Q1 2021 BUSINESS UPDATE

APRIL 29, 2021

KraftHeinz

This presentation contains a number of forward-looking statements. Words such as “plan,” "believe," "anticipate," "reflect," "invest," "see," "make," "expect," "deliver," "drive," “improve,” “intend,” "assess," "remain," "evaluate," “establish,” “focus,” “build,” “turn,” “expand,” “leverage,” "grow," "will," and variations of such words and similar future or conditional expressions are intended to identify forward-looking statements. Examples of forward-looking statements include, but are not limited to, statements regarding the Company's plans, impacts of accounting standards and guidance, growth, legal matters, taxes, costs and cost savings, impairments, dividends, expectations, investments, innovations, opportunities, capabilities, execution, initiatives, and pipeline. These forward-looking statements reflect management's current expectations and are not guarantees of future performance and are subject to a number of risks and uncertainties, many of which are difficult to predict and beyond the Company's control.

Important factors that may affect the Company's business and operations and that may cause actual results to differ materially from those in the forward-looking statements include, but are not limited to, the impacts of the COVID-19 pandemic and government and consumer responses; operating in a highly competitive industry; the Company’s ability to correctly predict, identify, and interpret changes in consumer preferences and demand, to offer new products to meet those changes, and to respond to competitive innovation; changes in the retail landscape or the loss of key retail customers; changes in the Company's relationships with significant customers or suppliers, or in other business relationships; the Company’s ability to maintain, extend, and expand its reputation and brand image; the Company’s ability to leverage its brand value to compete against private label products; the Company’s ability to drive revenue growth in its key product categories or platforms, increase its market share, or add products that are in faster-growing and more profitable categories; product recalls or other product liability claims; the Company’s ability to identify, complete, or realize the benefits from strategic acquisitions, alliances, divestitures, joint ventures or other investments; the Company's ability to successfully execute its strategic initiatives; the impacts of the Company's international operations; the Company's ability to protect intellectual property rights; the Company's ownership structure; the Company’s ability to realize the anticipated benefits from prior or future streamlining actions to reduce fixed costs, simplify or improve processes, and improve its competitiveness; the Company's level of indebtedness, as well as our ability to comply with covenants under our debt instruments; additional impairments of the carrying amounts of goodwill or other indefinite-lived intangible assets; foreign exchange rate fluctuations; volatility in commodity, energy, and other input costs; volatility in the market value of all or a portion of the commodity derivatives we use; compliance with laws, regulations, and related interpretations and related legal claims or other regulatory enforcement actions, including additional risks and uncertainties related to any potential actions resulting from the Securities and Exchange Commission’s (“SEC”) ongoing investigation, as well as potential additional subpoenas, litigation, and regulatory proceedings; failure to maintain an effective system of internal controls; a downgrade in the Company's credit rating; the impact of future sales of the Company's common stock in the public market; the Company’s ability to continue to pay a regular dividend and the amounts of any such dividends; unanticipated business disruptions and natural events in the locations in which the Company or the Company's customers, suppliers, distributors, or regulators operate; economic and political conditions in the United States and in various other nations where the Company does business; changes in the Company's management team or other key personnel and the Company's ability to hire or retain key personnel or a highly skilled and diverse global workforce; risks associated with information technology and systems, including service interruptions, misappropriation of data, or breaches of security; increased pension, labor, and people-related expenses; changes in tax laws and interpretations; volatility of capital markets and other macroeconomic factors; and other factors. For additional information on these and other factors that could affect the Company's forward-looking statements, see the Company's risk factors, as they may be amended from time to time, set forth in its filings with the SEC. The Company disclaims and does not undertake any obligation to update, revise, or withdraw any forward-looking statement in this presentation except as required by applicable law or regulation.

Non-GAAP Financial Measures

This presentation contains certain non-GAAP financial measures, including Organic Net Sales, Adjusted EBITDA, Constant Currency Adjusted EBITDA, Adjusted EPS, and Free Cash Flow. These non-GAAP financial measures may differ from similarly titled non-GAAP financial measures presented by other companies. These measures are not substitutes for their comparable financial measures prepared in accordance with accounting principles generally accepted in the United States of America (“GAAP”) and should be viewed in addition to, and not as an alternative for, the GAAP results in this presentation.

These non-GAAP financial measures assist management in comparing the Company’s performance on a consistent basis for purposes of business decision-making by removing the impact of certain items that management believes do not directly reflect the Company’s underlying operations.

Please see discussion of non-GAAP financial measures and the reconciliations at the end of this presentation for more information.

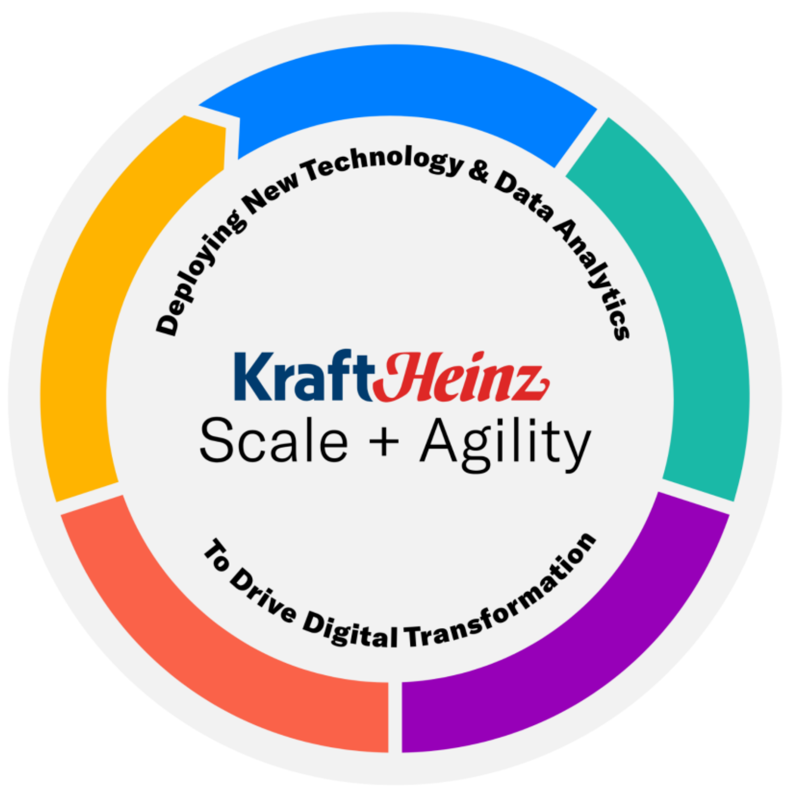
Q1 2021
BUSINESS UPDATE

We have begun 2021 with **strong momentum** across our brands and businesses

1. Solid start to the year… top line and bottom line

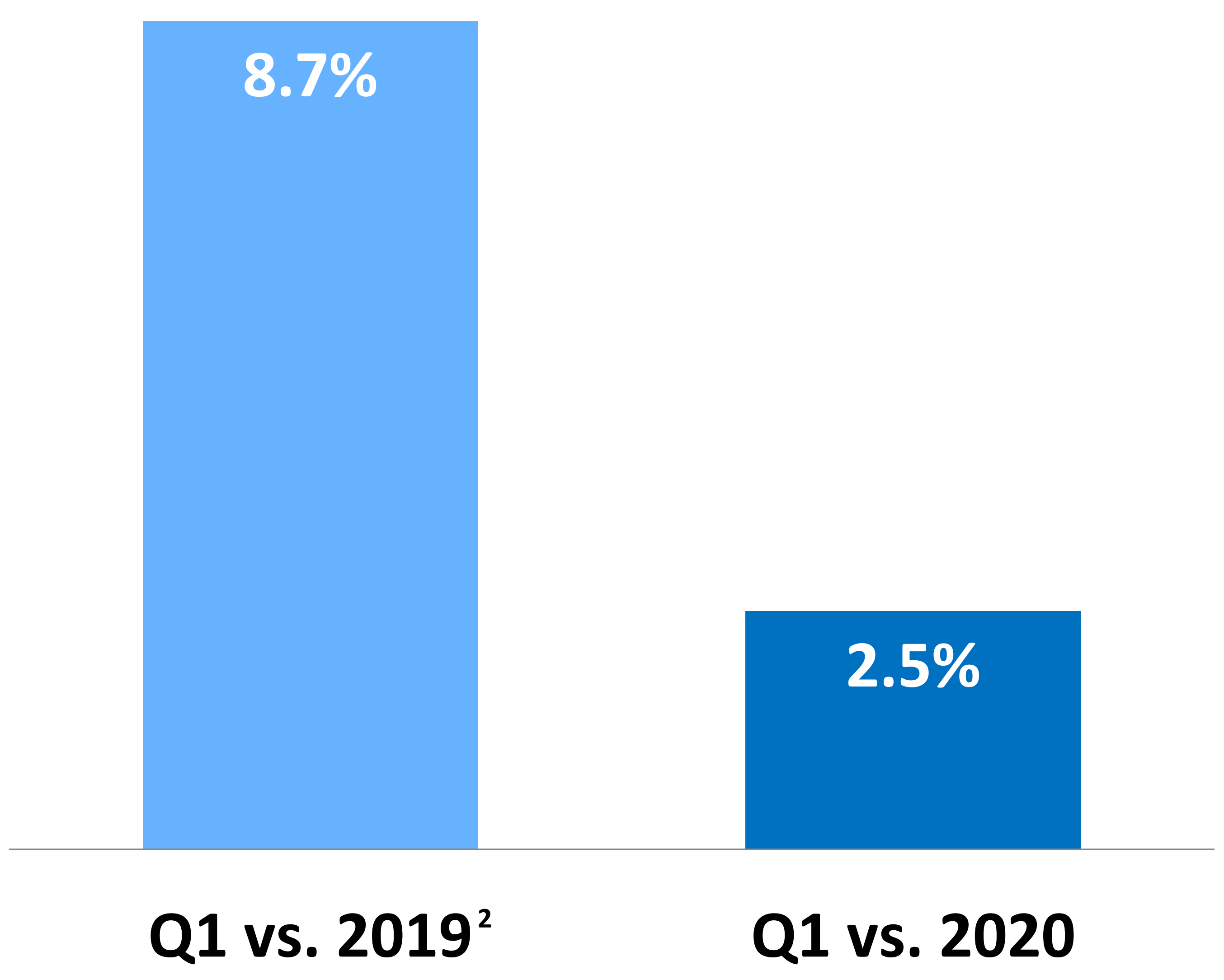
2. Early 2021 plan wins positioning us to accelerate our advantage

3. Continuing to strengthen portfolio while building financial flexibility

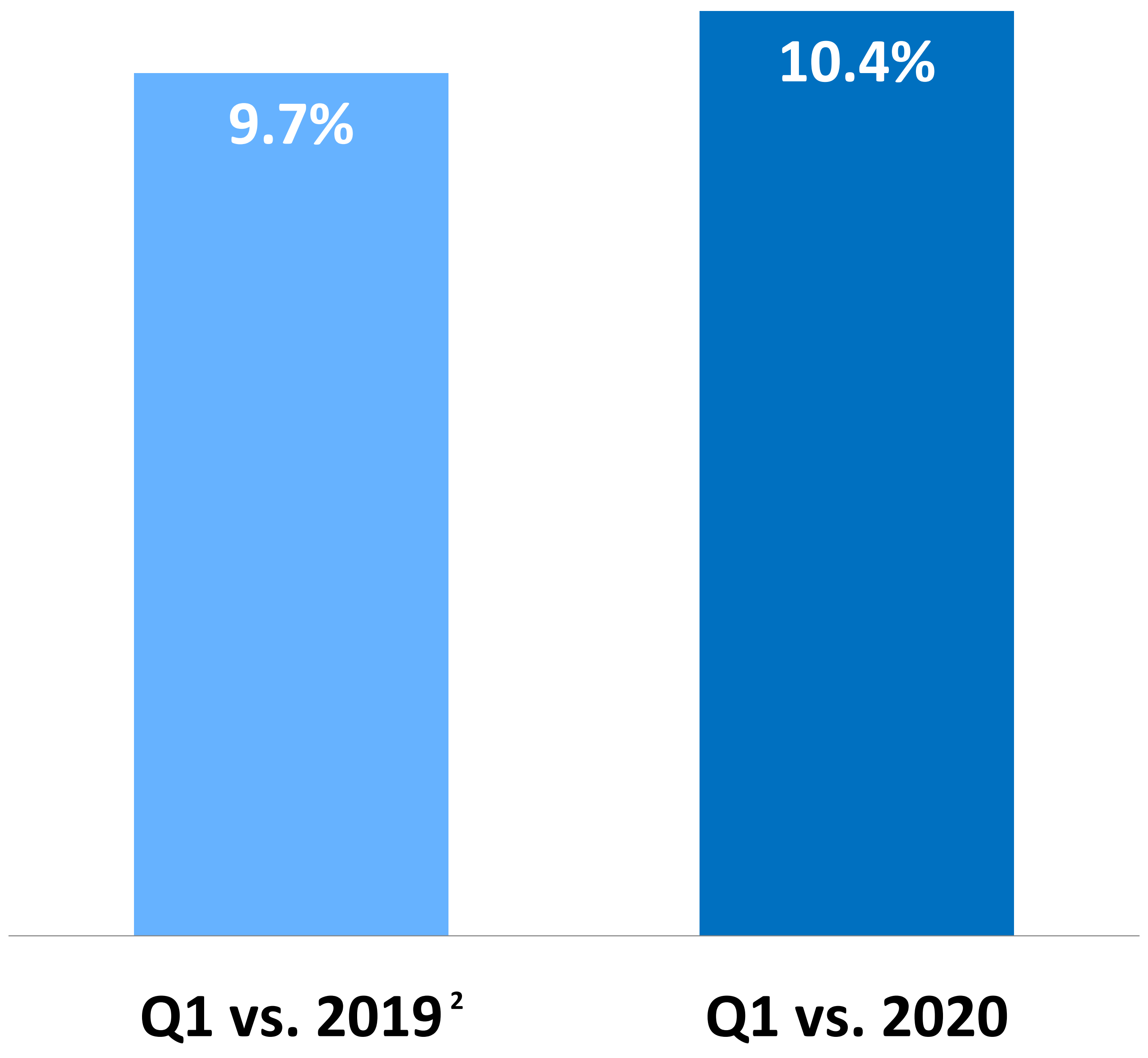


Solid start to the year, both **top line** and **bottom line**

Organic Net Sales[1]



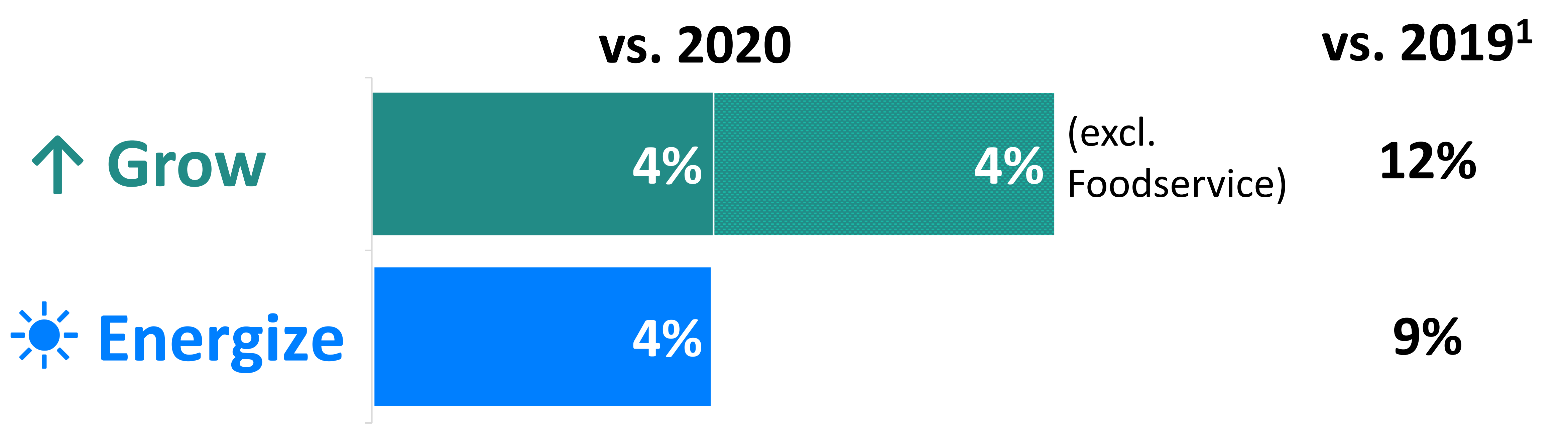
Constant Currency Adjusted EBITDA[1]



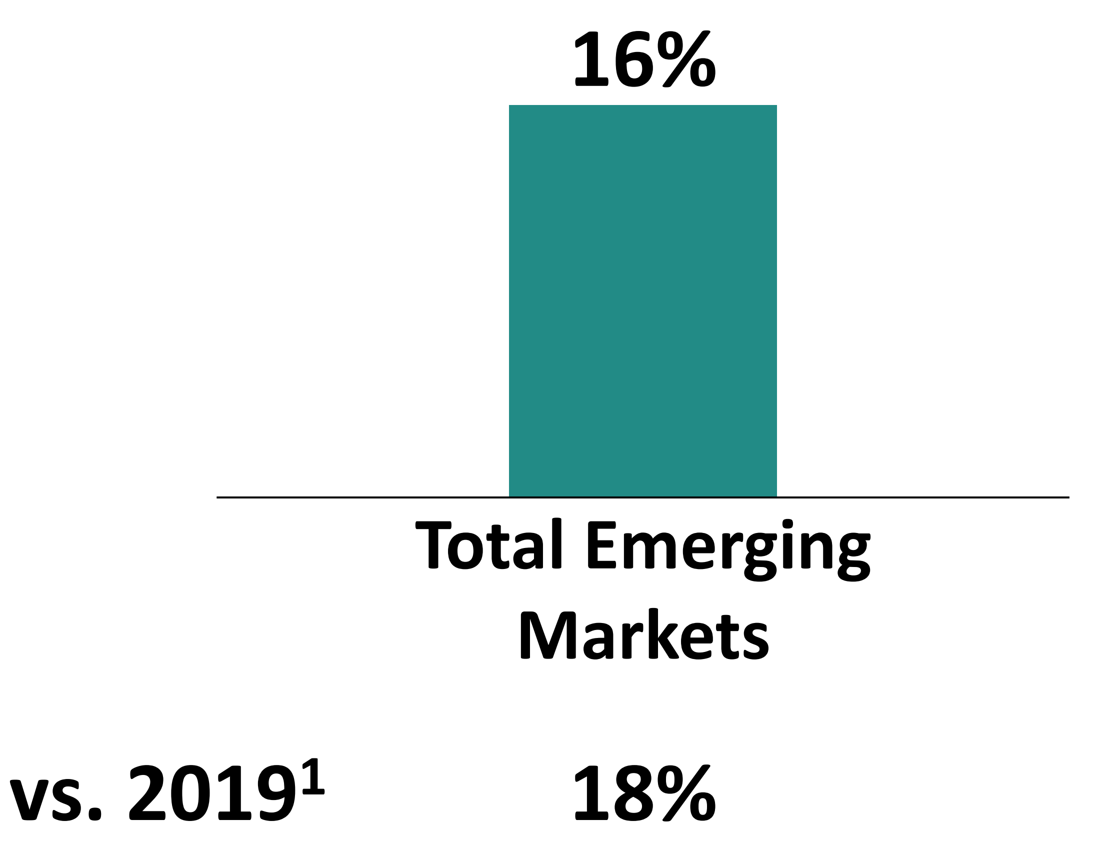
1| Non-GAAP financial measure. See Appendix to this presentation for more information, including GAAP to non-GAAP reconciliations.
2| The Company views comparison to the 2019 period to be more meaningful than the comparable 2020 period given the exceptional, COVID-19-related consumer demand changes experienced in the 2020 period.

