

Continuing Our Journey To Unleash Kellanova's Potential

Combination with Mars, Incorporated will accelerate Kellanova's evolution, creating new and exciting opportunities for our employees, our customers, and our suppliers



Rebrands again as Kellogg Company and builds a cereal-focused icon

February 19, 1906

W.K. Kellogg founds the Battle Creek Toasted Corn Flake Company in Battle Creek, MI

1964

Introduces first non-cereal product: Pop-Tarts





Acquires Keebler Company, including Cheez-It brand

2001



2015

Announces joint venture with Tolaram, creating a significant emerging markets presence



2017

Acquires RXBAR Exits from Direct Store Delivery (DSD), reinvesting in snacking



2022

Announces spin-off of North American cereal company, with the goal of unlocking the full potential of both companies

A transformed company postspin, Kellanova enters into merger agreement with Mars to shape the future of snacking.

2024

1909

Rebrands as Kelloga Toasted Corn Flake Company

1914-2000s

Continues to arow aeographic footprint and diversify product portfolio to include differentiated brands like Eggo, Nutri-Grain, and Morningstar Farms

2012

Acquires Pringles and becomes the second-largest snack food company globally

Announces Better DaysTM to advance sustainable and equitable access to food, today creating Better Days for 4 billion people by the end of 2030

2016

Acquires Parati, home to iconic regional brands in Latin America



2019

Divests the Keebler business, creating a more focused portfolio



2023

Becomes Kellanova as spin is completed



"Kellanova has been on a transformation journey to become the world's best snacking company, and this opportunity to join Mars enables us to accelerate the realization of our full potential and our vision."

> **Steve Cahillane** Chairman, President, and Chief Executive Officer

Forward-Looking Statements

This communication includes statements that are forward-looking statements made pursuant to the safe harbor provisions of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended, which may involve risks and uncertainties that could cause actual results to differ materially from such forward-looking statements.