



2023 Analyst Day

EMERGING MARKETS

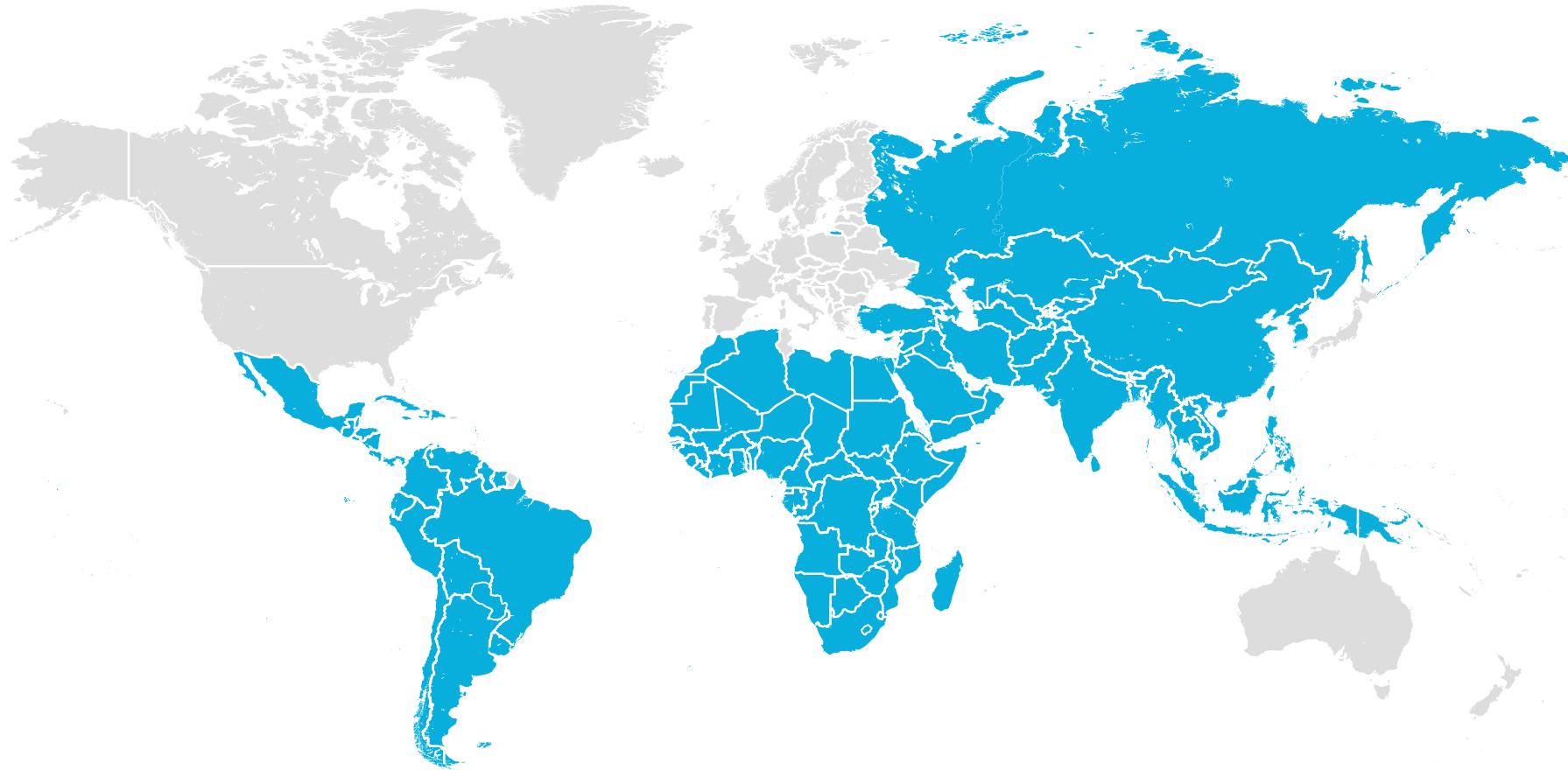


Forward-Looking Statements

This presentation contains a number of forward-looking statements as defined under U.S. federal securities laws, including, but not limited to, statements, estimates, and projections relating to our business and long-term strategy; our ambitions, goals, targets, and commitments; our activities, efforts, initiatives, plans, and programs, and our investments in such activities, efforts, initiatives, plans, and programs; and projected or expected timing, results, achievement, and impacts. Words such as “aim,” “anticipate,” “aspire,” “believe,” “could,” “estimate,” “expect,” “guidance,” “intend,” “may,” “might,” “outlook,” “plan,” “predict,” “project,” “seek,” “will,” “would,” and variations of such words and similar future or conditional expressions are intended to identify forward[1]looking statements. These statements are based on management’s