Our **priority platforms and geographies** continue to be our **major growth engines**

Q1 Net Sales Growth by Portfolio Role



Q1 Organic Net Sales[2] Growth vs. 2020



Platform	Role	% of 2020 Net Sales[3]	Net Sales Growth Q1 vs. 2020	Net Sales Growth Q1 vs. 2019[1]
Taste Elevation	↑	*27%*	*+8%*	*+11%*
Taste Elevation (excl. Foodservice)	↑	*21%*	*+15%*	*+23%*
Easy Meals Made Better	↑ / ☀	*19%*	*(2%)*	*+14%*
Real Food Snacking	↑	*9%*	*+2%*	*+10%*
Fast Fresh Meals	☀	*25%*	*+6%*	*+9%*

1| The Company views comparison to the 2019 period to be more meaningful than the comparable 2020 period given the exceptional, COVID-19-related consumer demand changes experienced in the 2020 period.
2| Non-GAAP financial measure. See Appendix to this presentation for more information, including GAAP to non-GAAP reconciliations.
3| We made reclassifications and adjustments to certain previously reported financial information to conform to our current period presentation.

Driving a **culture of creativity** has **never been more important** at Kraft Heinz

New ACE program to **A**ccelerate **C**reative **E**xcellence

… surprise, delight, excite our consumers, as we move at the speed of culture

Ops Center keeping **net cost inflation** to **manageable** levels

Accelerating **cost inflation** remains manageable through a combination of **gross efficiencies** and **revenue management levers**

Gross Cost Inflation

vs. Initial 2021 Expectations	Source
↗	Ingredients
↗	Packaging
↗	Logistics

Mid-Single-Digit % Gross Cost Inflation

– Cost pressures expected to build as year progresses

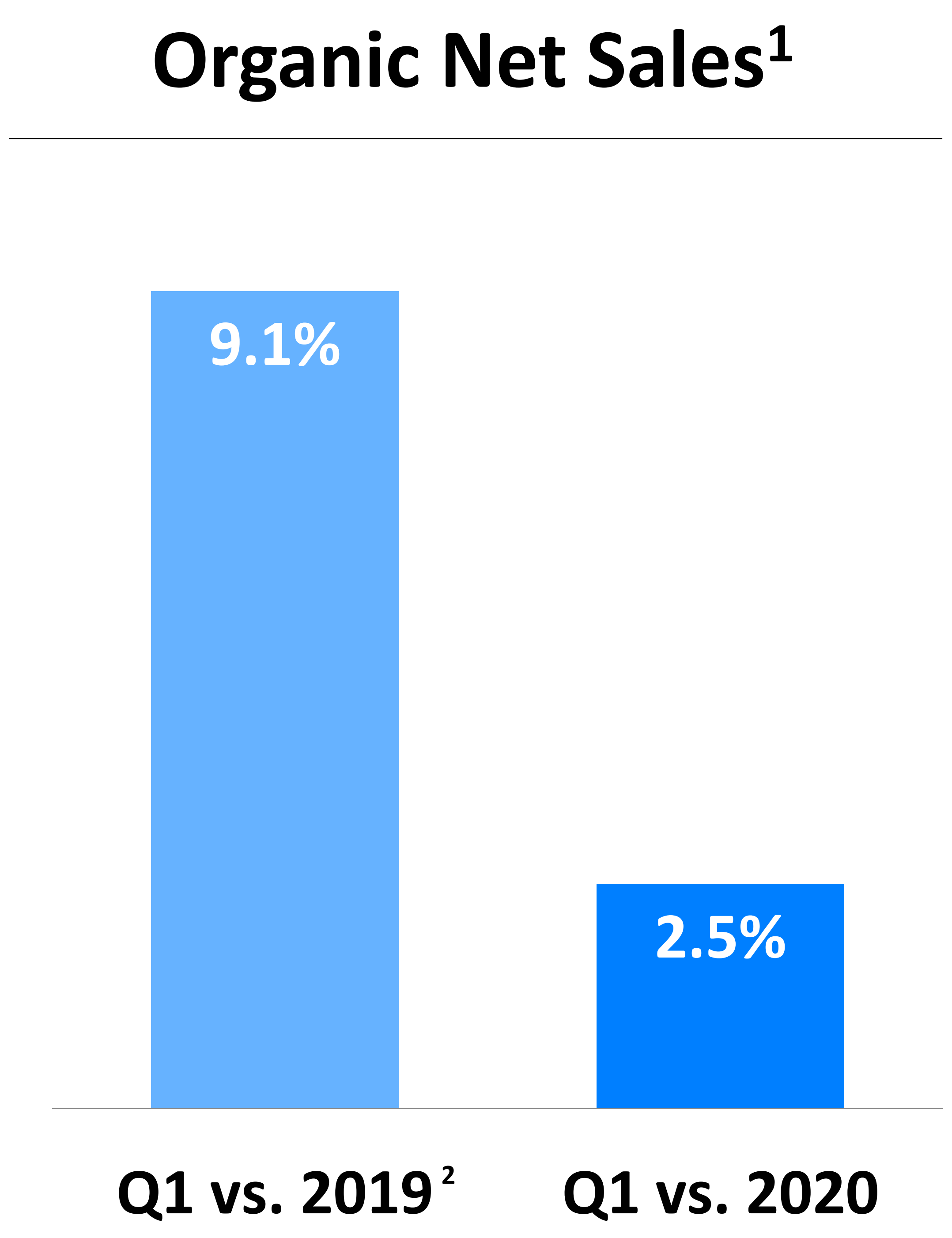
\+ On track for $400M gross efficiency gains in 2021

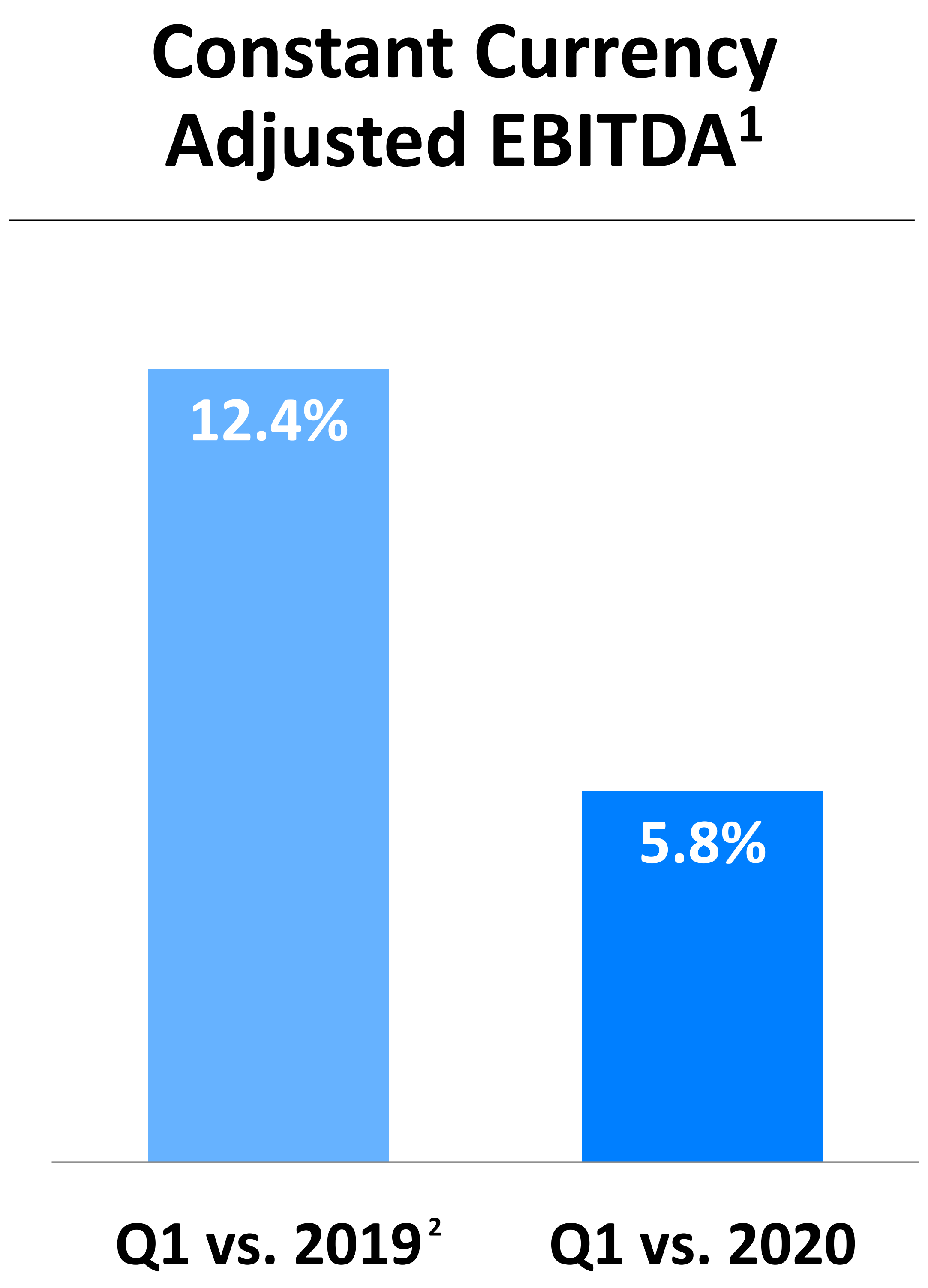
\+ Strong revenue management agenda supported by iconic brands, equity-driven investments

Ops Center

BUSINESS HIGHLIGHTS

Strong 2021 start with balanced top- and bottom-line growth





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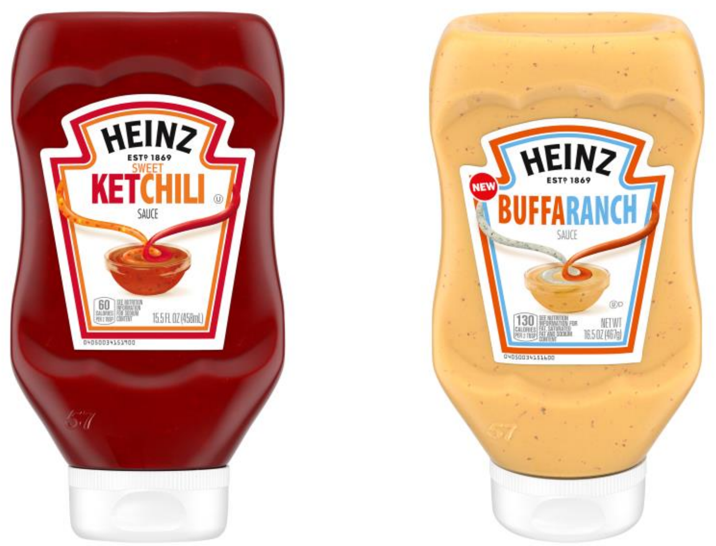
We are ramping up our **investments in equity-driven initiatives** to drive **consumer engagement**

Disruptive innovations



Heinz flavor mash-ups

Philadelphia Cheesecake Crumble

Just Crack an Egg Omelet Rounds

Culturally relevant breakthrough campaigns

Velveeta viral social campaign

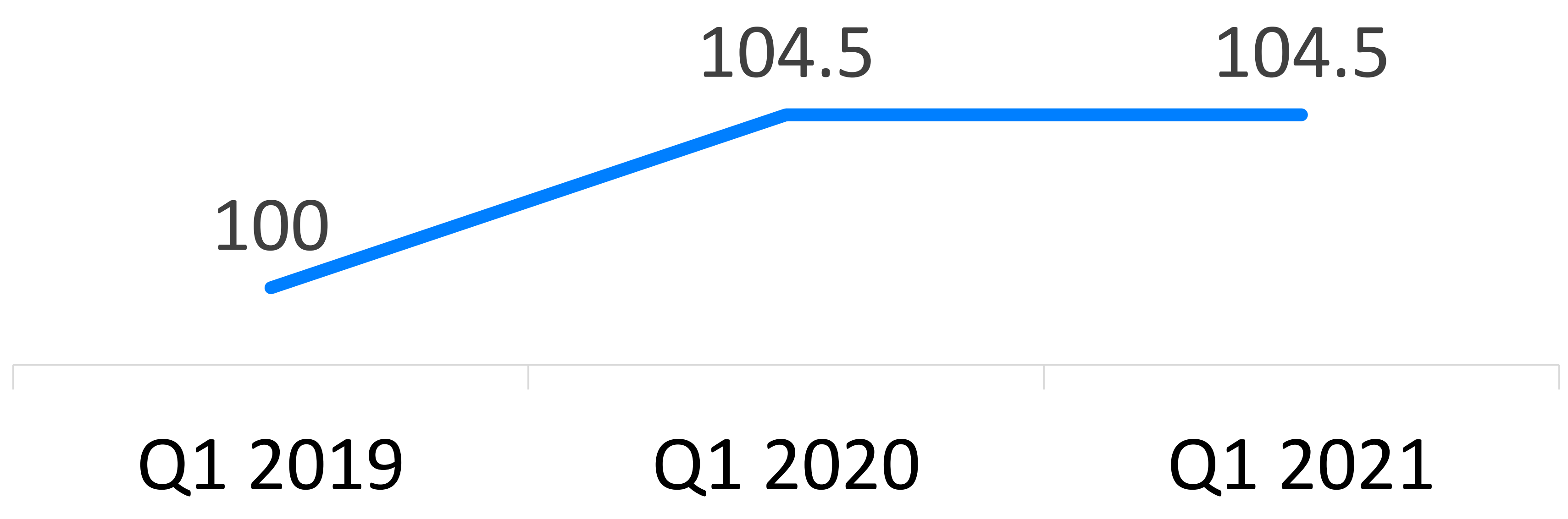
Heinz Magic Every Day

Oscar Mayer digital-first brand renovation

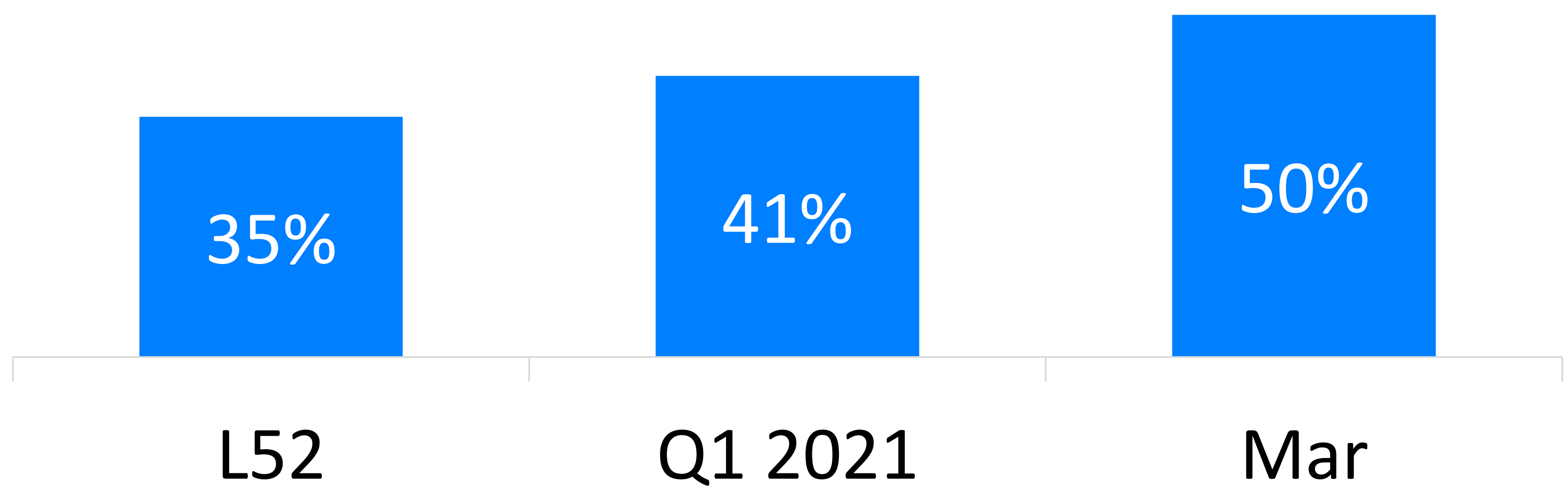
Lunchables agile response to COVID

Continuing **strong momentum with consumers**

Total U.S. Household Penetration[1]
(Index Q1 2019 = 100)



% of U.S. Business Gaining Share[2]



- Holding household penetration despite lapping significant panic buy in Q1 2020
- Driving share growth in more categories
- Despite capacity constraints and substantial reduction in Q1 2021 promotional activity versus Q1 2020

1| Household penetration based on IRi household panel data through March; household penetration shown is a weighted average of the household penetration of each individual Kraft Heinz product category
2| Market share based on IRi consumption data through March

New Partner Programs **delivering wins** across categories and channels

JBPs driving better consumer-led programs and better execution

>90% Top retail customers with a joint business plan agreement

"Definitely feel and see a different Kraft Heinz for the better…your communication and transparency (even though we don't always like the answer) has improved to be best in class across all of our suppliers."

