U.S. Morning Foods, U.S. Snacks, and U.S. Frozen Foods operating segments are now reported in the Kashi operating segment which is reported in North America Other. Other business unit re-organizations occurred between Europe and Asia Pacific.

**Kellogg Company and Subsidiaries**  
**Recast Operating Segment Data**

2014 (millions)	Quarter ended				Year-to-date period ended		
	March 29, 2014	June 28, 2014	September 27, 2014	January 3, 2015	June 28, 2014	September 27, 2014	January 3, 2015
<b>Net Sales (As originally reported)</b>							
U.S. Morning Foods	\$ 861	\$ 820	\$ 841	\$ 816	\$ 1,681	\$ 2,522	\$ 3,338
U.S. Snacks	903	893	849	850	1,796	2,645	3,495
U.S. Specialty	372	276	270	280	648	918	1,198
North America Other	381	361	369	357	742	1,111	1,468
North America Total	2,517	2,350	2,329	2,303	4,867	7,196	9,499
Europe	708	772	726	681	1,480	2,206	2,887
Latin America	278	320	320	287	598	918	1,205
Asia Pacific	239	243	264	243	482	746	989
Consolidated	\$ 3,742	\$ 3,685	\$ 3,639	\$ 3,514	\$ 7,427	\$ 11,066	\$ 14,580
<b>Operating Profit (As originally reported)</b>							
U.S. Morning Foods	\$ 128	\$ 143	\$ 118	\$ 101	\$ 271	\$ 389	\$ 490
U.S. Snacks	95	130	67	103	225	292	395
U.S. Specialty	87	63	59	57	150	209	266
North America Other	72	62	58	60	134	192	252
North America Total	382	398	302	321	780	1,082	1,403
Europe	67	53	61	59	120	181	240
Latin America	48	47	50	24	95	145	169
Asia Pacific	14	2	16	13	16	32	45
Total Reportable Segments	511	500	429	417	1,011	1,440	1,857
Corporate	103	(33)	(64)	(839)	70	6	(833)
Consolidated	\$ 614	\$ 467	\$ 365	\$ (422)	\$ 1,081	\$ 1,446	\$ 1,024