beliefs, expectations, estimates, and projections at the time they are made and are not guarantees of future performance. Such statements are subject to a number of risks and uncertainties, many of which are difficult to predict and beyond our control, which could cause actual results to differ materially from those indicated in the forward-looking statements. For additional, important information regarding such risks and uncertainties, please see the risk factors set forth in Kraft Heinz’s filings with the U.S. Securities and Exchange Commission, including our most recently filed Annual Report on Form 10-K and subsequent reports on Forms 10-Q and 8-K. We disclaim and do not undertake any obligation to update, revise, or withdraw any forward-looking statement in this presentation, except as required by applicable law or regulation.

WHY EMERGING MARKETS

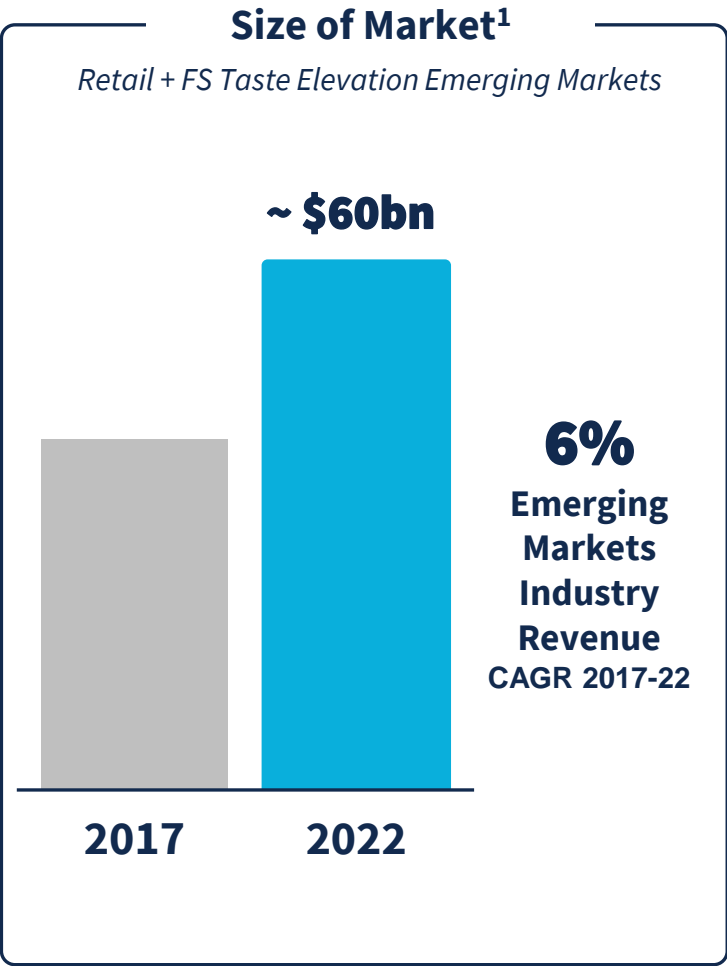
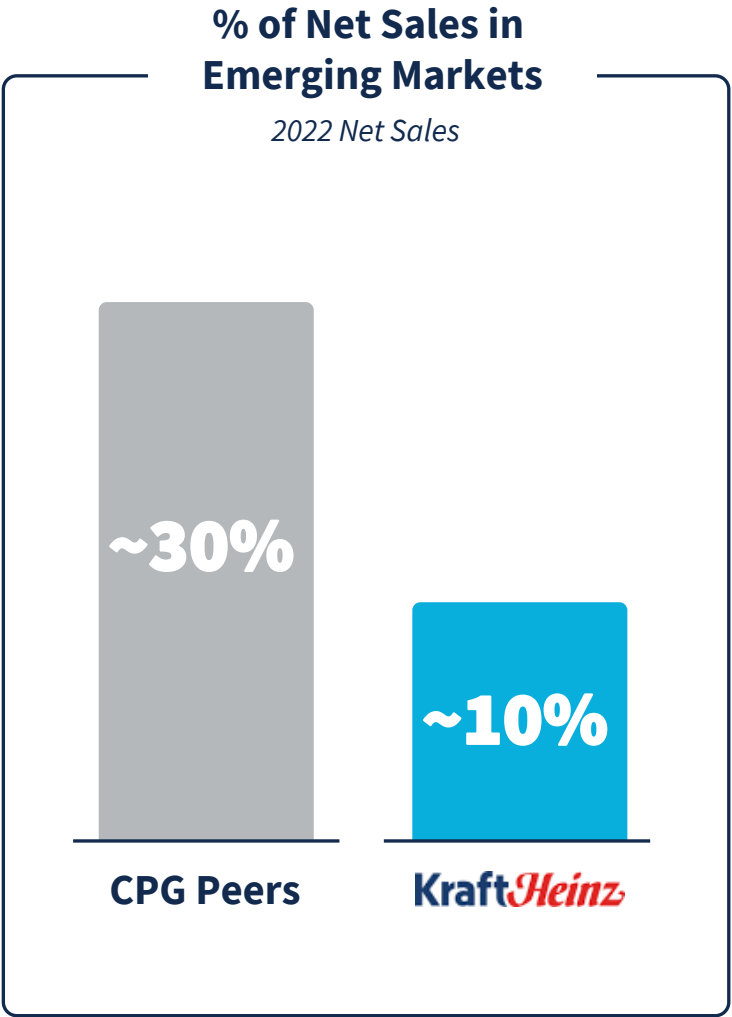
Emerging Markets Will Drive Global Economic Growth