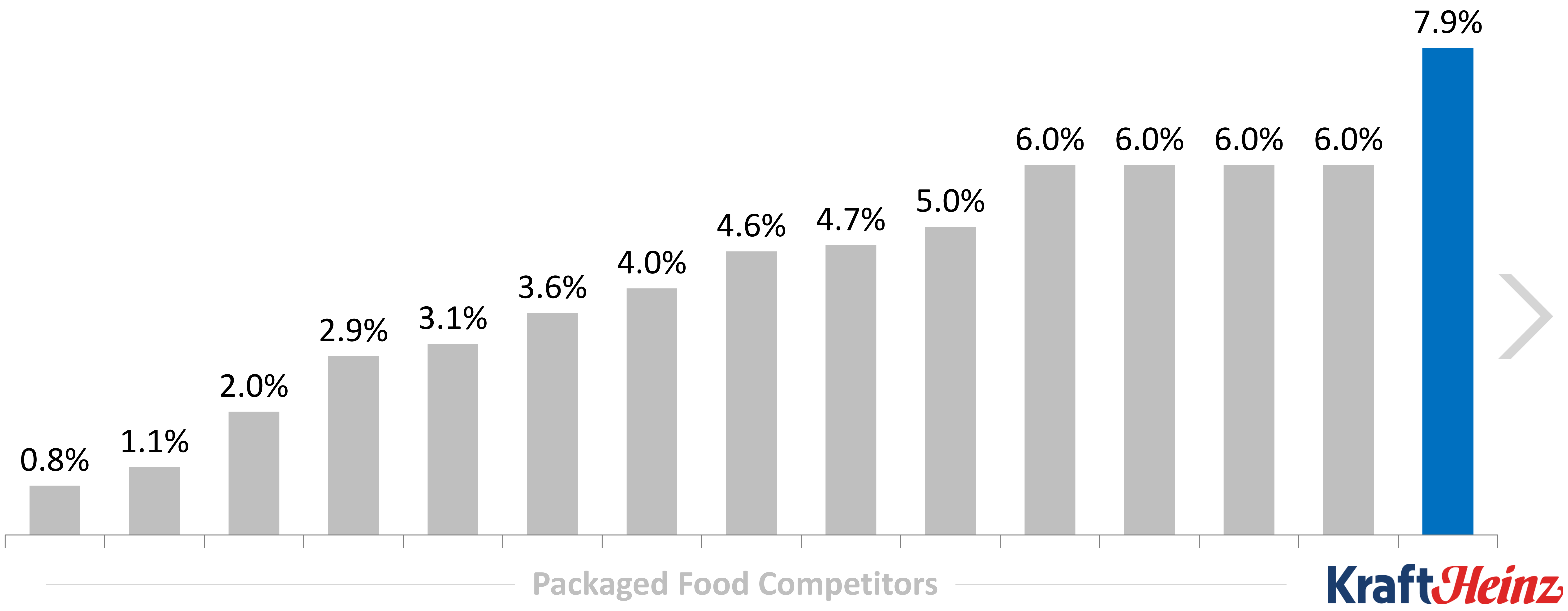
- SVP Merchandising, U.S. grocer

JPB = Joint Business Plan

New Partner Programs **delivering wins** across categories and channels

Continued momentum in e-commerce, with largest household penetration increase in Packaged Food[1]

E-Commerce Household Penetration Change vs. Pre-COVID[1]



Kraft Heinz e-commerce **household penetration** at **15.5% vs. 7.6%[1]** peer average

Partner Program

1| Household penetration change based on Numerator data through Feb 28, 2021 compared to data through same period 2020. Packaged Food competitors include Campbell's, General Mills, Conagra, Nestlé, Mondelez, Kellogg's, McCormick, Hershey's, Smucker's, Mars, B&G, Post, Hain, and Hostess. Kraft Heinz and peer total household penetration data as of Feb 28, 2021. Peer average based on simple average of the 14 competitors.

Our agile Ops Center is **effectively managing disruptions,** while **continuing to address capacity constraints**

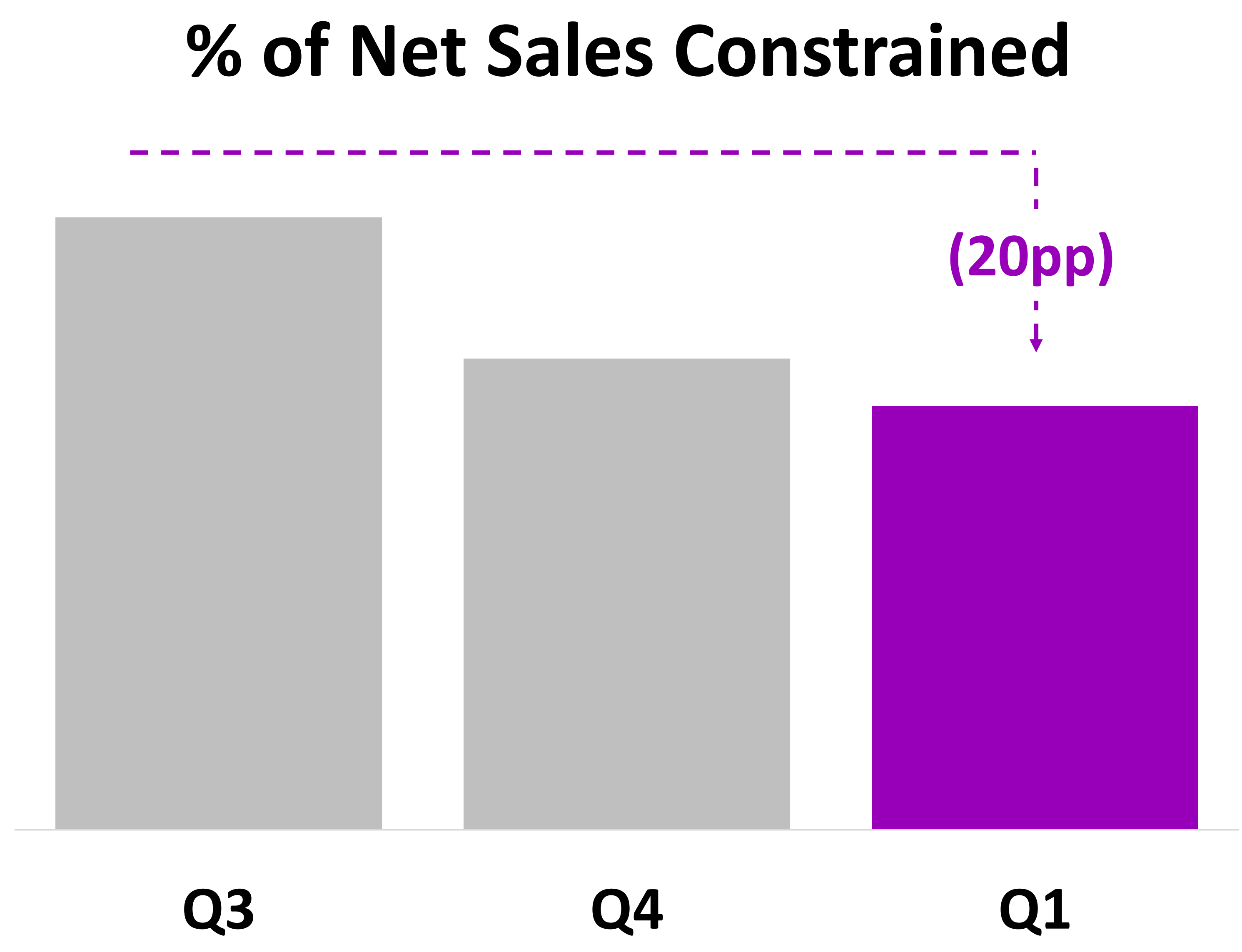
Agile response to U.S. winter storm

February Texas Storms

- Rapidly **organized to triage** situation
- Mobilized **end-to-end resources**
- Quickly **sourced alternate logistics** options
- **Prioritized and preserved customer service**

