

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  
Sales<sup>1</sup> growth

**2%–3%**  
Adjusted  
EBITDA<sup>1</sup> growth

**4%–6%**  
Adjusted EPS<sup>1</sup> 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.**

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

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

**↑**  
**GROW**  
~50% of Sales<sup>1</sup>

**☀**  
**ENERGIZE**  
~30% of Sales<sup>1</sup>

**↕**  
**STABILIZE**  
~20% of Sales<sup>1,2</sup>

<sup>1</sup>: 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.

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