>90%
of the Population

>70%
of the GDP Growth

There is Plenty of Headroom Still to Capture in Emerging Markets



1| Source: Euromonitor, Taste Elevation categories, Retail + Foodservice
2| Source: Euromonitor International 2023, Taste Elevation categories, Retail Only

A Reminder of Our Long-Term Growth Algorithm



1| Non-GAAP financial measure. See the Non-GAAP Information and Reconciliations at ir.kraftheinzcompany.com/events-and-webcasts.

OUR EMERGING MARKETS

KHC has 3 Emerging Market Business Units Leading the Growth

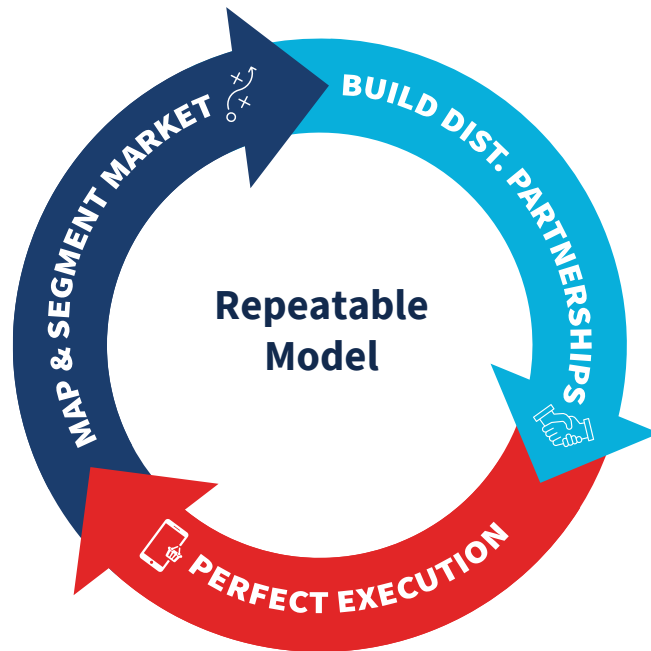


Total
\$2.7bn
Net Sales
2022

Emerging Market grows at **2X¹** total KHC

We Have 3 Clear and Consistent Levers backing our EM Growth

Go To Market



Brand Equity



Food Service



Capturing Opportunities with the Right Product in the Right Market



EMERGING MARKETS

The Go-To-Market Model is a Replicable, Phased Methodology We Use to Build Presence in Existing Markets and Enter New Ones...