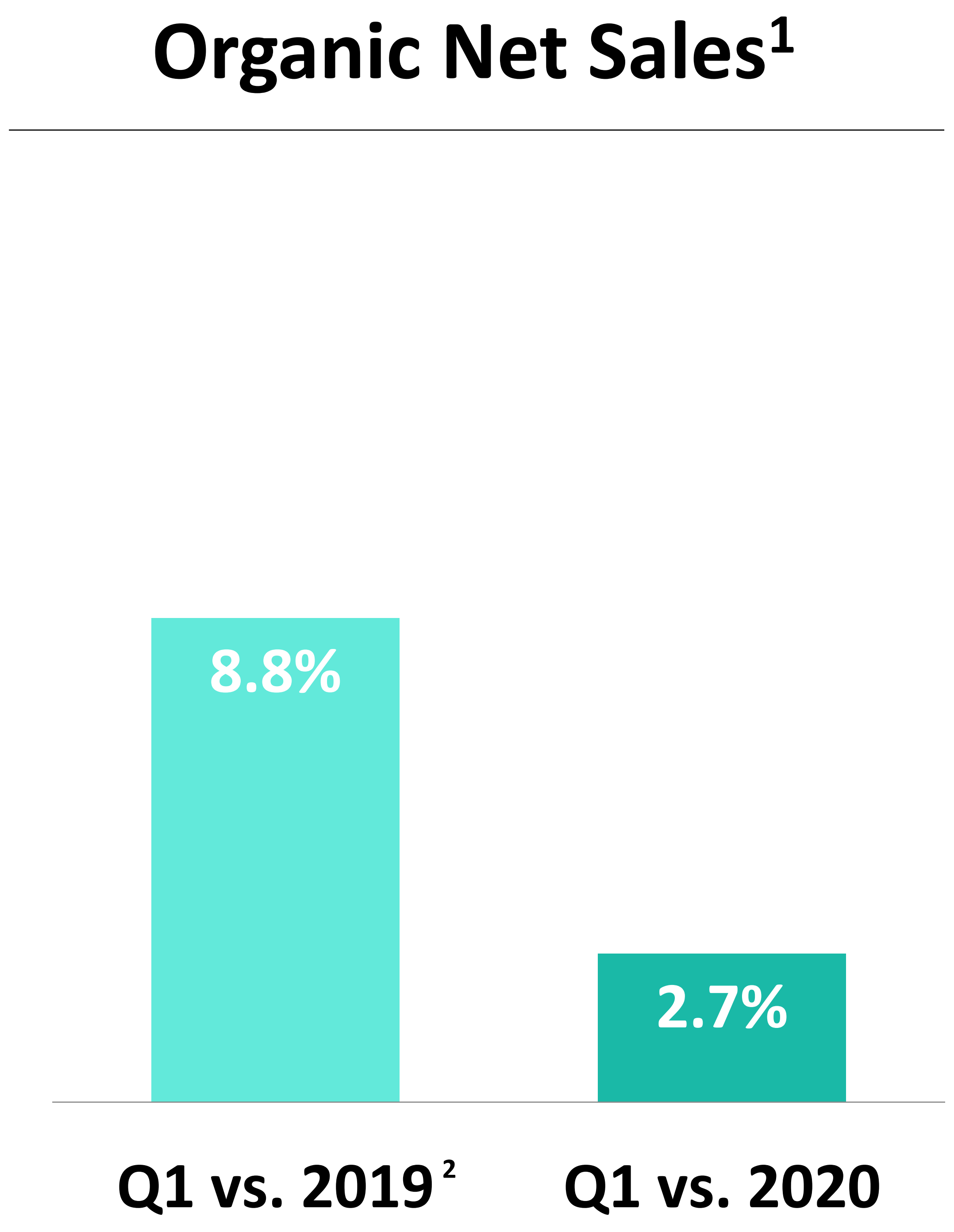
Minimized business disruption

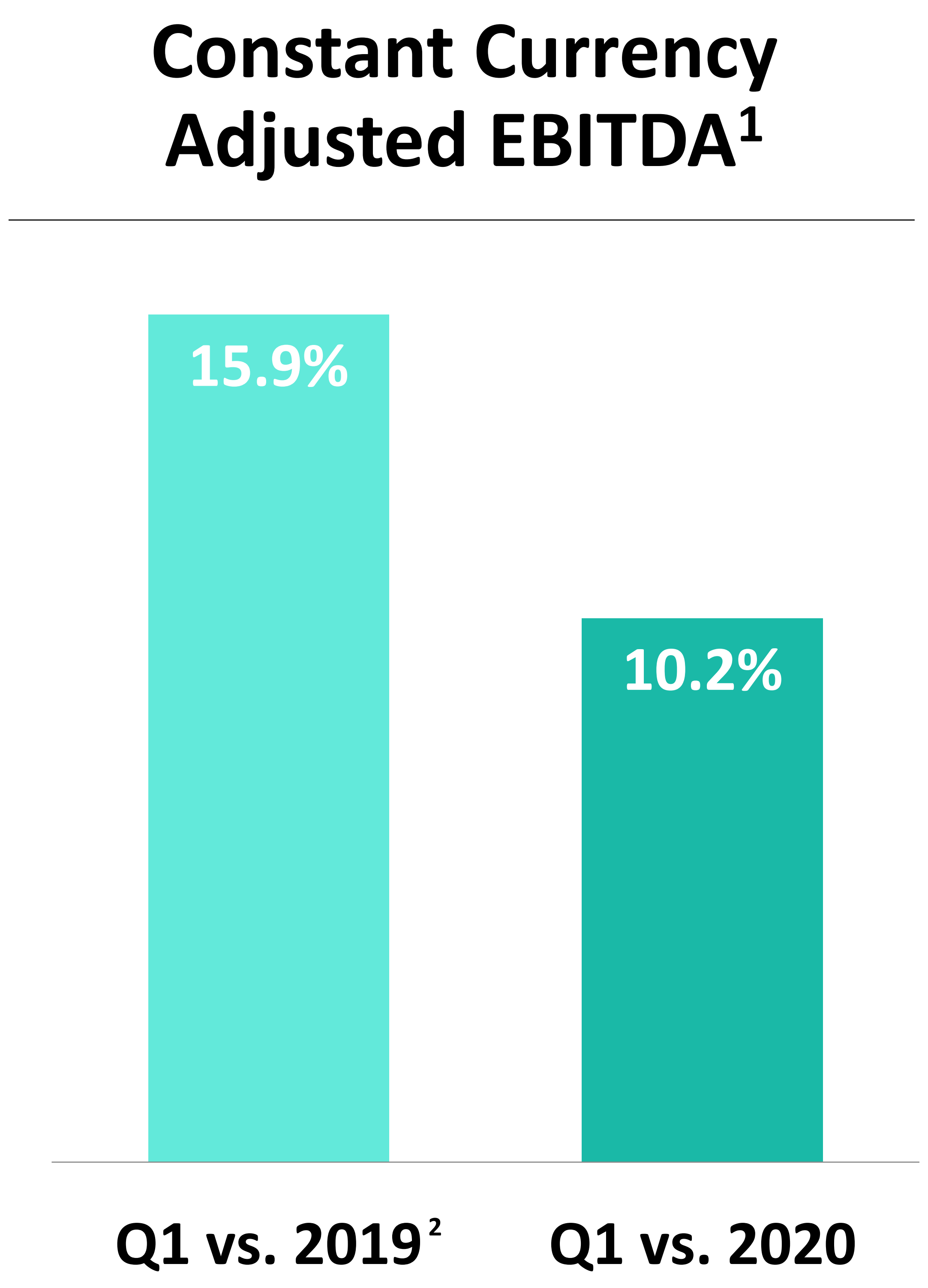
Capacity expansion under way



On track with our 2021 investment plan to add capacity

Strong performance reflects strategy taking hold

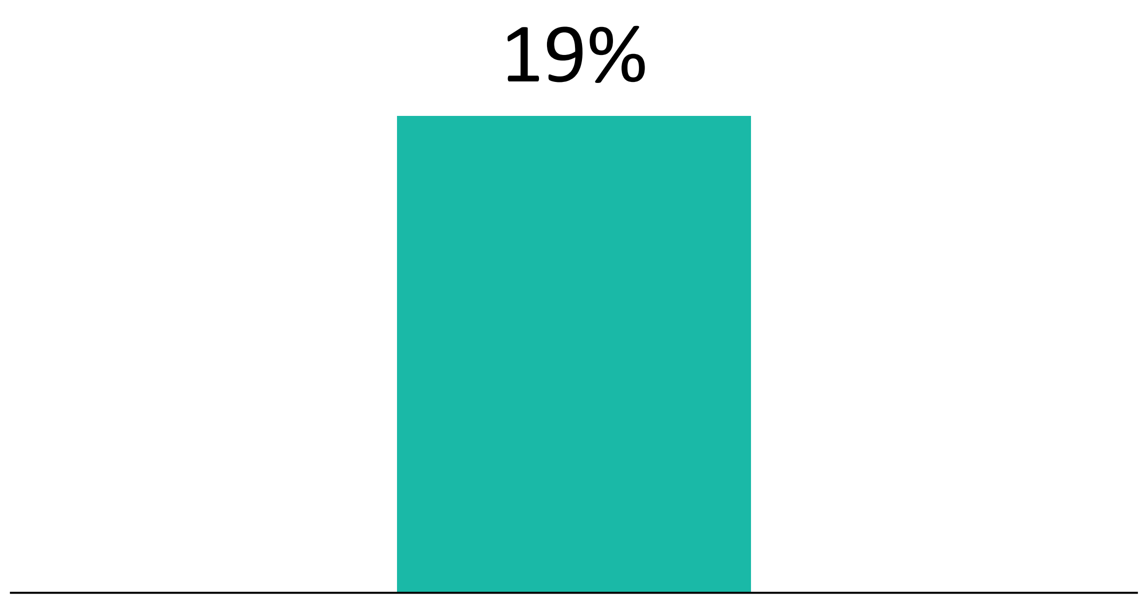




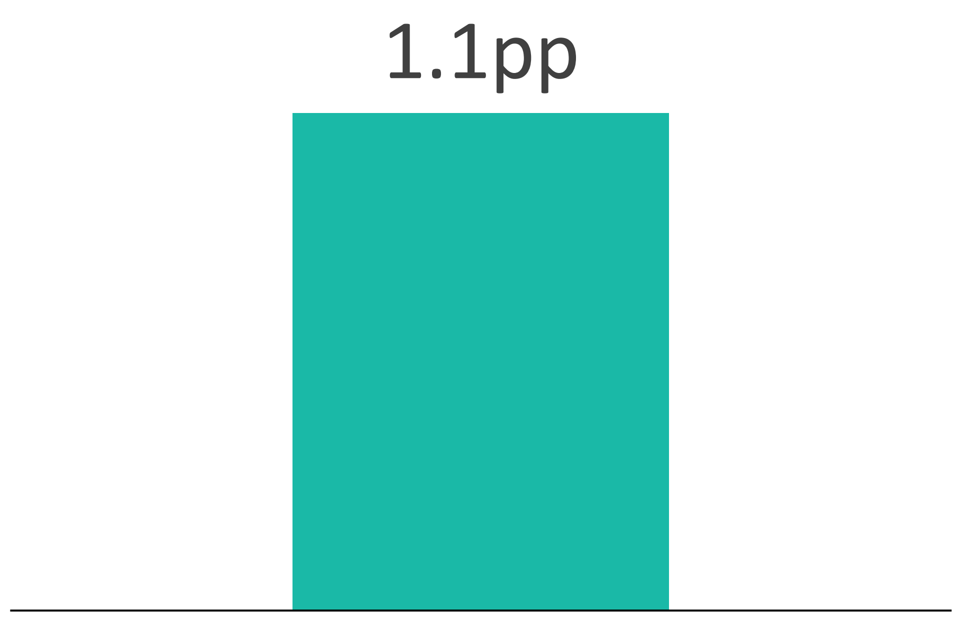
1| Non-GAAP financial measure. See Appendix to this presentation for more information, including GAAP to non-GAAP reconciliations.
2| The Company views comparison to the 2019 period to be more meaningful than the comparable 2020 period given the exceptional, COVID-19-related consumer demand changes experienced in the 2020 period.

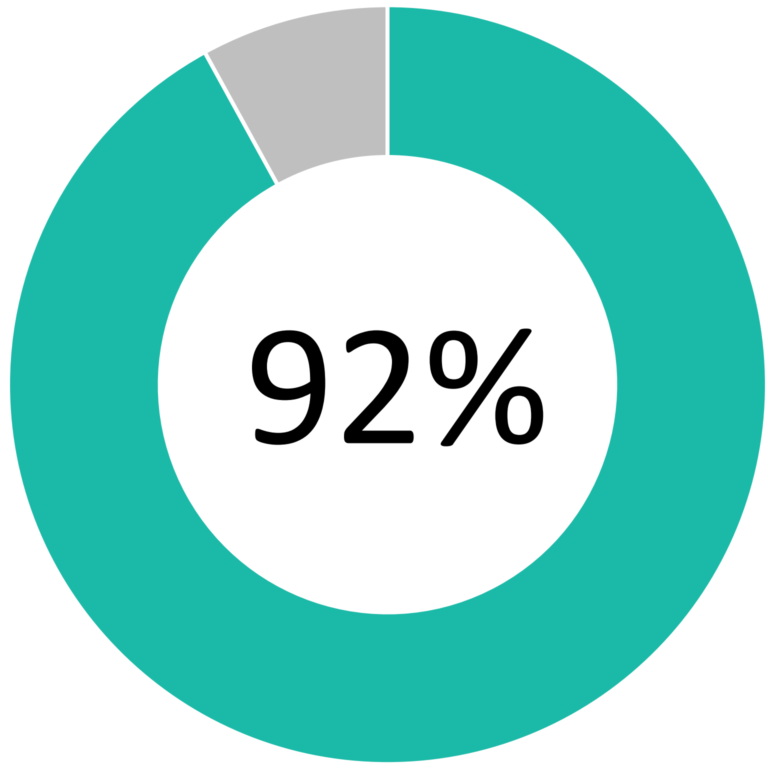
Starting 2021 with **strong momentum** in our priority Consumer Platform: **Taste Elevation**

Q1 Net Sales for Retail
Growth vs. 2020



Q1 Market Share[1]
Growth vs. 2020





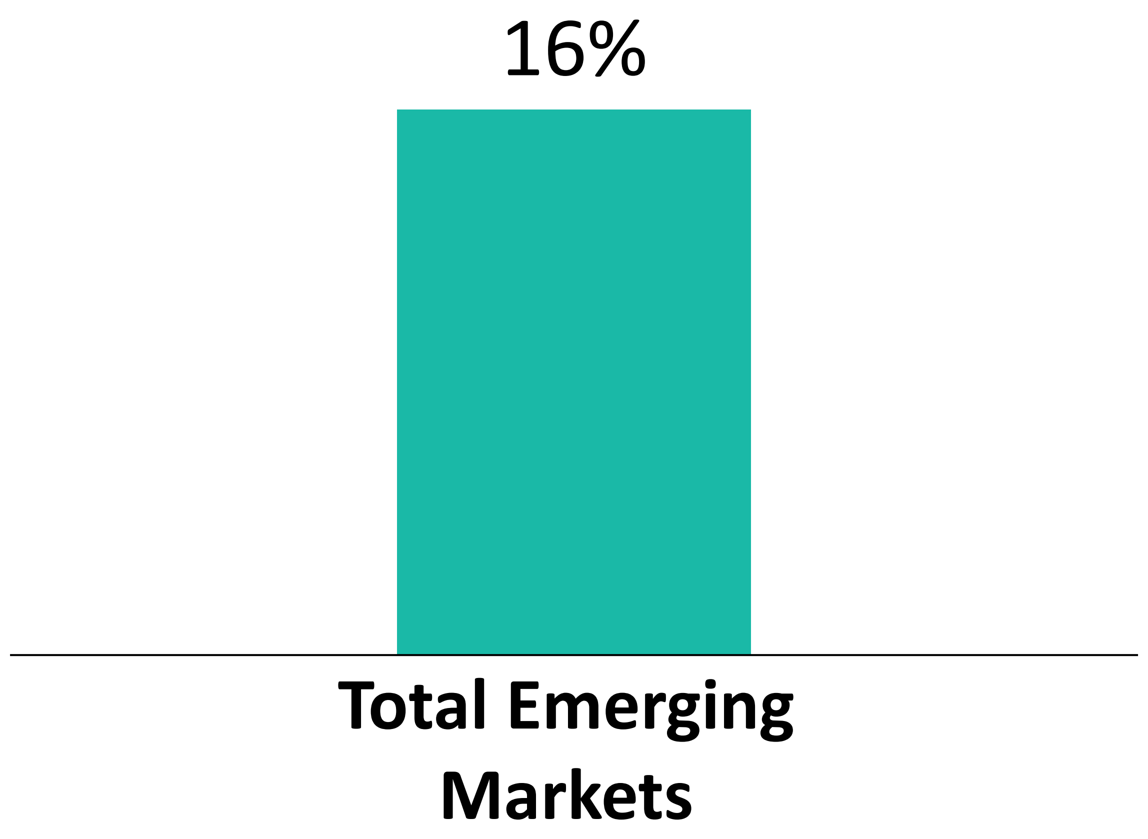
Countries holding or gaining share in Taste Elevation[1]

1| Market share based on Nielsen consumption data for Q1, using last 13 week data through March or February, depending on latest available data by country

Starting 2021 with **strong momentum** in our priority geographies: **Emerging Markets**

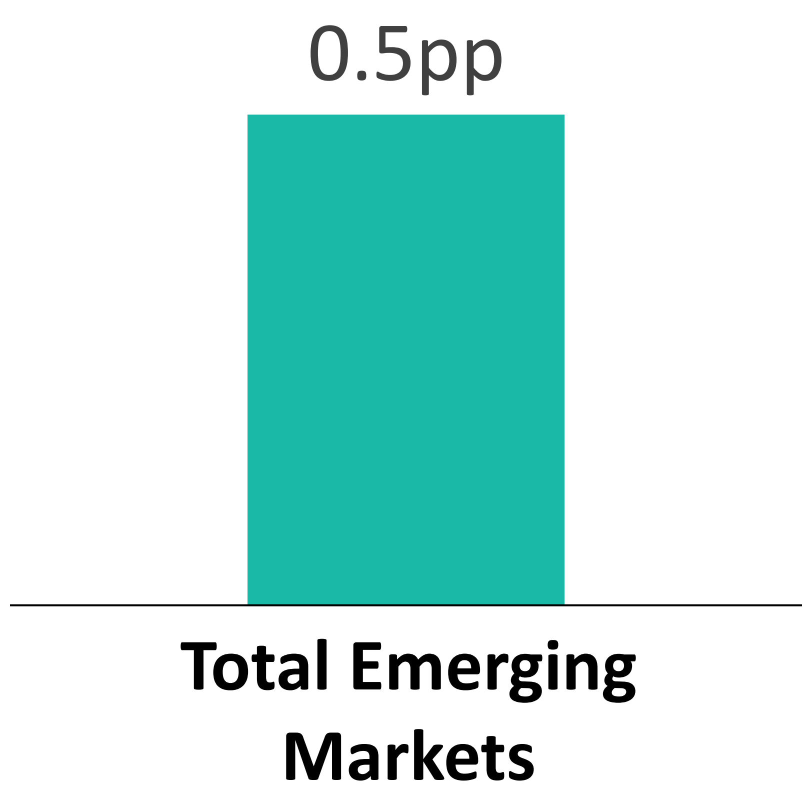
Q1 Organic Net Sales[1]

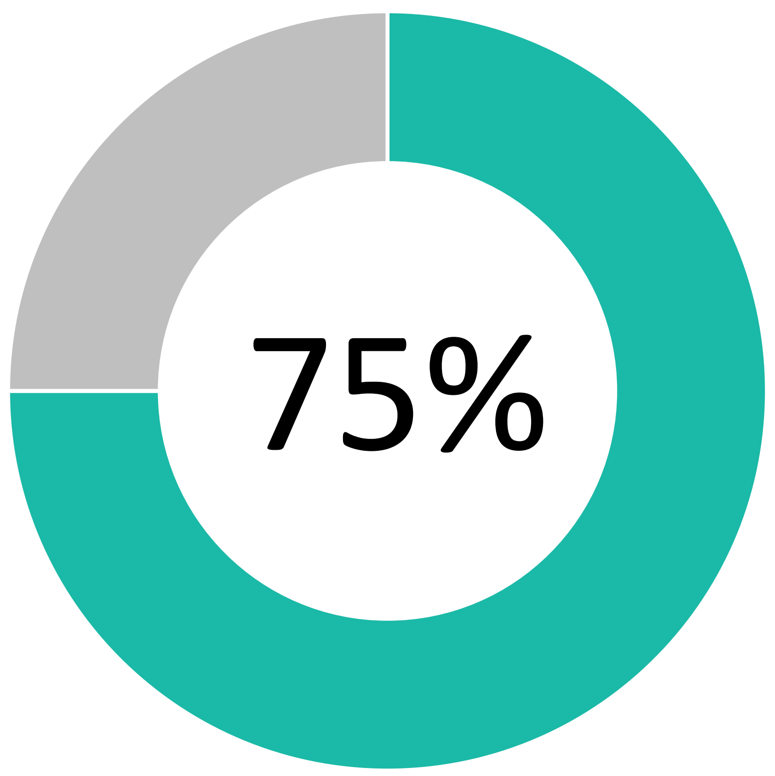
Growth vs. 2020



Q1 Market Share[2]

Growth vs. 2020





Emerging market countries holding or gaining share[2]

+1.4pp Share[2]

+2.5pp Share[2]

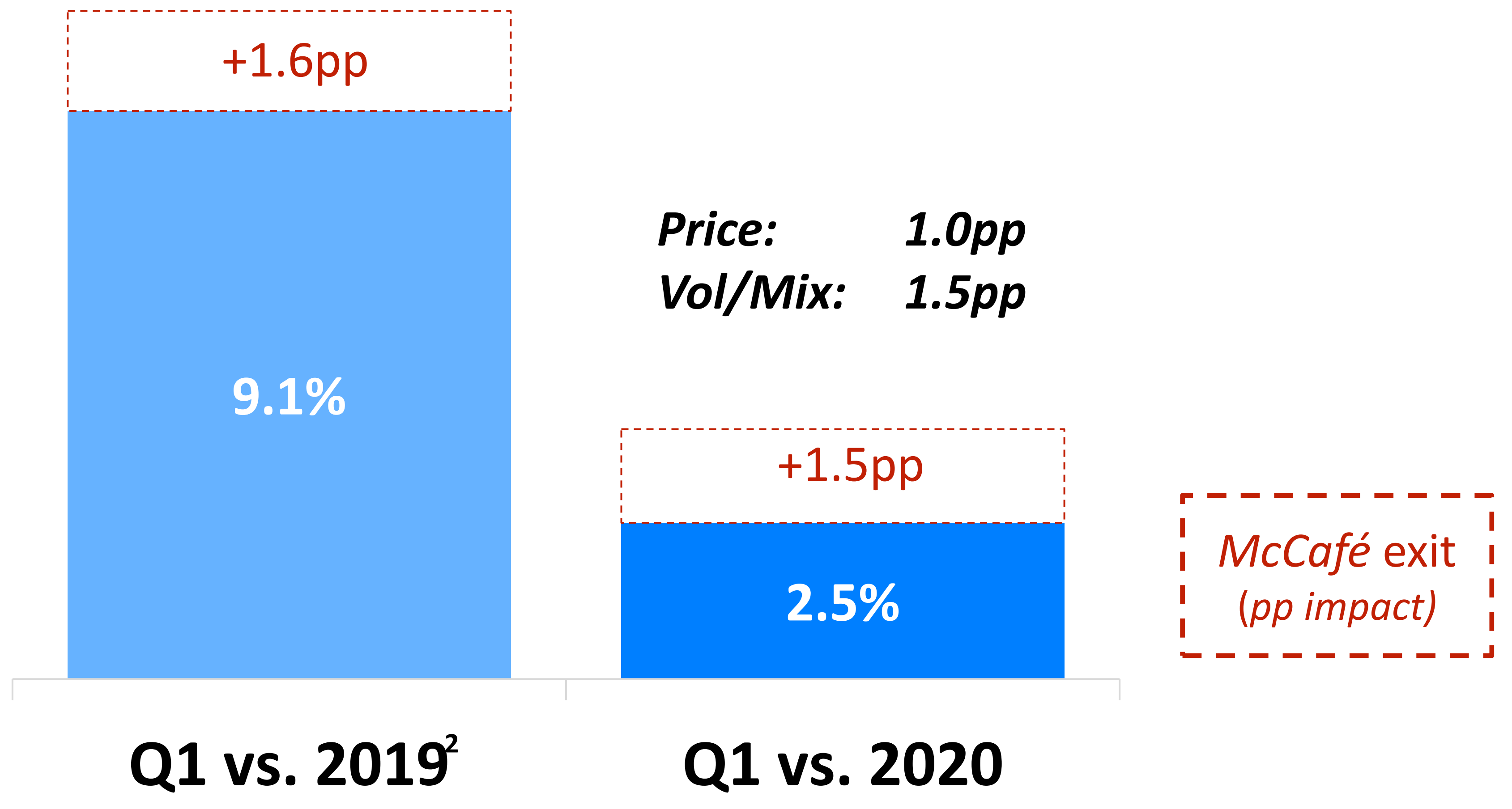
1| Non-GAAP financial measure. See Appendix to this presentation for more information, including GAAP to non-GAAP reconciliations.

