## SCALE + AGILITY

**Our New Formula Driving Relevance, Efficiencies and Results**

<table>
<thead>
<tr>
<th>New Operating Model</th>
<th>$2B in gross savings</th>
<th>Prioritizing high return investments in growth, with a 30% planned increase in marketing and advertising spend</th>
<th>Using our scale to positively impact the world: 100% Heinz ketchup tomatoes sustainably sourced from &quot;Seed to Bottle&quot; by 2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>People with Purpose, Consumer Platforms, Ops Center, Partner Program, Fuel Our Growth</td>
<td>between 2020 and 2024 from efficiencies in Procurement, Manufacturing and Logistics</td>
<td>with a 30% planned increase in marketing and advertising spend</td>
<td>100% Heinz ketchup tomatoes sustainably sourced from &quot;Seed to Bottle&quot; by 2025</td>
</tr>
</tbody>
</table>

### OUR NEW VISION & VALUES:

**CREATING AN AGILE, CONSUMER-DRIVEN CULTURE**

**OUR NEW VISION & VALUES:**

- **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.**

### 6 Consumer Platforms to Drive Growth

**1. Taste Elevation:** Enhancing the taste, flavor and texture of food

**2. Easy Meals Made Better:** Convenient foods that minimize trade-offs at mealtime

**3. Real Food Snacking:** Nutrition-rich, tasty, convenient clean food experiences

**4. Fast Fresh Meals:** Help consumers make fresh, easy, prepared or assembled meals

**5. Easy Indulgent Desserts:** Sweet and indulgent treats that bring simple joy to every day

**6. Flavorful Hydration:** Hydration across kids’ beverages and beverage mixes

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### Three Roles to Guide Resource Allocation and Investment Decisions for Each Platform

<table>
<thead>
<tr>
<th>Role</th>
<th>Approximate Percentage of Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grow</td>
<td>~50%</td>
</tr>
<tr>
<td>Energize</td>
<td>~30%</td>
</tr>
<tr>
<td>Stabilize</td>
<td>~20%</td>
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</tbody>
</table>


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.