Phase 1 Build Distribution



Using partners and importing models

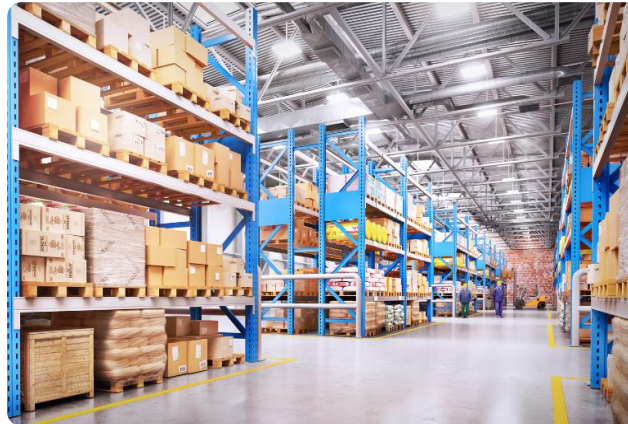


Saudi Arabia



Colombia

Phase 2 Build Base Infrastructure



Developing warehouses, sales teams and merchandising



Egypt



Mexico

Phase 3 Full Structure



Execute manufacturing and warehousing scalability, sales & marketing



Indonesia



Brazil

...Unlocked with our Universally Loved HEINZ Brand

HEINZ
ESTD 1869

#1¹

Sauces Global Brand
by Retail Sales

#1 / #2²

Brand Equity Position in
top IZ markets

+80%²

Brand awareness across IZ



Award-winning Campaigns
50+ Shortlists and +30 Awards

Powerful BRAND AWARENESS Driving Perceptions of Quality and Value



**Young & Modern
CHARACTER**



**Global Reach with
LOCAL Relevance**



**AUTHENTICITY to
Play where other
Food Brands Can't**



**STRETCHABLE to Win
in New Categories**



**Ready to Meet
Increasing CONSUMER
DEMANDS**

TRANSFORMING OUR FOODSERVICE BUSINESS

Developing Strong Partnerships via Co-Creation



Leveraging our dedicated Chefs Network to create tailor-made menu solutions for our customers

Kraft *Heinz*
FOODSERVICE

30+

International Chefs

>400

Chef-Led
Co-Creation Experiences

OUR GTM MODEL IN ACTION:
THE CASE OF BRAZIL

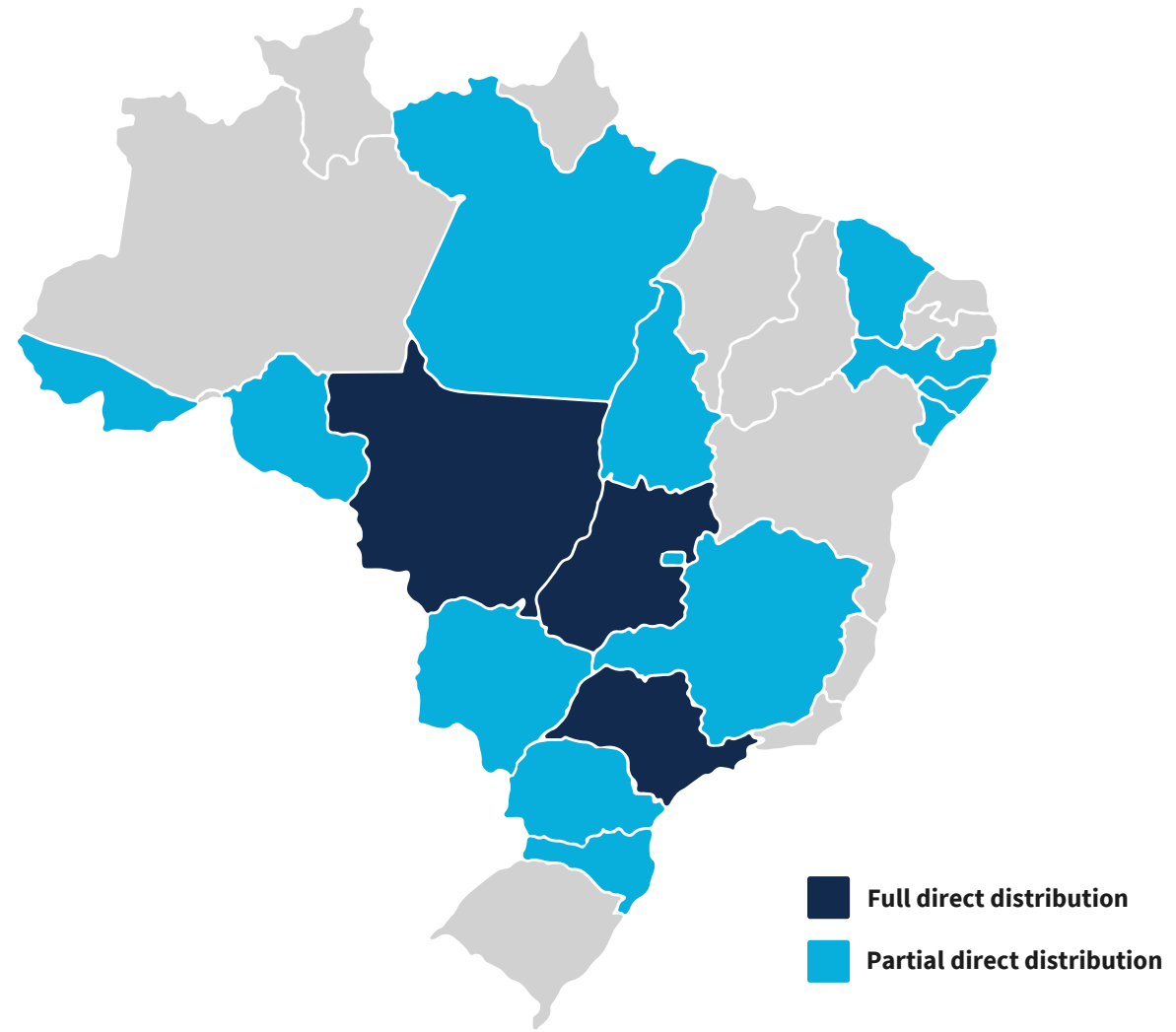
We Started Designing our GTM Journey in 2018