2| Market share based on Nielsen consumption data for Q1, using last 13 week data through March or February, depending on latest available data by country

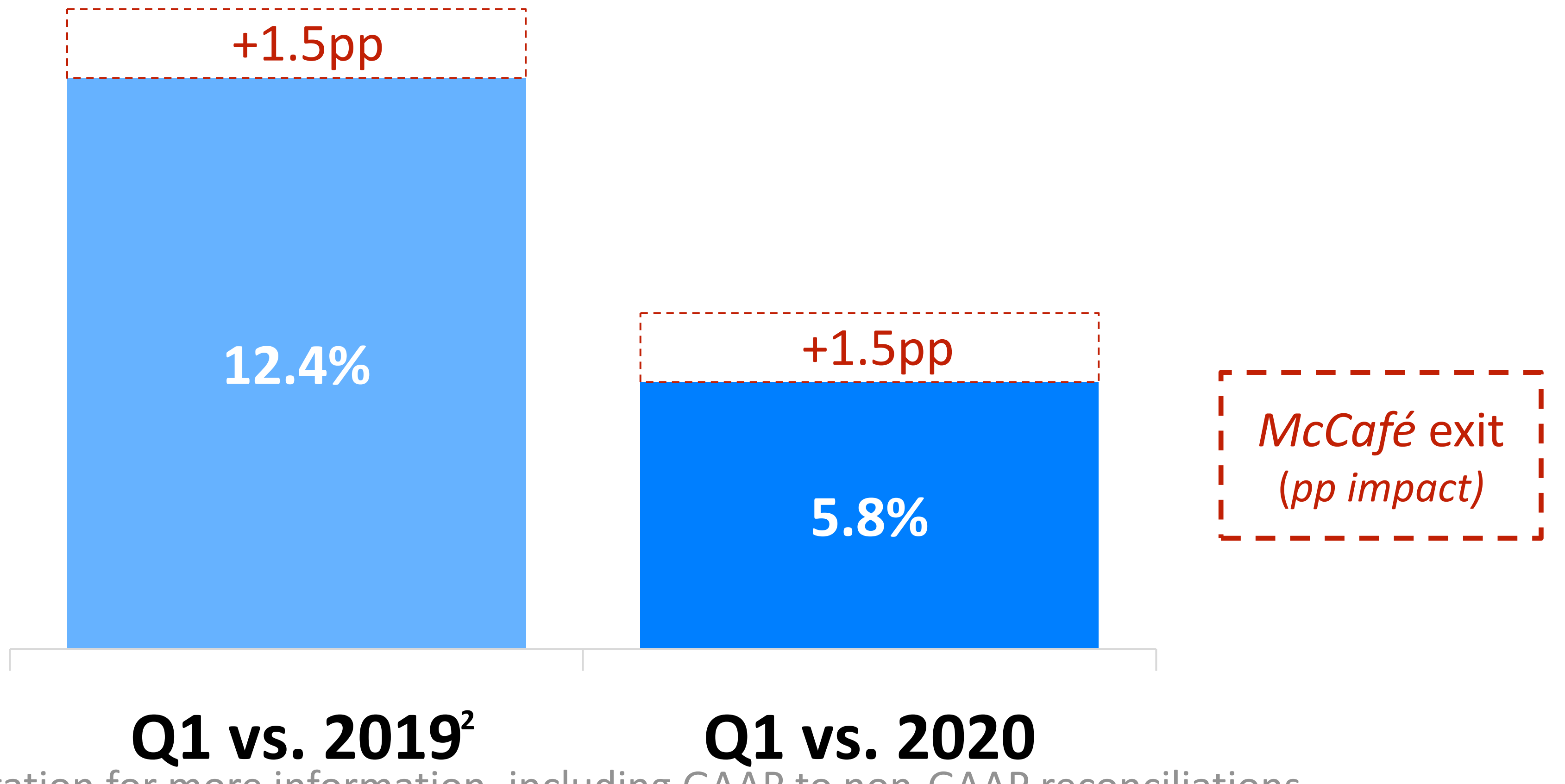
FINANCIAL PERFORMANCE & OUTLOOK

Strong 2021 start with balanced top- and bottom-line growth

Organic Net Sales[1]



Constant Currency Adjusted EBITDA[1]



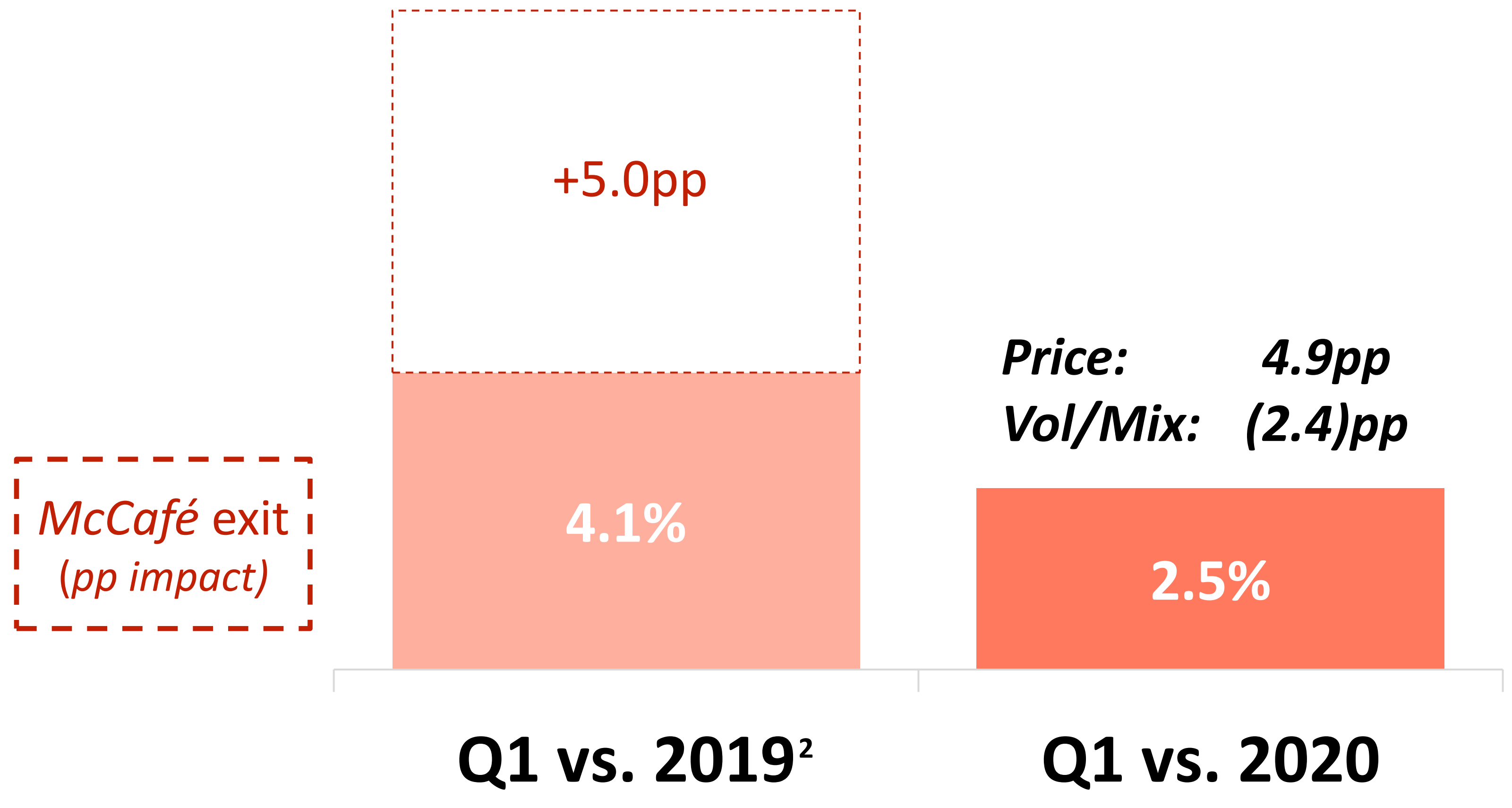
Q1 vs. 2020 | Highlights

- Organic Net Sales growth driven by:
  - \+ Retail inventory recovery versus prior year levels while consumption remained strong
  - \+ Lower retail promotional activity
  - \- Mid-teens foodservice declines
  - \- *McCafé* exit
- Adjusted EBITDA growth driven by:
  - \+ Favorable pricing net of key commodity[3] costs
  - \+ Favorable mix versus prior year
  - \+ Volume growth
  - \- Supply chain inflation
  - \- Investments in marketing and people

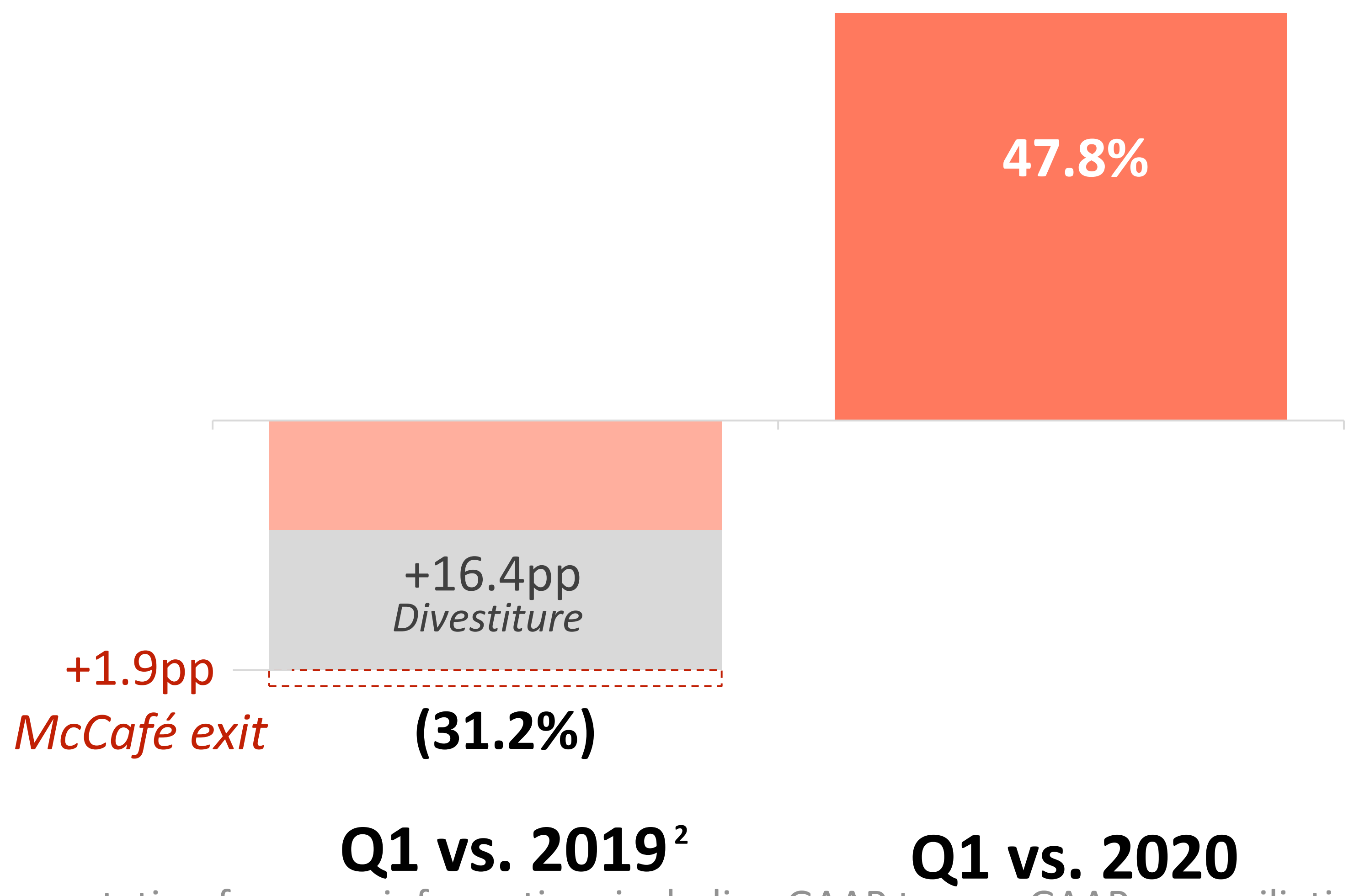
1| Non-GAAP financial measure. See Appendix to this presentation for more information, including GAAP to non-GAAP reconciliations.
2| The Company views comparison to the 2019 period to be more meaningful than the comparable 2020 period given the exceptional, COVID-19-related consumer demand changes experienced in the 2020 period.
3| The Company's key commodities in the United States and Canada are dairy, meat, coffee and nuts.

Solid Q1 performance as business momentum builds

Organic Net Sales[1]



Constant Currency Adjusted EBITDA[1]



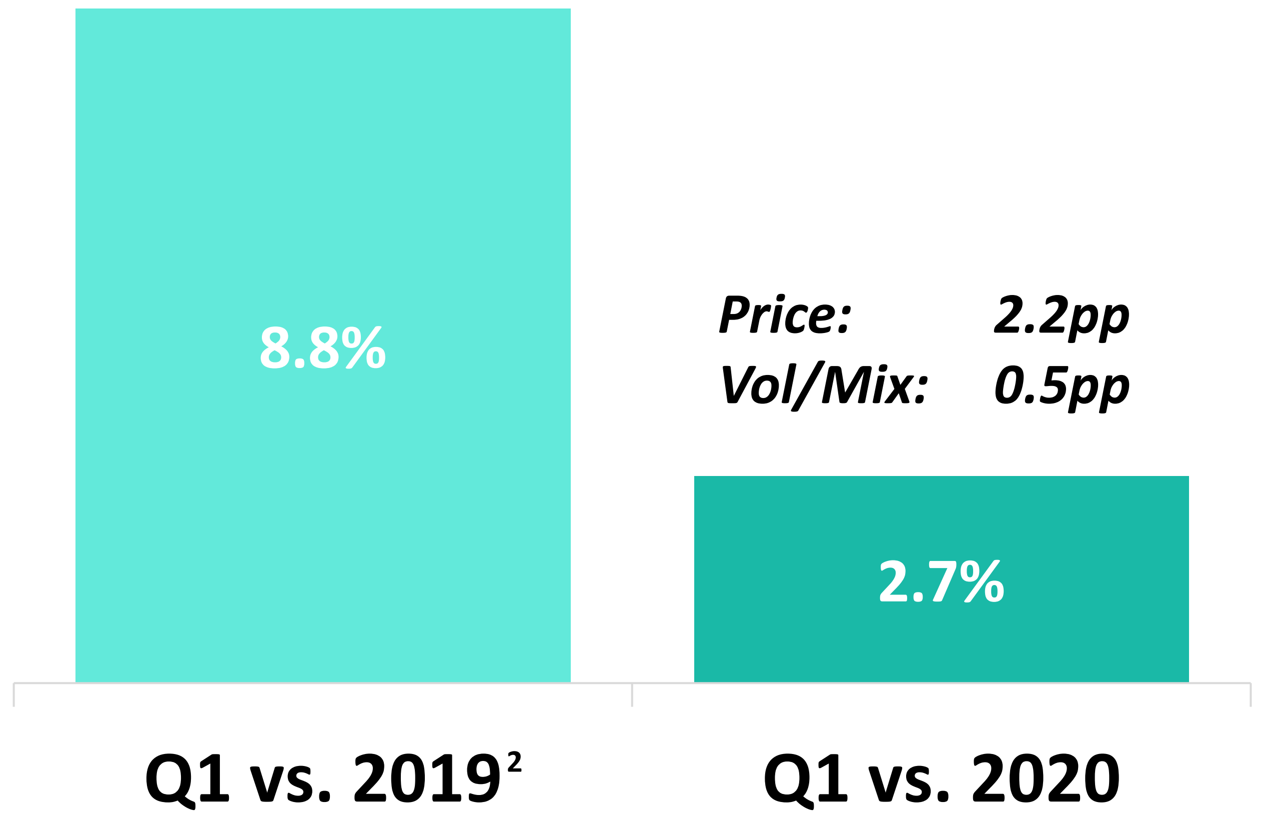
Q1 vs. 2020 | Highlights

- Organic Net Sales growth reflects:
  - \+ Pricing gains in retail and foodservice channels
  - \+ Retail inventory recovery more than offset lower retail consumption compared to prior year COVID-19-related pantry loading activity
  - \- Lower foodservice sales versus prior year
- Constant Currency Adjusted EBITDA growth driven by:
  - \+ Organic Net Sales growth, including strong pricing gains
  - \+ Favorable operating costs versus prior year

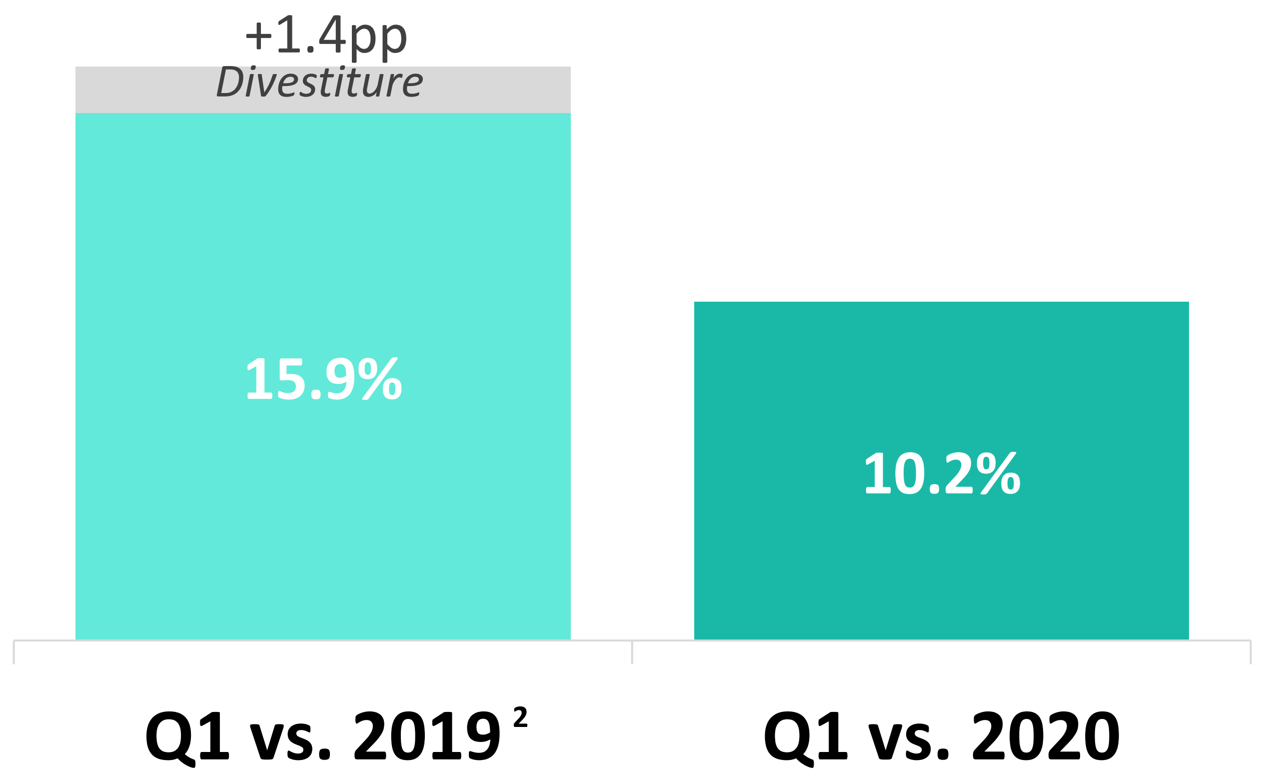
1| Non-GAAP financial measure. See Appendix to this presentation for more information, including GAAP to non-GAAP reconciliations.
2| The Company views comparison to the 2019 period to be more meaningful than the comparable 2020 period given the exceptional, COVID-19-related consumer demand changes experienced in the 2020 period.

