

LET'S MAKE
LIFE
Delicious
KraftHeinz

Kraft Heinz Investor Day: September 15, 2020

SCALE + AGILITY

Our New Formula Driving Relevance, Efficiencies and Results



New Operating Model
with five primary elements:
People with Purpose,
Consumer Platforms, Ops
Center, Partner Program,
Fuel Our Growth



\$2B in gross savings
between 2020 and 2024 from
efficiencies in Procurement,
Manufacturing and Logistics



Prioritizing **high return**
investments in growth,
with a 30% planned increase
in marketing and advertising
spend



Using our scale to
positively impact the world:
100% Heinz ketchup tomatoes
sustainably sourced from
"Seed to Bottle" by 2025

OUR NEW LONG-TERM FINANCIAL PROFILE

1%–2%
Organic Net
Sales¹ growth

2%–3%
Adjusted
EBITDA¹ growth

4%–6%
Adjusted EPS¹ growth
with \geq 100% Free Cash
Flow conversion

CREATING AN AGILE, CONSUMER-DRIVEN CULTURE

OUR NEW VISION & VALUES:

**To sustainably grow by delighting
more consumers globally.**

**We are
consumer
obsessed.**

**We dare
to do better
every day.**

**We
champion
great
people.**

**We
demand
diversity.**

**We do
the right
thing.**

**We
own it.**

¹ Non-GAAP financial measure. See a discussion of non-GAAP financial measures and reconciliations in the Company's Investor Day press release filed as Exhibit 99.1 to our Current Report on Form 8-K on September 15, 2020.

6 CONSUMER PLATFORMS TO DRIVE GROWTH

<p>1 Taste Elevation: Enhancing the taste, flavor and texture of food</p>	
<p>2 Easy Meals Made Better: Convenient foods that minimize trade-offs at mealtime</p>	
<p>3 Real Food Snacking: Nutrition-rich, tasty, convenient clean food experiences</p>	
<p>4 Fast Fresh Meals: Help consumers make fresh, easy, prepared or assembled meals</p>	
<p>5 Easy Indulgent Desserts: Sweet and indulgent treats that bring simple joy to every day</p>	
<p>6 Flavorful Hydration: Hydration across kids' beverages and beverage mixes</p>	

THREE ROLES TO GUIDE RESOURCE ALLOCATION AND INVESTMENT DECISIONS FOR EACH PLATFORM

↑
GROW
 ~50% of Sales¹

☀
ENERGIZE
 ~30% of Sales¹

↕
STABILIZE
 ~20% of Sales^{1,2}

¹: Represents the percentage of 2019 Organic Net Sales, a non-GAAP financial measure, by platform role. See a discussion of non-GAAP financial measures and reconciliations in the Company's Investor Day press release filed as Exhibit 99.1 to our Current Report on Form 8-K on September 15, 2020.

²: This calculated percentage for the Stabilize platform role includes \$3.2B of 2019 Organic Net Sales which occurred outside of the six referenced platforms.