Brazil 2018

Direct Distribution Only

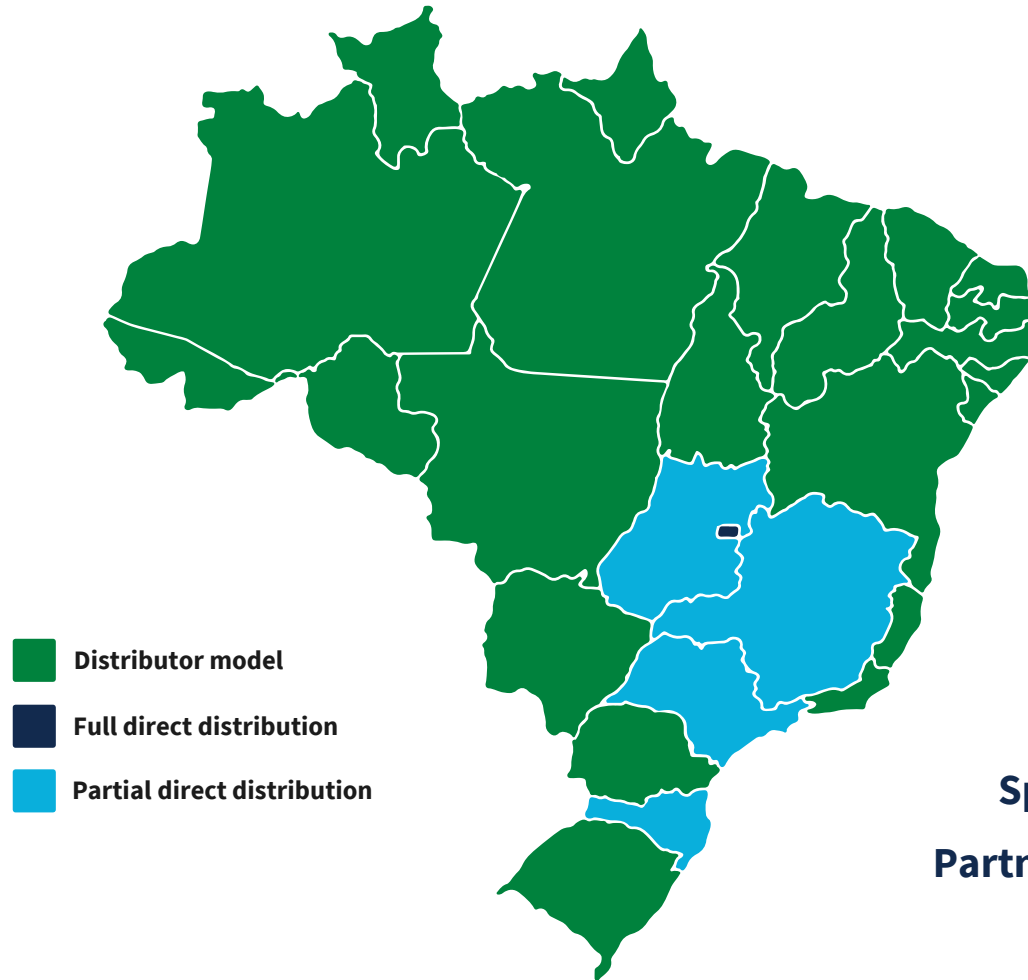
1 Generic Sales Team for All

Partnering with Non-Specialised Wholesalers



Brazil Go-To-Market Journey

By 2022, We had Total Brazil Covered and Accelerated Our Results



Distribution Growth of
43%+

Heinz coverage Growth of
1.8x

Hybrid Distribution
Specialised Sales Team by Channel
Partnering with Exclusive Distributors