Strong performance reflects strategy taking hold

Organic Net Sales[1]



Constant Currency Adjusted EBITDA[1]



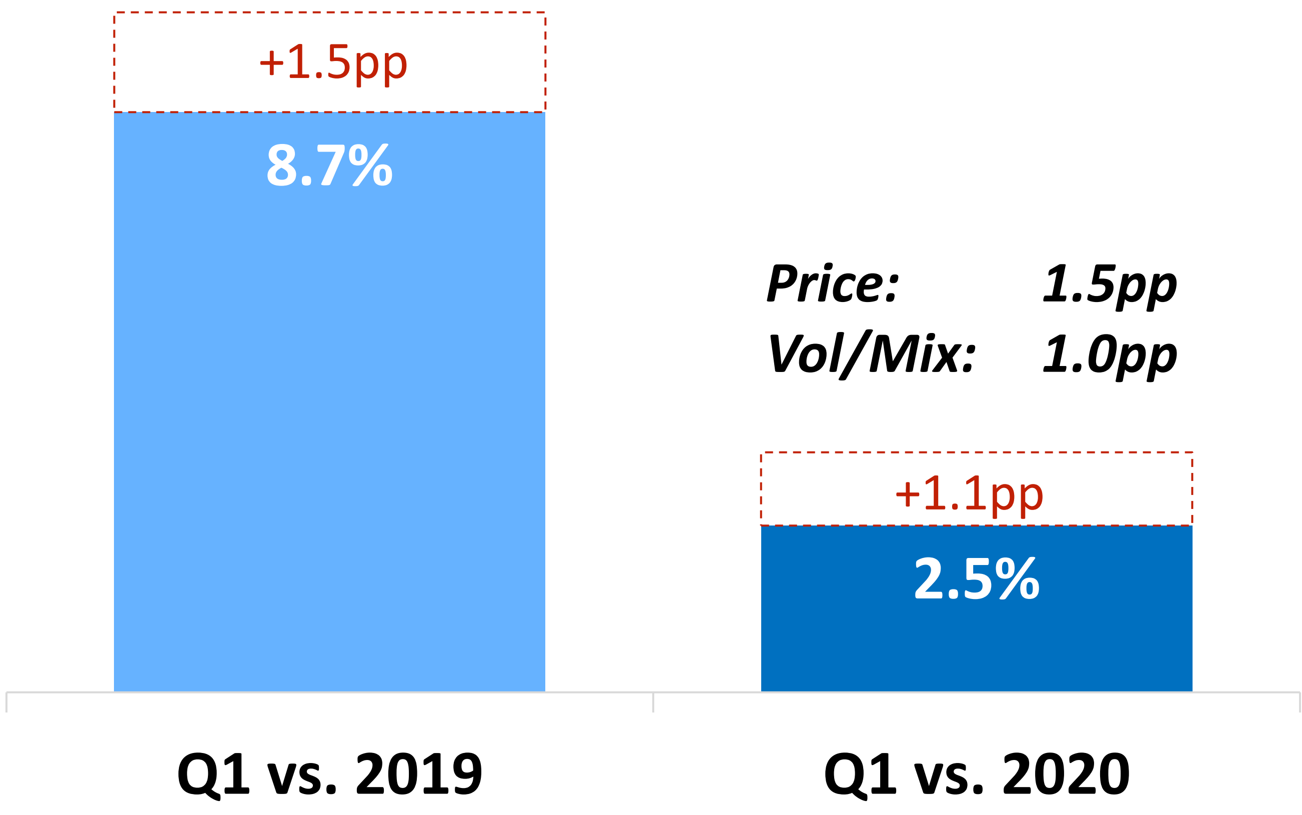
Q1 vs. 2020 | Highlights

- Organic Net Sales growth driven by:
  - \+ Pricing in emerging and developed markets
  - \+ Developed market retail inventory recovery versus prior year levels while consumption remained strong
  - \+ Strong emerging markets consumption growth
  - \- Lower foodservice sales versus prior year
- Constant Currency Adjusted EBITDA growth driven by:
  - \+ Organic Net Sales growth, including strong pricing gains
  - \- Greater investments in marketing

1| Non-GAAP financial measure. See Appendix to this presentation for more information, including GAAP to non-GAAP reconciliations.
2| The Company views comparison to the 2019 period to be more meaningful than the comparable 2020 period given the exceptional, COVID-19-related consumer demand changes experienced in the 2020 period.

Strong Q1 performance as broader **benefits of our strategy take hold**

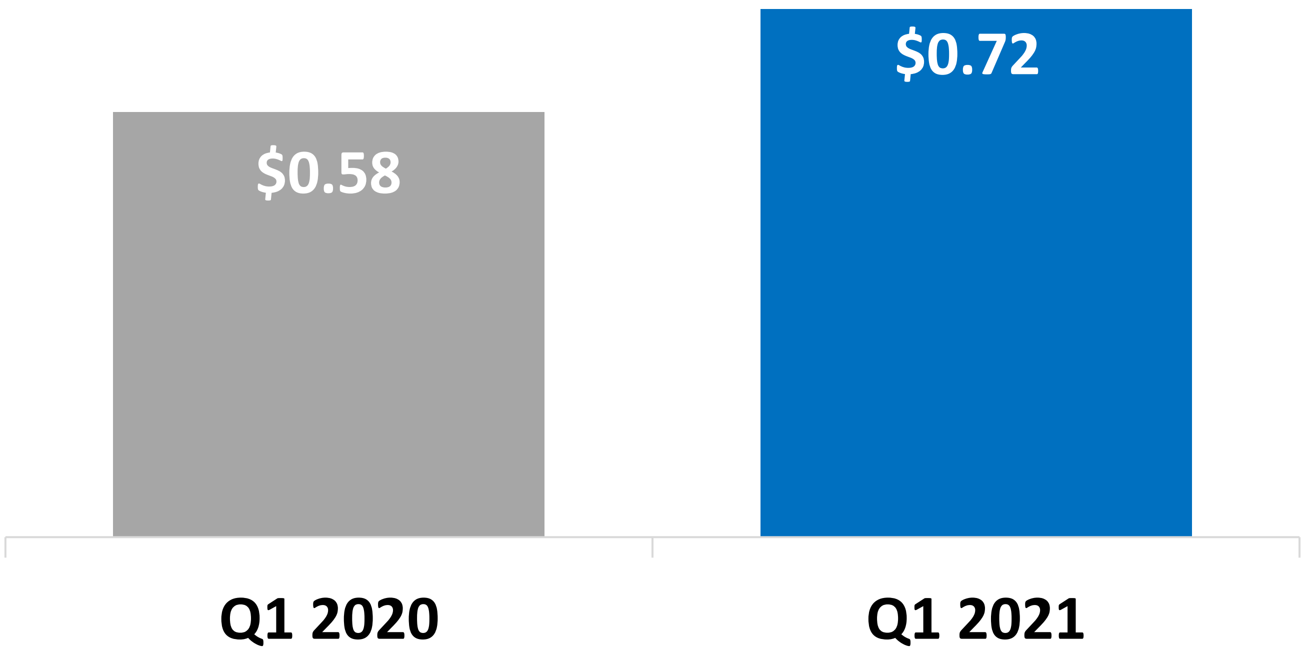
Organic Net Sales[1]



→ Inventory recovery, sustained demand in retail channels, and pricing gains, more than offset foodservice declines and *McCafé* exit

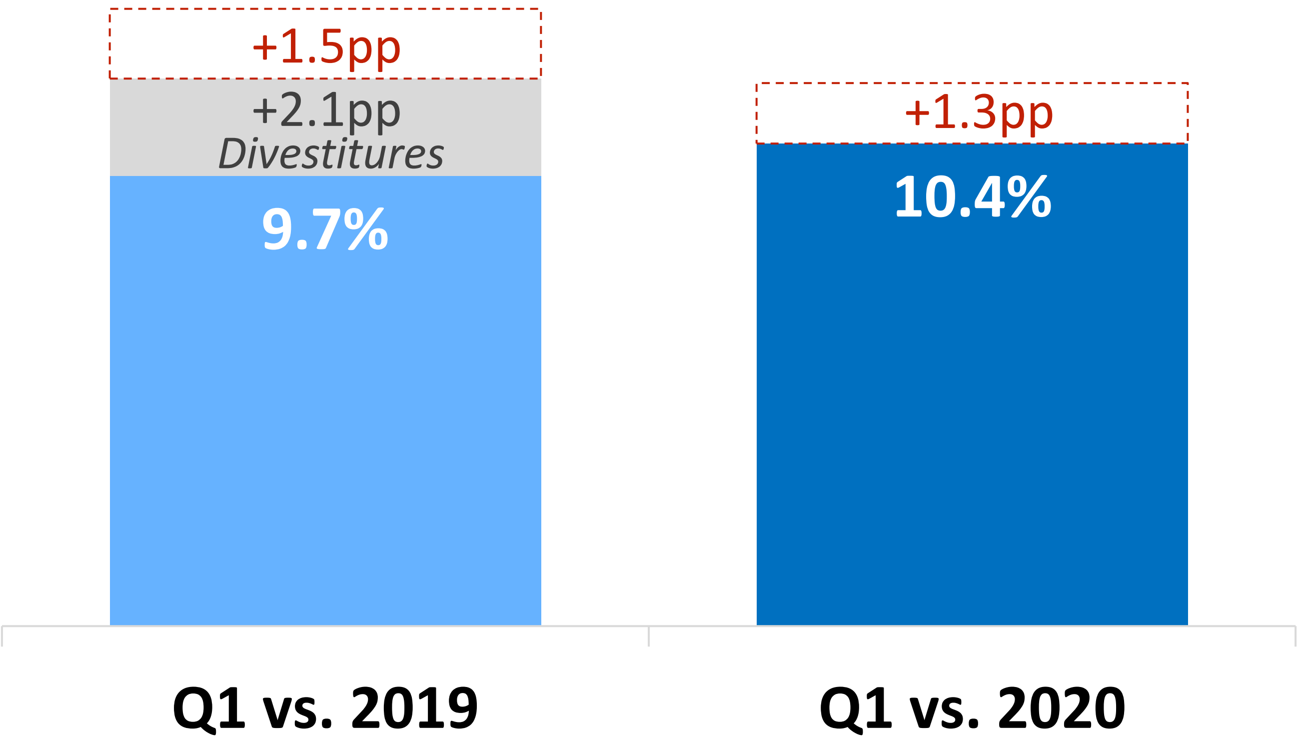
McCafé exit
(pp impact)

Adjusted EPS[1]



→ Adjusted EBITDA[1] growth and a lower effective tax rate versus the prior year period

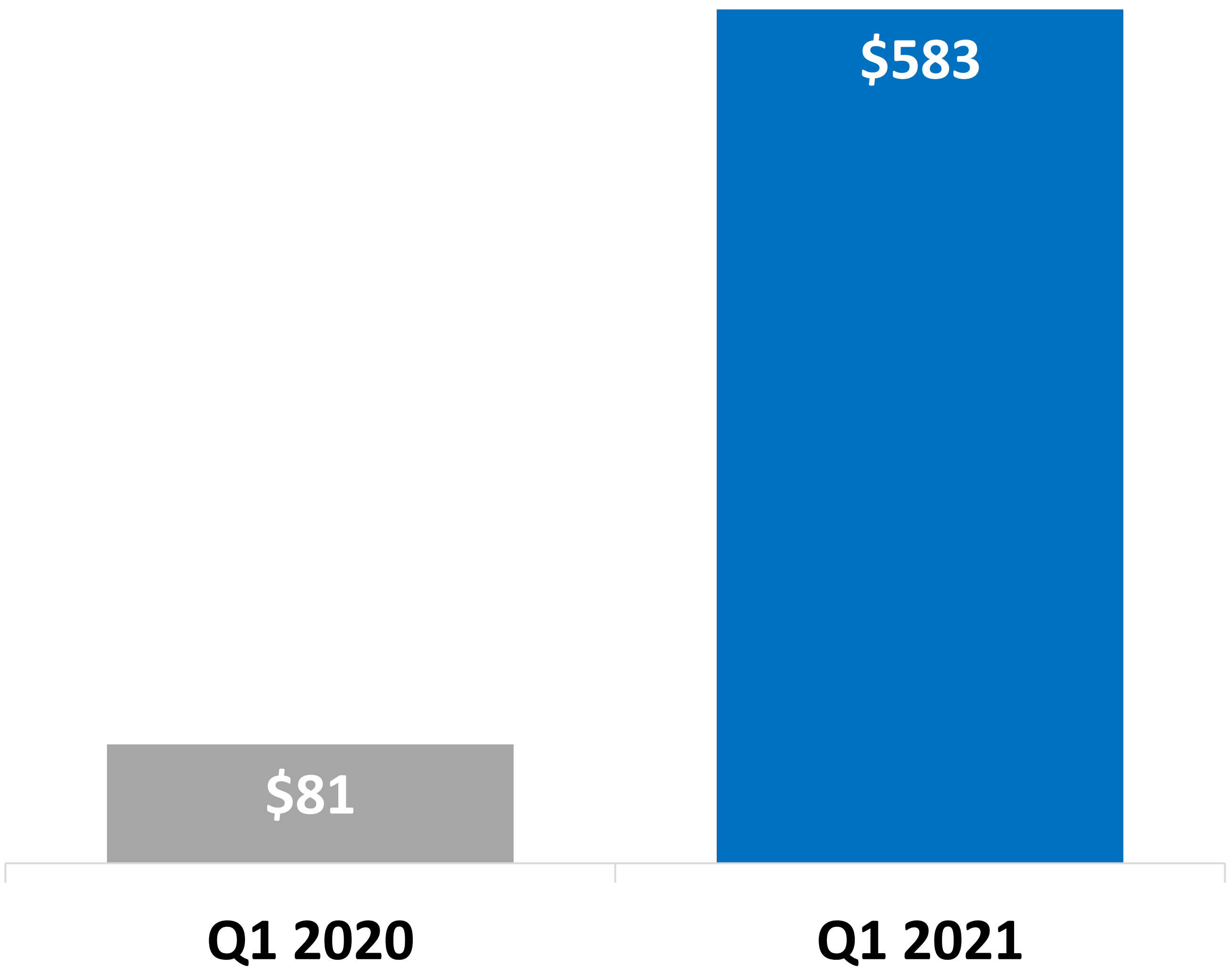
Constant Currency Adjusted EBITDA[1]



→ Pricing, favorable mix, and lower general corporate expenses more than offset gross cost inflation and strategic investments

McCafé exit
(pp impact)

Free Cash Flow[1]



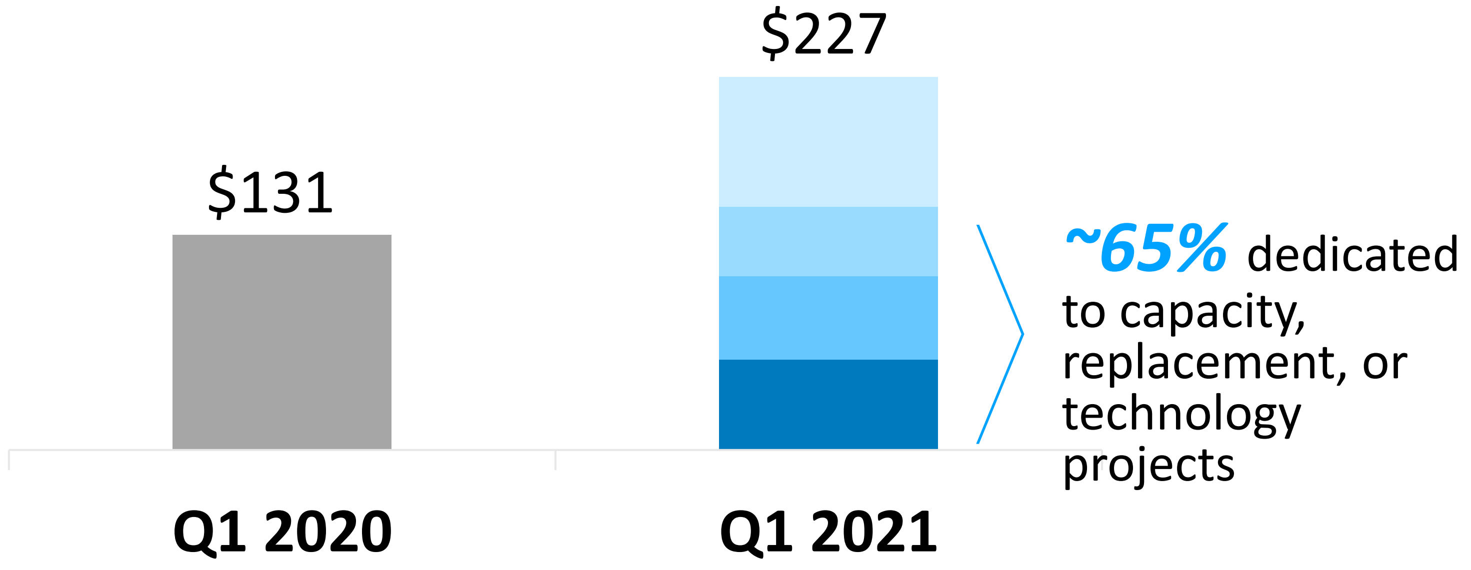
→ Favorable working capital and Adjusted EBITDA[1] growth more than offset higher capex investments versus prior year

1| Non-GAAP financial measure. See Appendix to this presentation for more information, including GAAP to non-GAAP reconciliations.

