



This information is best reviewed by your financial team. If you're not the person responsible for cash management, please forward this to your CFO, Controller, Treasurer or Credit Manager.

Dear CFO, Controller or Credit Manager,

Re: Kellogg Europe C2FO programme

Kellogg Europe appreciates the working relationships we have with our suppliers and are always looking for ways to strengthen our important business partnerships. For this reason, I ask that you give the Kellogg Europe C2FO program your full consideration.

We have partnered with a company called C2FO to help us accelerate the payment of approved supplier invoices. For a small discount, you can receive early payment directly from Kellogg Europe to improve your cash flow at rates that are often less than the cost of borrowing short-term working capital.

The best part about C2FO is that you determine your early payment offer, so you're in control. When your offer is accepted, Kellogg Europe will initiate early payment on our very next scheduled payment run.

C2FO is rapidly expanding as suppliers realise its money-saving advantages and simplicity:

- **LOW COST:** Creates a new working capital option at a rate you choose
- **FLEXIBLE:** Eliminates paperwork with on-demand access
- **USEFUL:** Lowers your days sales outstanding (DSO) an average of 22 days
- **SECURE:** Provides secure access to view your approved invoices
- **HELPFUL:** Gives you world-class support M-F, 9am-7pm Central Europe GMT +1
- **SIMPLE:** Offers easy account activation and your payment process doesn't change

While we believe C2FO is the most supplier-friendly option for improving your working capital efficiency, the final decision to use C2FO is yours.

Please activate your C2FO account at your earliest convenience. If you have questions, our C2FO support team is ready to help you.

Thank you for your continued partnership with Kellogg Europe.

Robert O'Connor
Chief Procurement Officer (CPO)
European Procurement
Kellogg Europe

P.S. Activating your C2FO account has no cost and no obligation. It simply gives you the opportunity to see how C2FO could improve your company's cash flow and save you money.



C2FO Support Team