Brazil 2022

2.4x

Net Sales vs 2018

17%

Organic Net Sales¹
CAGR 18-22

29%

Market Share²

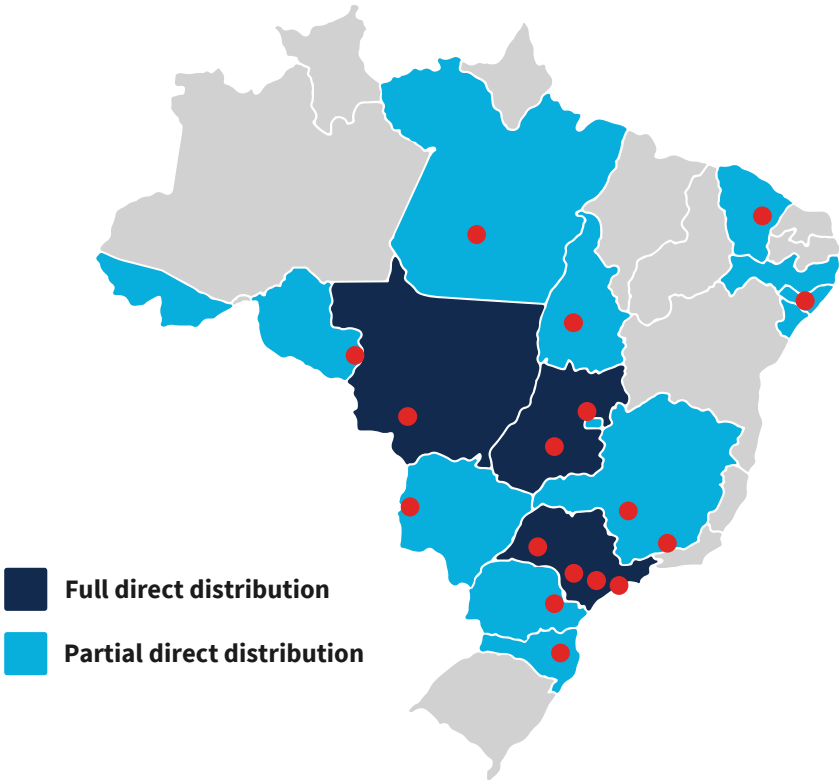
¹ | Non-GAAP financial measure. See the Non-GAAP Information and Reconciliations at ir.kraftheinzcompany.com/events-and-webcasts.