Investing to **strengthen portfolio** while we continue to **build financial flexibility**

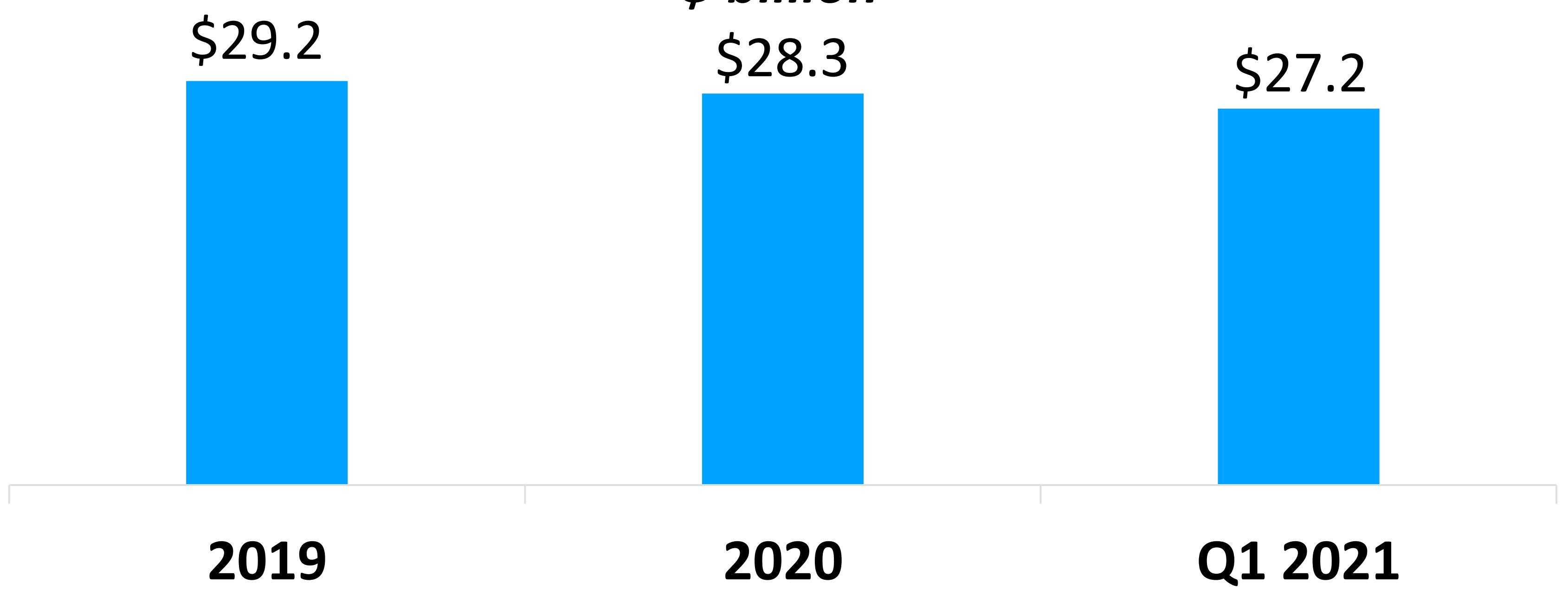
Focusing investments to support growth

Capital Expenditure
$ millions



Continued debt reduction

Gross Debt
$ billion



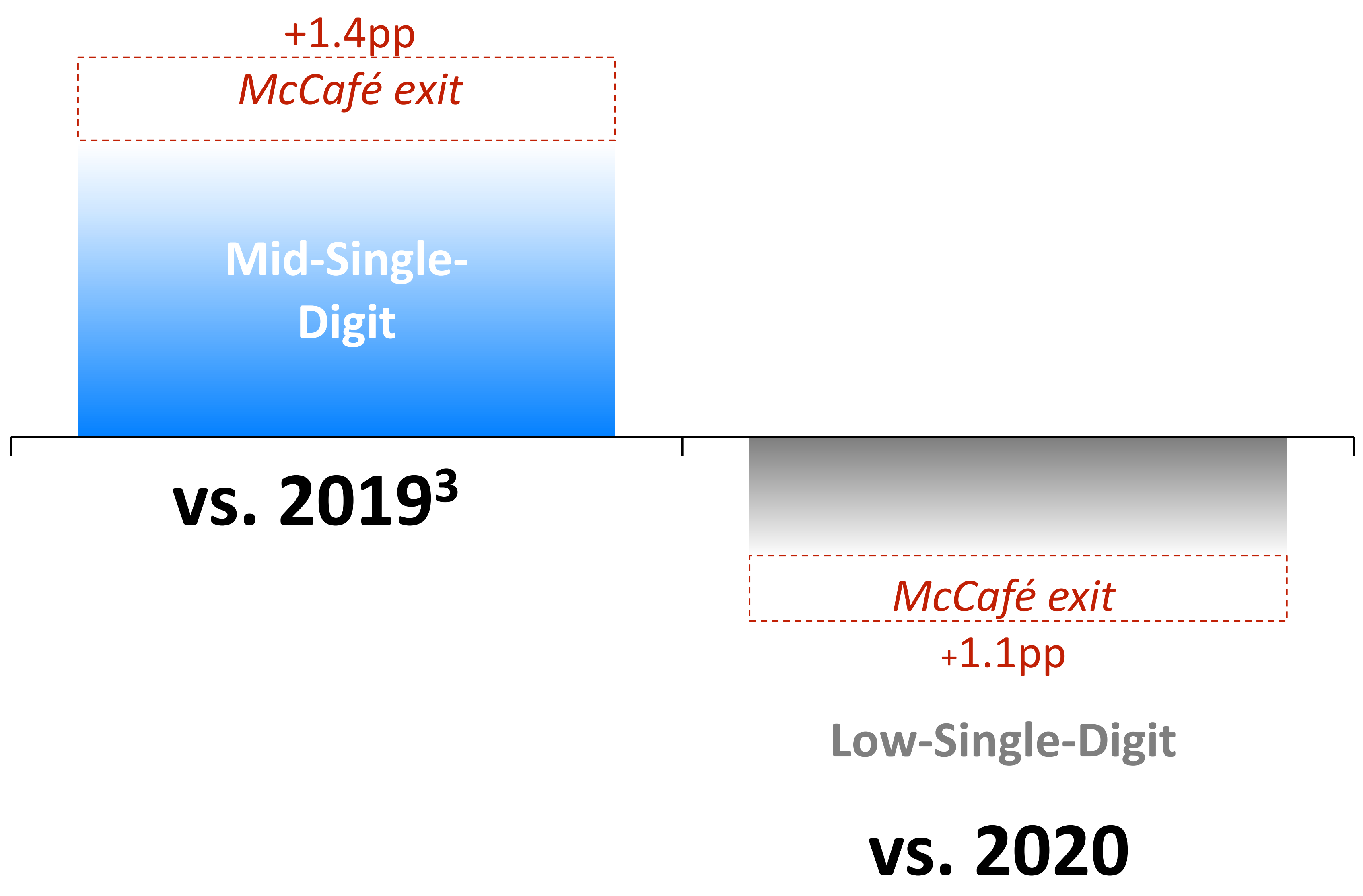
Progressing towards closing previously announced divestitures

- ✓ Nuts Transaction expected to close during Q2 2021[1]
- ✓ Cheese Transaction expected to close in H2 2021[1]

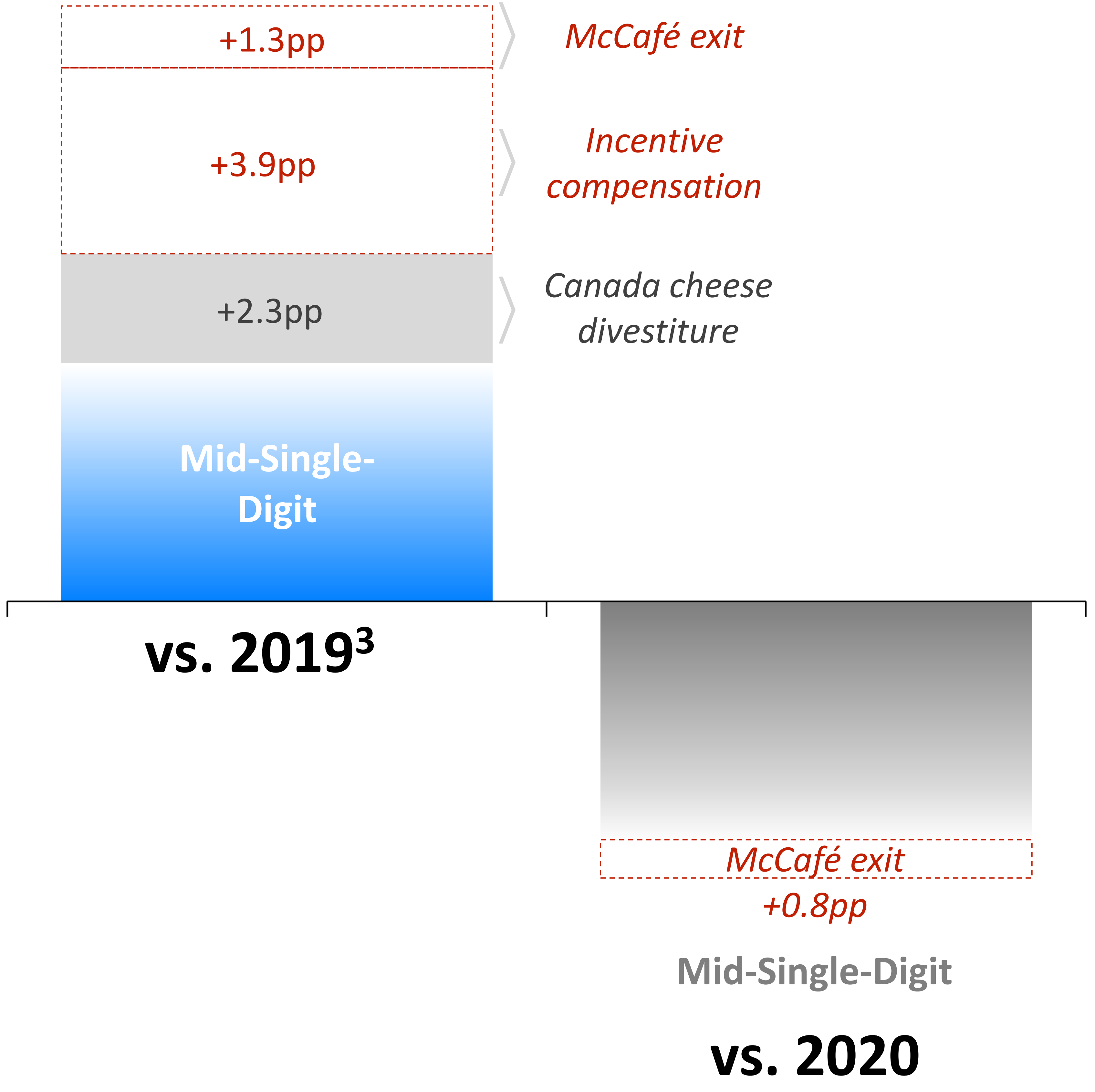
1| Subject to customary closing conditions

Continue to expect **durable gains versus pre-pandemic levels** in Q2

Q2 2021 Organic Net Sales[1] Outlook[2]



Q2 2021 Constant Currency Adjusted EBITDA[1] Outlook[2]

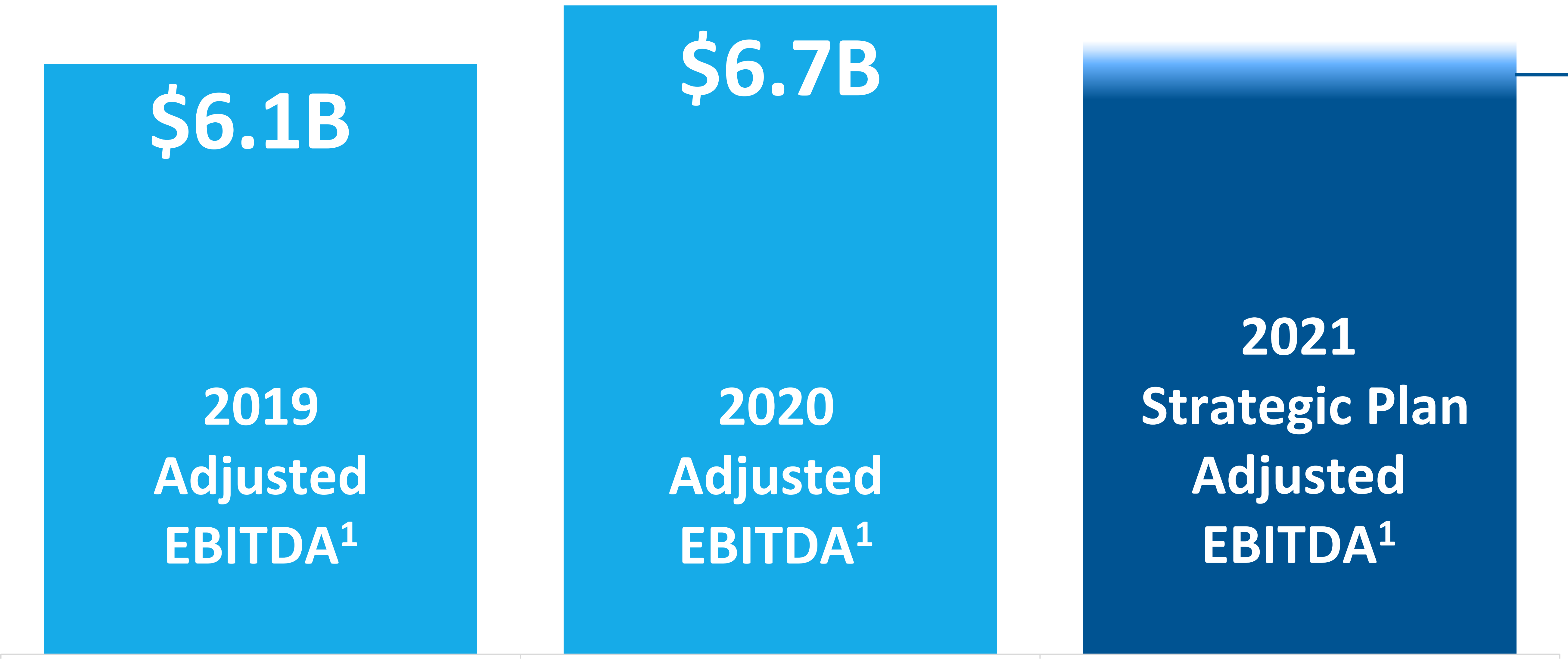


1| Non-GAAP financial measure. See Appendix to this presentation for more information, including GAAP to non-GAAP reconciliations.
2| The outlook is inclusive of the unfavorable impacts from the Canada Cheese divestiture, Incentive compensation, and the *McCafé* exit.
3| The Company views comparison to the 2019 period to be more meaningful than the comparable 2020 period given the exceptional, COVID-19-related consumer demand changes experienced in the 2020 period.

Continue to expect **2021** financial results **ahead of our strategic plan**

2020
Reset Foundation

2021
Fully Deploy New Operating Model



Stronger-than-Plan Performance + At-Home Benefit

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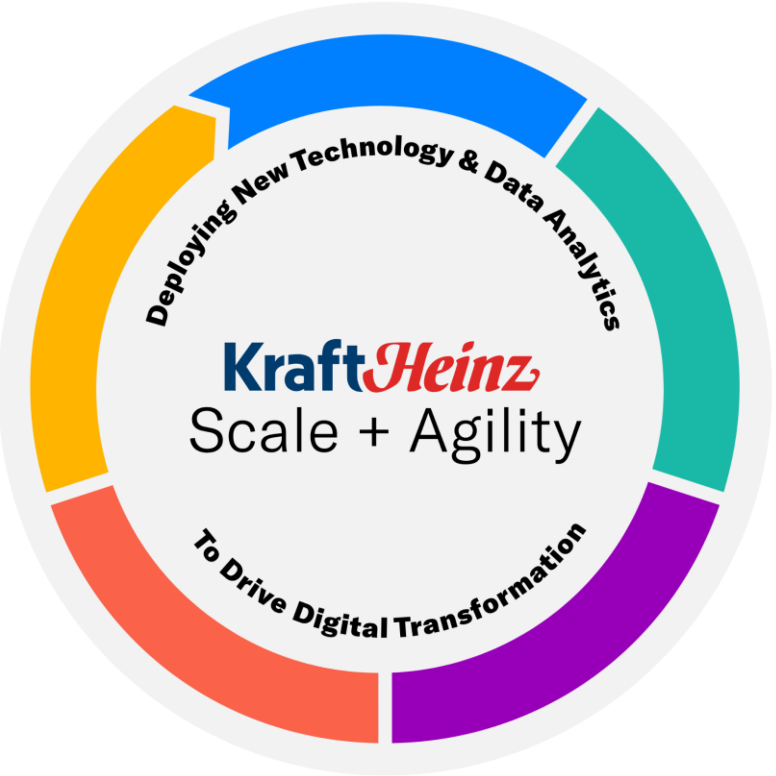
We have begun 2021 with **strong momentum** across our brands and businesses



1 Solid start to the year… top line and bottom line

2 Early 2021 plan wins positioning us to accelerate our advantage

3 Continuing to strengthen portfolio while building financial flexibility

The non-GAAP financial measures provided should be viewed in addition to, and not as an alternative for, results prepared in accordance with accounting principles generally accepted in the United States of America (“GAAP”) that are presented in this press release.