² | Taste Elevation only, Nielsen + Horus

Go-To-Market First and Foremost Ensures Presence

2018 Points of Sale

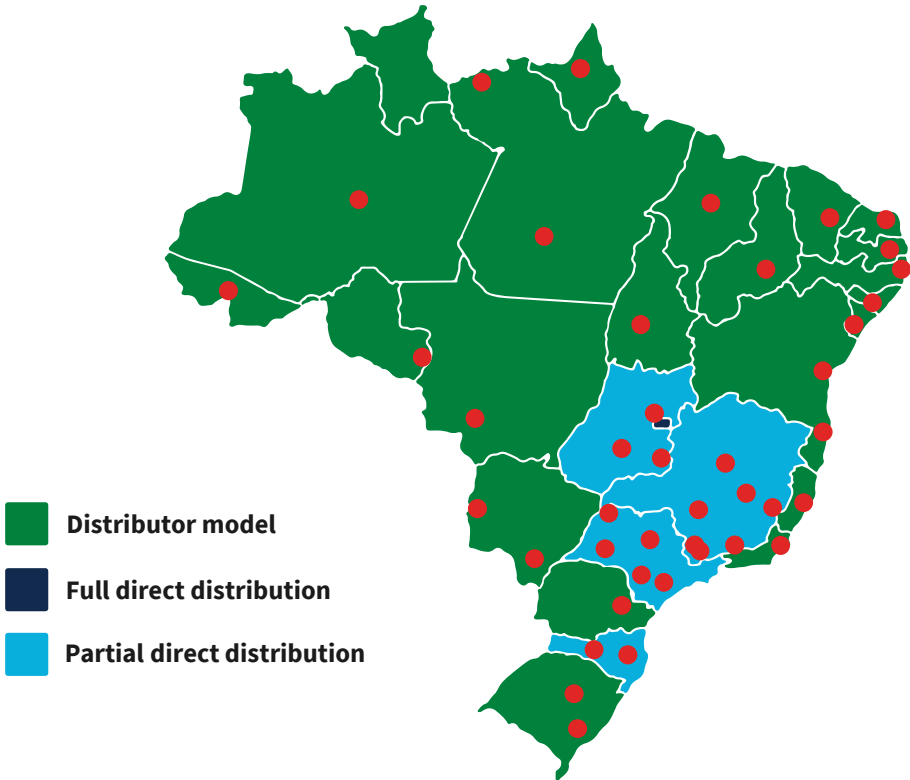
50K Points of Sale¹



2022 Points of Sale

KraftHeinz +43% +5pp Share of Coverage

HEINZ ESTD 1869 +78%

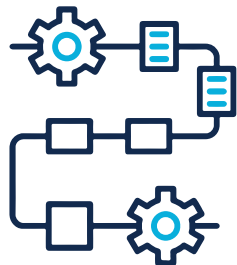


This is a Result of Changing How We Work with Our Customers..

Switched to Distributor Model



Expanded our Regional Reach



Standardised our Sales Approach

Multi-brand Strategy Sell Heinz Where We Sell Quero



Quick Scalability to New Brands



Rapid scaling of BR Spices and HEMMER's Distribution Helping boost innovation

HOW BRAZIL GROWS FASTER

All These While Local Heinz Campaigns Further Boost Brand Love



Brand Preference ¹
Brazil



#2

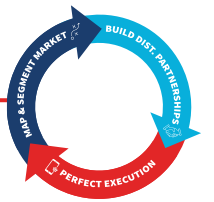
Brand with more creative work in Brazil ²

1| Source: IPSOS Brand Health Tracking
2| Source: Meio & Mensagem Brasil

WHAT'S NEXT?

GROW COVERAGE OF OUR GO-TO-MARKET MODEL

By the end of 2023, we expect to have >90% of our emerging markets' GTM designed and ready for implementation..



Markets with GTM Model Fully Implemented



Brazil
2019



Russia
2020



Mexico
2020

32%¹
FY2022

Markets in Implementation



Saudi Arabia



Costa Rica



China



Indonesia



Poland



Egypt



Turkey

>90%¹
Expected FY2023

1| Organic Net Sales of markets with GTM implemented as a % of total Emerging Markets Organic Net Sales.
Organic Net Sales is a Non-GAAP financial measure. See the Non-GAAP Information and Reconciliations at ir.kraftheinzcompany.com/events-and-webcasts.

FORGE NEW PARTNERSHIPS

We Continue to Look for New Partners to Help Us Unlock New Markets and Channels, Faster..



Access to ABI's extensive
distribution network



+1M

Points of Sale
across LATAM

Potential for LATAM

In 2022

290k

Points of Sale

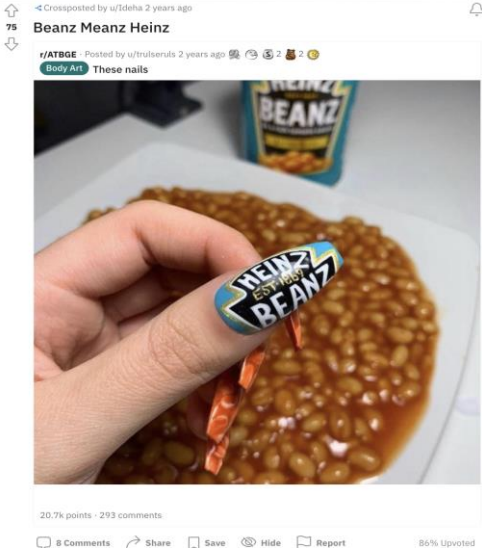
Future Goal

+1M

Points of Sale



...accompanied by strong brand campaigns to grow a network of HEINZ BRAND LOVERS



Heinz @HeinzUK

Heinz Ketchup & @Adele, name a more iconic duo. We'll wait.

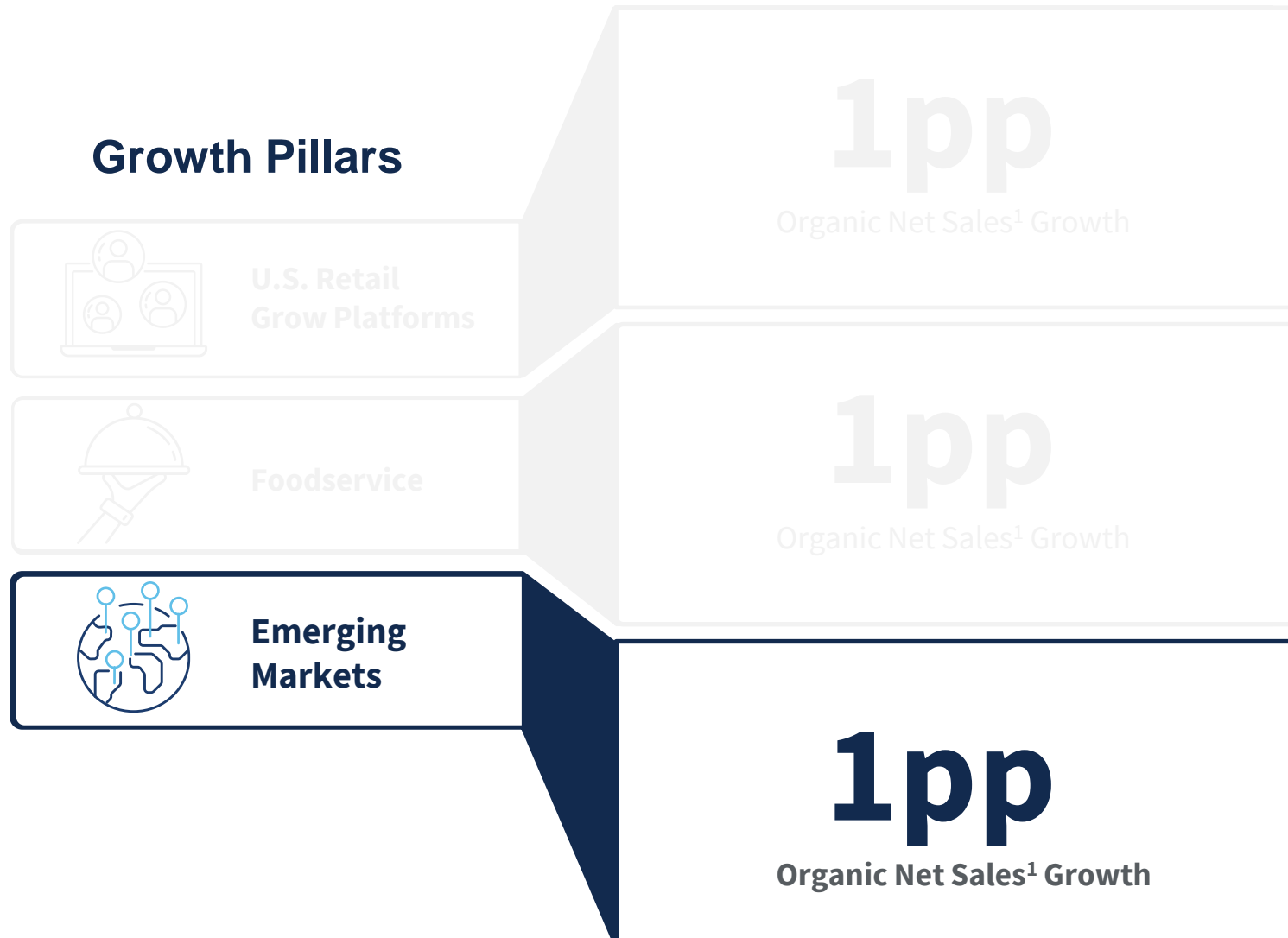


Tyler? @tylermalush

I need to know the origin of this Red Gold ketchup. What is this trash? Do you wanna see the world burn ??? HEINZ OR NOTHING



Kraft Heinz' Growth Engine



- Emerging Markets have been growing sustainably, **outpacing total KHC by 2x²**
- Solid growth model powered by **Go-To-Market, Heinz-led Brand Equity**, and **Foodservice** to accelerate further
- Current Market Share and Distribution whitespace for KHC, shows **there is still a LOT of room to grow**

¹ Non-GAAP financial measure. See the Non-GAAP Information and Reconciliations at ir.kraftheinzcompany.com/events-and-webcasts.

² Source is Organic Net Sales CAGR 19-22 total Emerging Markets vs Kraft Heinz. Organic Net Sales is a Non-GAAP financial measure. See the Non-GAAP Information and Reconciliations at ir.kraftheinzcompany.com/events-and-webcasts.