To supplement the financial information provided, the Company has presented Organic Net Sales, Adjusted EBITDA, Constant Currency Adjusted EBITDA, Adjusted EPS, and Free Cash Flow which are considered non-GAAP financial measures. The non-GAAP financial measures presented may differ from similarly titled non-GAAP financial measures presented by other companies, and other companies may not define these non-GAAP financial measures in the same way. These measures are not substitutes for their comparable GAAP financial measures, such as net sales, net income/(loss), diluted earnings per share, net cash provided by/(used for) operating activities, or other measures prescribed by GAAP, and there are limitations to using non-GAAP financial measures.

Management uses these non-GAAP financial measures to assist in comparing the Company's performance on a consistent basis for purposes of business decision making by removing the impact of certain items that management believes do not directly reflect the Company's underlying operations. Management believes that presenting the Company's non-GAAP financial measures (i.e., Organic Net Sales, Adjusted EBITDA, Constant Currency Adjusted EBITDA, Adjusted EPS, and Free Cash Flow) is useful to investors because it (i) provides investors with meaningful supplemental information regarding financial performance by excluding certain items, (ii) permits investors to view performance using the same tools that management uses to budget, make operating and strategic decisions, and evaluate historical performance, and (iii) otherwise provides supplemental information that may be useful to investors in evaluating the Company's results. The Company believes that the presentation of these non-GAAP financial measures, when considered together with the corresponding GAAP financial measures and the reconciliations to those measures, provides investors with additional understanding of the factors and trends affecting the Company's business than could be obtained absent these disclosures.

Organic Net Sales is defined as net sales excluding, when they occur, the impact of currency, acquisitions and divestitures, and a 53rd week of shipments. The Company calculates the impact of currency on net sales by holding exchange rates constant at the previous year's exchange rate, with the exception of highly inflationary subsidiaries, for which the Company calculates the previous year's results using the current year's exchange rate. Organic Net Sales is a tool that can assist management and investors in comparing the Company's performance on a consistent basis by removing the impact of certain items that management believes do not directly reflect the Company's underlying operations.

Adjusted EBITDA is defined as net income/(loss) from continuing operations before interest expense, other expense/(income), provision for/(benefit from) income taxes, and depreciation and amortization (excluding restructuring activities); in addition to these adjustments, the Company excludes, when they occur, the impacts of restructuring activities, deal costs, unrealized losses/(gains) on commodity hedges, impairment losses, and equity award compensation expense (excluding restructuring activities). The Company also presents Adjusted EBITDA on a constant currency basis. The Company calculates the impact of currency on Adjusted EBITDA by holding exchange rates constant at the previous year's exchange rate, with the exception of highly inflationary subsidiaries, for which it calculates the previous year's results using the current year's exchange rate. Adjusted EBITDA and Constant Currency Adjusted EBITDA are tools that can assist management and investors in comparing the Company's performance on a consistent basis by removing the impact of certain items that management believes do not directly reflect the Company's underlying operations.

Adjusted EPS is defined as diluted earnings per share excluding, when they occur, the impacts of restructuring activities, deal costs, unrealized losses/(gains) on commodity hedges, impairment losses, losses/(gains) on the sale of a business, other losses/(gains) related to acquisitions and divestitures (e.g., tax and hedging impacts), nonmonetary currency devaluation (e.g., remeasurement gains and losses), debt prepayment and extinguishment costs, and U.S. Tax Reform discrete income tax expense/(benefit), and including when they occur, adjustments to reflect preferred stock dividend payments on an accrual basis. The Company believes Adjusted EPS provides important comparability of underlying operating results, allowing investors and management to assess operating performance on a consistent basis.

Free Cash Flow is defined as net cash provided by/(used for) operating activities less capital expenditures. The Company believes Free Cash Flow provides a measure of the Company's core operating performance, the cash-generating capabilities of the Company's business operations, and is one factor used in determining the amount of cash available for debt repayments, dividends, acquisitions, share repurchases, and other corporate purposes. The use of this non-GAAP measure does not imply or represent the residual cash flow for discretionary expenditures since the Company has certain non-discretionary obligations such as debt service that are not deducted from the measure.

We provide guidance for Organic Net Sales, Adjusted EBITDA, Constant Currency Adjusted EBITDA, Adjusted EPS, and Free Cash Flow on a non-GAAP basis only because certain information necessary to calculate the most comparable GAAP measure is unavailable due to the uncertainty and inherent difficulty of predicting the occurrence and the future financial statement impact of such items impacting comparability, including, but not limited to, the impact of currency, acquisitions and divestitures, integration and restructuring expenses, deal costs, unrealized losses/(gains) on commodity hedges, impairment losses, and equity award compensation expense, among other items. Therefore, as a result of the uncertainty and variability of the nature and amount of future adjustments, which could be significant, Kraft Heinz is unable to provide a reconciliation of these measures without unreasonable effort.

See the attached schedules for supplemental financial data, which includes the financial information, the non-GAAP financial measures and corresponding reconciliations to the comparable GAAP financial measures for the relevant periods.

Schedule 1

The Kraft Heinz Company
Condensed Consolidated Statements of Income
(in millions, except per share data)
(Unaudited)

	For the Three Months Ended	
	March 27, 2021	March 28, 2020
Net sales	$ 6,394	$ 6,157
Cost of products sold	4,193	4,299
Gross profit	2,201	1,858
Selling, general and administrative expenses, excluding impairment losses	882	862
Goodwill impairment losses	230	226
Selling, general and administrative expenses	1,112	1,088
Operating income/(loss)	1,089	770
Interest expense	415	310
Other expense/(income)	(30)	(81)
Income/(loss) before income taxes	704	541
Provision for/(benefit from) income taxes	136	160
Net income/(loss)	568	381
Net income/(loss) attributable to noncontrolling interest	5	3
Net income/(loss) attributable to common shareholders	$ 563	$ 378
Basic shares outstanding	1,223	1,222
Diluted shares outstanding	1,232	1,224
Per share data applicable to common shareholders:		
Basic earnings/(loss) per share	$ 0.46	$ 0.31
Diluted earnings/(loss) per share	0.46	0.31

Schedule 2

The Kraft Heinz Company
Reconciliation of Net Sales to Organic Net Sales
For the Three Months Ended
(dollars in millions)
(Unaudited)

	Net Sales	Currency	Acquisitions and Divestitures	Organic Net Sales	Price	Volume/Mix
March 27, 2021						
United States	$ 4,608	$ —	$ —	$ 4,608		
International	1,394	64	—	1,330		
Canada	392	22	—	370		
Kraft Heinz	$ 6,394	$ 86	$ —	$ 6,308		
March 28, 2020						
United States	$ 4,495	$ —	$ —	$ 4,495		
International	1,301	6	—	1,295		
Canada	361	—	—	361		
Kraft Heinz	$ 6,157	$ 6	$ —	$ 6,151		
Year-over-year growth rates						
United States	2.5 %	0.0 pp	0.0 pp	2.5 %	1.0 pp	1.5 pp
International	7.2 %	4.5 pp	0.0 pp	2.7 %	2.2 pp	0.5 pp
Canada	8.8 %	6.3 pp	0.0 pp	2.5 %	4.9 pp	(2.4) pp
Kraft Heinz	3.9 %	1.4 pp	0.0 pp	2.5 %	1.5 pp	1.0 pp

Schedule 3

The Kraft Heinz Company
Reconciliation of Net Sales to Organic Net Sales
For the Three Months Ended
(dollars in millions)
(Unaudited)

	Net Sales	Currency	Acquisitions and Divestitures	Organic Net Sales
March 27, 2021				
United States	$ 4,608	$ —	$ —	$ 4,608
International	1,394	19	—	1,375
Canada	392	19	—	373
Kraft Heinz	$ 6,394	$ 38	$ —	$ 6,356
March 30, 2019				
United States	$ 4,224	$ —	$ —	$ 4,224
International	1,285	7	13	1,265
Canada	450	—	91	359
Kraft Heinz	$ 5,959	$ 7	$ 104	$ 5,848
Year-over-year growth rates				
United States	9.1 %	0.0 pp	0.0 pp	9.1 %
International	8.5 %	0.9 pp	(1.2) pp	8.8 %
Canada	(12.7)%	4.3 pp	(21.1) pp	4.1 %
Kraft Heinz	7.3 %	0.5 pp	(1.9) pp	8.7 %

Schedule 4

The Kraft Heinz Company
Reconciliation of Net Income/(Loss) to Adjusted EBITDA
(dollars in millions)
(Unaudited)

	For the Three Months Ended		
	March 27, 2021	March 28, 2020	March 30, 2019
Net income/(loss)	$ 568	$ 381	$ 404
Interest expense	415	310	321
Other expense/(income)	(30)	(81)	(380)
Provision for/(benefit from) income taxes	136	160	217
Operating income/(loss)	1,089	770	562
Depreciation and amortization (excluding restructuring activities)	222	243	234
Restructuring activities	18	—	27
Deal costs	7	—	8
Unrealized losses/(gains) on commodity hedges	(37)	143	(29)
Impairment losses	230	226	620
Equity award compensation expense (excluding restructuring activities)	51	33	9
Adjusted EBITDA	$ 1,580	$ 1,415	$ 1,431
Segment Adjusted EBITDA:			
United States	$ 1,280	$ 1,209	$ 1,139
International	283	245	238
Canada	87	55	121
General corporate expenses	(70)	(94)	(67)
Adjusted EBITDA	$ 1,580	$ 1,415	$ 1,431

Schedule 5

The Kraft Heinz Company
Reconciliation of Adjusted EBITDA to Constant Currency Adjusted EBITDA
For the Three Months Ended
(dollars in millions)
(Unaudited)

	Adjusted EBITDA	Currency	Constant Currency Adjusted EBITDA
March 27, 2021			
United States	$ 1,280	$ —	$ 1,280
International	283	16	267
Canada	87	5	82
General corporate expenses	(70)	(1)	(69)
Kraft Heinz	$ 1,580	$ 20	$ 1,560
March 28, 2020			
United States	$ 1,209	$ —	$ 1,209
International	245	3	242
Canada	55	—	55
General corporate expenses	(94)	—	(94)
Kraft Heinz	$ 1,415	$ 3	$ 1,412
Year-over-year growth rates			
United States	5.8 %	0.0 pp	5.8 %
International	15.5 %	5.3 pp	10.2 %
Canada	57.4 %	9.6 pp	47.8 %
General corporate expenses	(25.9)%	1.3 pp	(27.2)%
Kraft Heinz	11.6 %	1.2 pp	10.4 %

Schedule 6

The Kraft Heinz Company
Reconciliation of Adjusted EBITDA to Constant Currency Adjusted EBITDA
For the Three Months Ended
(dollars in millions)
(Unaudited)

	Adjusted EBITDA	Currency	Constant Currency Adjusted EBITDA
March 27, 2021			
United States	$ 1,280	$ —	$ 1,280
International	283	11	272
Canada	87	4	83
General corporate expenses	(70)	(1)	(69)
Kraft Heinz	$ 1,580	$ 14	$ 1,566
March 30, 2019			
United States	$ 1,139	$ —	$ 1,139
International	238	4	234
Canada	121	—	121
General corporate expenses	(67)	—	(67)
Kraft Heinz	$ 1,431	$ 4	$ 1,427
Year-over-year growth rates			
United States	12.4 %	0.0 pp	12.4 %
International	18.3 %	2.4 pp	15.9 %
Canada	(27.6)%	3.6 pp	(31.2)%
General corporate expenses	3.6 %	1.1 pp	2.5 %
Kraft Heinz	10.4 %	0.7 pp	9.7 %

Schedule 7

The Kraft Heinz Company
Reconciliation of Diluted EPS to Adjusted EPS
(Unaudited)

	For the Three Months Ended	
	March 27, 2021	March 28, 2020
Diluted EPS	$ 0.46	$ 0.31
Restructuring activities[a]	0.01	—
Unrealized losses/(gains) on commodity hedges[b]	(0.02)	0.09
Impairment losses[c]	0.19	0.18
Losses/(gains) on sale of business[d]	0.02	—
Debt prepayment and extinguishment costs[e]	0.06	—
Adjusted EPS	$ 0.72	$ 0.58

(a) Gross expenses included in restructuring activities were $18 million ($13 million after-tax) for the three months ended March 27, 2021 and were recorded in the following income statement line items:

- Cost of products sold included expenses of $3 million for the three months ended March 27, 2021 and $1 million for the three months ended March 28, 2020; and
- SG&A included expenses of $15 million for the three months ended March 27, 2021 and income of $1 million for the three months ended March 28, 2020.

(b) Gross expenses/(income) included in unrealized losses/(gains) on commodity hedges were income of $37 million ($27 million after-tax) for the three months ended March 27, 2021 and expenses of $143 million ($108 million after-tax) for the three months ended March 28, 2020 and were recorded in cost of products sold.

(c) Gross impairment losses, all of which related to goodwill, were $230 million ($230 million after-tax) for the three months ended March 27, 2021 and $226 million ($226 million after-tax) for the three months ended March 28, 2020 and were recorded in SG&A.

(d) Gross expenses included in losses/(gains) on sale of business were $19 million ($19 million after-tax) for the three months ended March 27, 2021 and $2 million ($2 million after-tax) for the three months ended March 28, 2020 and were recorded in other expense/(income).

(e) Gross expenses included in debt prepayment and extinguishment costs were $106 million ($80 million after-tax) for the three months ended March 27, 2021 and were recorded in interest expense.

Schedule 8

The Kraft Heinz Company
Key Drivers of Change in Adjusted EPS
(Unaudited)

	For the Three Months Ended		
	March 27, 2021	March 28, 2020	$ Change
Key drivers of change in Adjusted EPS:			
Results of operations[a]	$ 0.84	$ 0.73	$ 0.11
Interest expense	(0.20)	(0.20)	—
Other expense/(income)[b]	0.03	0.05	(0.02)
Effective tax rate	0.05	—	0.05
Adjusted EPS	$ 0.72	$ 0.58	0.14

(a) Includes non-cash amortization of definite-lived intangible assets, which accounted for a negative impact to Adjusted EPS from results of operations of $0.04 for the three months ended March 27, 2021 and March 28, 2020.

(b) Includes non-cash amortization of prior service credits, which accounted for a benefit to Adjusted EPS from other expense/(income) of $0.02 for the three months ended March 28, 2020.

Schedule 9

The Kraft Heinz Company
Condensed Consolidated Balance Sheets
(in millions, except per share data)
(Unaudited)

	March 27, 2021	December 26, 2020
ASSETS		
Cash and cash equivalents	$ 2,360	$ 3,417
Trade receivables, net	2,079	2,063
Inventories	2,676	2,773
Prepaid expenses	136	132
Other current assets	621	574
Assets held for sale	5,264	1,863
Total current assets	13,136	10,822
Property, plant and equipment, net	6,579	6,876
Goodwill	31,447	33,089
Intangible assets, net	45,021	46,667
Other non-current assets	2,481	2,376
TOTAL ASSETS	$ 98,664	$ 99,830
LIABILITIES AND EQUITY		
Commercial paper and other short-term debt	$ 6	$ 6
Current portion of long-term debt	126	230
Trade payables	4,225	4,304
Accrued marketing	1,001	946
Interest payable	371	358
Other current liabilities	1,824	2,200
Liabilities held for sale	17	17
Total current liabilities	7,570	8,061
Long-term debt	27,074	28,070
Deferred income taxes	11,619	11,462
Accrued postemployment costs	244	243
Other non-current liabilities	1,726	1,751
TOTAL LIABILITIES	48,233	49,587
Equity:		
Common stock, $0.01 par value	12	12
Additional paid-in capital	54,678	55,096
Retained earnings/(deficit)	(2,131)	(2,694)
Accumulated other comprehensive income/(losses)	(1,898)	(1,967)
Treasury stock, at cost	(373)	(344)
Total shareholders' equity	50,288	50,103
Noncontrolling interest	143	140
TOTAL EQUITY	50,431	50,243
TOTAL LIABILITIES AND EQUITY	$ 98,664	$ 99,830

Schedule 10

The Kraft Heinz Company
Condensed Consolidated Statements of Cash Flow
(in millions)
(Unaudited)

	For the Three Months Ended	
	March 27, 2021	March 28, 2020
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net income/(loss)	$ 568	$ 381
Adjustments to reconcile net income/(loss) to operating cash flows:		
Depreciation and amortization	222	243
Amortization of postretirement benefit plans prior service costs/(credits)	(2)	(31)
Equity award compensation expense	51	33
Deferred income tax provision/(benefit)	127	(46)
Postemployment benefit plan contributions	(9)	(9)
Goodwill and intangible asset impairment losses	230	226
Nonmonetary currency devaluation	4	1
Loss/(gain) on sale of business	19	2
Other items, net	30	169
Changes in current assets and liabilities:		
Trade receivables	(34)	(423)
Inventories	(101)	(231)
Accounts payable	(11)	(2)
Other current assets	(54)	(142)
Other current liabilities	(230)	41
Net cash provided by/(used for) operating activities	810	212
CASH FLOWS FROM INVESTING ACTIVITIES:		
Capital expenditures	(227)	(131)
Other investing activities, net	11	9
Net cash provided by/(used for) investing activities	(216)	(122)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Repayments of long-term debt	(1,014)	(407)
Debt prepayment and extinguishment costs	(103)	—
Proceeds from revolving credit facility	—	4,000
Dividends paid	(489)	(488)
Other financing activities, net	(37)	—
Net cash provided by/(used for) financing activities	(1,643)	3,105
Effect of exchange rate changes on cash, cash equivalents, and restricted cash	(8)	(71)
Cash, cash equivalents, and restricted cash		
Net increase/(decrease)	(1,057)	3,124
Balance at beginning of period	3,418	2,280
Balance at end of period	$ 2,361	$ 5,404

Schedule 11

The Kraft Heinz Company
Reconciliation of Net Cash Provided By/(Used For) Operating Activities to Free Cash Flow
(in millions)
(Unaudited)

	For the Three Months Ended	
	March 27, 2021	March 28, 2020
Net cash provided by/(used for) operating activities	$ 810	$ 212
Capital expenditures	(227)	(131)
Free Cash Flow	$ 583	$ 81